

# Professional Master's Degree MBA in Creative Business Management

Accreditation/Membership



**tech** global  
university





## Professional Master's Degree MBA in Creative Business Management

- » Modality: Online
- » Duration: 12 months.
- » Certificate: TECH Global University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/disegn/professional-master-degree/master-mba-creative-business-management](http://www.techtute.com/us/disegn/professional-master-degree/master-mba-creative-business-management)

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# 01

# Introduction to the Program

The design industry is undergoing an accelerated transformation driven by digitalization, sustainability, and the creative economy. In this context, professionals with a strategic vision and managerial competencies are essential to lead studios, agencies, and projects with a unique identity and global reach. According to UNESCO, the creative industries represent 3.1% of global GDP and generate nearly 50 million jobs worldwide, highlighting their growing relevance in the current economy. For this reason, TECH has designed a postgraduate program that will connect creative sensitivity with business decision-making. All of this is offered through an up-to-date academic experience, with a 100% online methodology and a perspective adapted to contemporary leadership.



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*A comprehensive and 100% online program, exclusive to TECH, with an international perspective backed by our membership in the Business Graduates Association”*



The Creative Industry has established itself as one of the most dynamic and strategic sectors in the global economy, integrating design, innovation, and management into a highly competitive ecosystem. Design is no longer limited to aesthetics; today, it drives business decisions, transforms user experiences, and adds value to products and services. In this context, the role of the professional capable of leading with creative judgment and business vision has become more relevant than ever. In fact, this profile requires a solid foundation in management, but also a deep understanding of the visual, cultural, and technological languages that define current trends.

For this reason, TECH has designed this Professional Master's Degree MBA in Creative Business Management to meet the demands of today and the future, aimed at those who wish to lead with strategic creativity. Through a rigorous journey, competencies such as developing business models in cultural industries, innovation in creative processes, using trend analysis tools, and managing multidisciplinary teams will be covered.

Thanks to its 100% online methodology and practical approach, this university program will allow professionals to advance from anywhere, with access to cutting-edge content. Additionally, the Relearning method will ensure an immersive experience that optimizes applied learning and decision-making in real-world environments. As an addition, 10 detailed Masterclasses will be provided, where International Guest Directors will share their most up-to-date knowledge.

Furthermore, thanks to TECH's membership in the **Business Graduates Association (BGA)**, students will have access to exclusive and up-to-date resources that will strengthen their continuous learning and professional development, as well as discounts on professional events that will facilitate networking with industry experts. Additionally, they will be able to expand their professional network by connecting with specialists from different regions, fostering the exchange of knowledge and new job opportunities.

This **Professional Master's Degree MBA in Creative Business Management** contains the most complete and up-to-date university program on the market. Its most notable features are:

- ◆ The development of practical cases presented by experts in Creative Business Management
- ◆ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ◆ Practical exercises where self-assessment can be used to improve learning
- ◆ Special emphasis on innovative methodologies in Creative Industries Management
- ◆ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ◆ Content that is accessible from any fixed or portable device with an internet connection



*Through the exclusive Masterclasses taught by International Guest Directors, you will develop the necessary knowledge to drive creative businesses with an executive vision"*

“

*You will discuss innovation in the management of Creative Companies, promoting dynamic solutions in both the operational and strategic aspects of an organization”*

The faculty includes professionals from the field of Creative Business Management, who bring their work experience to this program, as well as recognized specialists from leading companies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.

*You will transform your professional vision through a dynamic, intuitive, and results-oriented virtual learning environment.*

*With the Relearning system, you won't need to invest a large number of learning hours, focusing instead on the most relevant concepts.*



02

# Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs, available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it has a huge faculty of more than 6,000 professors of the highest international prestige.





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*Study at the largest online university in the world and ensure your professional success. The future begins at TECH”*

**The world's best online university, according to FORBES**

The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future".

**Forbes**  
The best online university in the world

The most complete  
**syllabus**

**The most complete syllabuses on the university scene**

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

**The best top international faculty**

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

**TOP**  
international faculty

The most effective methodology

**A unique learning method**

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

**The world's largest online university**

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in ten different languages, making us the largest educational institution in the world.

**World's No.1**  
The World's largest online university

**The official online university of the NBA**

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

**Leaders in employability**

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



**Google Premier Partner**

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



**The official online university of the NBA**

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**The top-rated university by its students**

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



**Leaders in employability**

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.

# 03 Syllabus

The syllabus developed for this university program will enable professionals to acquire a comprehensive view of executive management applied to the creative environment. Throughout the journey, they will develop skills to lead high-impact projects, manage brands with a solid identity, and make financial decisions in contexts of constant change. Additionally, areas such as new creative industries, the protection of intangibles, future thinking, strategic branding, and innovation in digital marketing will be covered. Moreover, designers will master leadership techniques, people management, creative entrepreneurship, and economic-financial management.







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*You will connect finance, branding, and creative leadership in an academic journey where design takes center stage”*

## Module 1. New Creative Industries

- 1.1. New Creative Industries
  - 1.1.1. From the Cultural Industry to the Creative Industry
  - 1.1.2. Today's Creative Industries
  - 1.1.3. Activities and Sectors that Make up the Creative Industries
- 1.2. Economic Importance of the Creative Industries Today
  - 1.2.1. Contribution
  - 1.2.2. Drivers of Growth and Change
  - 1.2.3. Job outlook in the Creative Industries
- 1.3. New Global Context of the Creative Industries
  - 1.3.1. Radiography of the Creative Industries in the World
  - 1.3.2. Sources of Financing for the Creative Industries in each Country
  - 1.3.3. Case Studies: Management Models and Public Policies
- 1.4. Natural and Cultural Heritage
  - 1.4.1. Historical and Cultural Heritage
  - 1.4.2. By-Products and Services for Museum, Archaeological and Historical Sites and Cultural Landscapes
  - 1.4.3. Intangible Cultural Heritage
- 1.5. Visual Arts
  - 1.5.1. Fine Arts
  - 1.5.2. Photography
  - 1.5.3. Handicrafts
- 1.6. Performing Arts
  - 1.6.1. Theater and Dance
  - 1.6.2. Music and Festivals
  - 1.6.3. Fairs and Circuses
- 1.7. Audiovisual Media
  - 1.7.1. Movies, TV and Audiovisual Content
  - 1.7.2. Radio, Podcasts and Audio Content
  - 1.7.3. Video Games
- 1.8. Current Publications
  - 1.8.1. Literature, Essays and Poetry
  - 1.8.2. Publishers
  - 1.8.3. Press

- 1.9. Creative Services
  - 1.9.1. Design and Fashion
  - 1.9.2. Architecture and Landscaping
  - 1.9.3. Advertising
- 1.10. Connections of the Creative Economy or Orange Economy
  - 1.10.1. Cascade Model - Concentric Circles
  - 1.10.2. Creative, Production, and Knowledge Spillovers
  - 1.10.3. Culture at the Service of the Creative Economy

## Module 2. Protection of Creative and Intangible Products in Today's Marketplace

- 2.1. Legal Protection of Intangible Assets
- 2.2. Intellectual Property I
- 2.3. Intellectual Property II
- 2.4. Intellectual Property III
- 2.5. Industrial Property I: Branding.
- 2.6. Industrial Property II: Industrial Designs
- 2.7. Industrial Property III: Patents and Utility Models
- 2.8. Intellectual and Industrial Property: Practice
- 2.9. Advertising Law I
- 2.10. Advertising Law II

## Module 3. Economic and Financial Management of Creative Businesses

- 3.1. The Necessary Economic Sustainability
  - 3.1.1. The Financial Structure of a Creative Company
  - 3.1.2. Accounting in a Creative Company
  - 3.1.3. Triple Balance
- 3.2. Revenues and Expenses of Today's Creative Businesses
  - 3.2.1. Accounting of Costs
  - 3.2.2. Type of Costs
  - 3.2.3. Cost Allocation
- 3.3. Types of Profit in the Company
  - 3.3.1. Contribution Margin
  - 3.3.2. Break-Even Point
  - 3.3.3. Evaluation of Alternatives

- 3.4. Investment in the Creative Sector
    - 3.4.1. Investment in the Creative Industry
    - 3.4.2. Investment Appraisal
    - 3.4.3. The NPV Method: Net Present Value
  - 3.5. Profitability in the Creative Industry
    - 3.5.1. Economic Profitability
    - 3.5.2. Time Profitability
    - 3.5.3. Financial Profitability
  - 3.6. Cash Flow: Liquidity and Solvency
    - 3.6.1. Cash Flow
    - 3.6.2. Balance Sheet and Income Statement
    - 3.6.3. Settlement and Leverage
  - 3.7. Financing Formulas currently on the Creative Market
    - 3.7.1. Venture Capital Funds
    - 3.7.2. *Business Angels*
    - 3.7.3. Calls for Proposals and Grants
  - 3.8. Product Pricing in the Creative Industry
    - 3.8.1. Pricing
    - 3.8.2. Profit vs. Competition
    - 3.8.3. Pricing Strategy
  - 3.9. Pricing Strategy in the Creative Sector
    - 3.9.1. Types of Pricing Strategies
    - 3.9.2. Advantages
    - 3.9.3. Disadvantages
  - 3.10. Operational Budgets
    - 3.10.1. Tools of Strategic Planning
    - 3.10.2. Elements Included in the Operational Budget
    - 3.10.3. Development and Execution of the Operational Budget
- Module 4. Futures Thinking: How to Transform Today from Tomorrow?**
- 4.1. Futures Thinking Methodology
    - 4.1.1. Futures Thinking
    - 4.1.2. Benefits of Using This Methodology
    - 4.1.3. The Role of the "Futurist" in the Creative Business
  - 4.2. Signals of Change
    - 4.2.1. The Signals of Change
    - 4.2.2. Identifying Signals of Change
    - 4.2.3. Interpreting the Signals
  - 4.3. Types of Futures
    - 4.3.1. Journey to the Past
    - 4.3.2. The Four Types of Futures
    - 4.3.3. Applying the Futures Thinking Methodology in Work
  - 4.4. *Future Forecasting*
    - 4.4.1. Searching for Drivers
    - 4.4.2. How to Create a Future Forecast
    - 4.4.3. How to Write a Future Scenario
  - 4.5. Mental Stimulation Techniques
    - 4.5.1. Past, Future, and Empathy
    - 4.5.2. Facts vs. Experience
    - 4.5.3. Alternative Paths
  - 4.6. Collaborative Forecasting
    - 4.6.1. The Future as a Game
    - 4.6.2. *Future Wheel*
    - 4.6.3. The Future from Different Perspectives
  - 4.7. Epic Victories
    - 4.7.1. From Discovery to Innovation Proposal
    - 4.7.2. The Epic Victory
    - 4.7.3. Equity in the Future Game
  - 4.8. Preferred Futures
    - 4.8.1. The Preferred Future
    - 4.8.2. Techniques
    - 4.8.3. Working Backwards from the Future
  - 4.9. From Prediction to Action
    - 4.9.1. Future Images
    - 4.9.2. Future Artifacts
    - 4.9.3. Roadmap

- 4.10. SDGs. A Global and Multidisciplinary Vision of the Future
  - 4.10.1. Sustainable Development as a Global Goal
  - 4.10.2. Managing Human Beings in Nature
  - 4.10.3. Social Sustainability

### Module 5. Consumer or User Management in Creative Businesses

- 5.1. The User in the Current Context
  - 5.1.1. Consumer Change in Recent Times
  - 5.1.2. The Importance of Research
  - 5.1.3. Trend Analysis
- 5.2. Strategy with the Focus on the Individual
  - 5.2.1. Human Centric Strategy
  - 5.2.2. Keys and Benefits of Being Human Centric
  - 5.2.3. Success Stories
- 5.3. Data on the Human Centric Strategy
  - 5.3.1. Data on the Human Centric Strategy
  - 5.3.2. The Value of the Data
  - 5.3.3. 360° View of the Customer
- 5.4. Implementation of the Human Centric Strategy in the Creative Industry
  - 5.4.1. Transformation of Dispersed Information into Customer Knowledge
  - 5.4.2. Opportunity Analysis
  - 5.4.3. Maximization Strategies and Initiatives
- 5.5. Human Centric Methodology
  - 5.5.1. From Research to Prototyping
  - 5.5.2. Double Diamond Model: Process and Phases
  - 5.5.3. Tools
- 5.6. *Design Thinking*
  - 5.6.1. Design Thinking
  - 5.6.2. Methodology
  - 5.6.3. The Techniques and Tools of Design Thinking
- 5.7. Brand Positioning in the User's Mind
  - 5.7.1. Positioning Analysis
  - 5.7.2. Typology
  - 5.7.3. Methodology and Tools

- 5.8. User Insights in Creative Businesses
  - 5.8.1. Insights and their Importance
  - 5.8.2. Customer Journey and the Relevance of the Journey Map
  - 5.8.3. Research Techniques
- 5.9. The User Profile (Archetypes and Buyer Persona)
  - 5.9.1. Archetypes
  - 5.9.2. Buyer Persona
  - 5.9.3. Methodology of Analysis
- 5.10. Research Resources and Techniques
  - 5.10.1. Techniques in Context
  - 5.10.2. Visualization and Creation Techniques
  - 5.10.3. Voice Contrast Techniques

### Module 6. Creative Branding: Communication and Management of Creative Brands

- 6.1. *Brands and Branding*
  - 6.1.1. The Brands
  - 6.1.2. The Evolution of Branding
  - 6.1.3. Positioning, Brand Personality, Notoriety
- 6.2. Brand Building
  - 6.2.1. *Marketing Mix*
  - 6.2.2. Brand Architecture
  - 6.2.3. Brand Identity
- 6.3. Brand Expression
  - 6.3.1. Graphic Identity
  - 6.3.2. Visual Expression
  - 6.3.3. Other Elements that Reflect the Brand
- 6.4. Communication
  - 6.4.1. Focuses
  - 6.4.2. *Brand Touchpoints*
  - 6.4.3. Communication Techniques and Tools
- 6.5. *Branded Content*
  - 6.5.1. From Brands to Entertainment Platforms
  - 6.5.2. The Rise of Branded Content
  - 6.5.3. Connecting with the Audience through Unique Storytelling



- 6.6. *Visual Storytelling*
  - 6.6.1. Brand Analysis
  - 6.6.2. Creative Advertising Concepts
  - 6.6.3. Creative Selling
- 6.7. *Customer Experience*
  - 6.7.1. Customer Experience (CX)
  - 6.7.2. *Customer Journey*
  - 6.7.3. Brand Alignment and CX
- 6.8. Strategic Planning
  - 6.8.1. Objectives
  - 6.8.2. Identification of Audiences and Insights
  - 6.8.3. Strategy Design
- 6.9. Performance
  - 6.9.1. Briefing
  - 6.9.2. Tactics
  - 6.9.3. Production plan
- 6.10. Evaluation
  - 6.10.1. What to Evaluate?
  - 6.10.2. How to Evaluate? (Measurement Tools)
  - 6.10.3. Results Reports

## Module 7. Leadership and Innovation in Creative Industries

- 7.1. Creativity Applied to Industry
  - 7.1.1. Creative Expression
  - 7.1.2. Creative Resources
  - 7.1.3. Creative Techniques
- 7.2. The New Innovative Culture
  - 7.2.1. The Context of the Innovation
  - 7.2.2. Why does Innovation Fail?
  - 7.2.3. Academic Theories
- 7.3. Innovation Dimensions and Levers
  - 7.3.1. The Plans or Dimensions of Innovation
  - 7.3.2. Attitudes for Innovation
  - 7.3.3. Intrapreneurship and Technology

- 7.4. Constraints and Obstacles to Innovation in the Creative Industry
  - 7.4.1. Personal and Group Restrictions
  - 7.4.2. Social Constraints and Organizations
  - 7.4.3. Industrial and Technological Restrictions
- 7.5. Closed Innovation and Open Innovation
  - 7.5.1. From Closed Innovation to Open Innovation
  - 7.5.2. Practical Classes to Implement Open Innovation
  - 7.5.3. Experiences of Open Innovation in Companies
- 7.6. Innovative Business Models in Creative Industries
  - 7.6.1. Business Trends in the Creative Economy
  - 7.6.2. Study Cases
  - 7.6.3. Sector Revolution
- 7.7. Leading and Managing an Innovation Strategy
  - 7.7.1. Boosting Adoption
  - 7.7.2. Leading the Process
  - 7.7.3. Portfolio Maps
- 7.8. Financing Innovation
  - 7.8.1. CFO: Venture Capital Investor
  - 7.8.2. Dynamic Financing
  - 7.8.3. Response to the Challenges
- 7.9. Hybridization: Innovating in the Creative Economy
  - 7.9.1. Intersection of Sectors
  - 7.9.2. Generation of Disruptive Solutions
  - 7.9.3. The Medici Effect
- 7.10. New Creative and Innovative Ecosystems
  - 7.10.1. Generation of Innovative Environments
  - 7.10.2. Creativity as a Lifestyle
  - 7.10.3. Ecosystems

## Module 8. Digital Transformation in the Creative Industry

- 8.1. Digital Future of the Creative Industry
  - 8.1.1. Digital Transformation
  - 8.1.2. Situation of the Sector and its Comparison
  - 8.1.3. Future Challenges

- 8.2. Forth Industrial Revolution
  - 8.2.1. Industrial Revolution
  - 8.2.2. Application
  - 8.2.3. Impacts
- 8.3. Digital Enablers for Growth
  - 8.3.1. Operational Effectiveness, Acceleration and Improvement
  - 8.3.2. Continuous Digital Transformation
  - 8.3.3. Solutions and Services for the Creative Industries
- 8.4. The Application of Big Data to the Enterprise
  - 8.4.1. Data Value
  - 8.4.2. Data in Decision-Making
  - 8.4.3. *Data Driven Company*
- 8.5. Cognitive Technology
  - 8.5.1. AI and Digital Interaction
  - 8.5.2. IoT and Robotics
  - 8.5.3. Other Digital Training
- 8.6. Uses and Applications of Blockchain Technology
  - 8.6.1. *Blockchain*
  - 8.6.2. Value for the Creative Industry Sector
  - 8.6.3. Transaction Versatility
- 8.7. Omnichannel and Transmedia Development
  - 8.7.1. Impacts in the Sector
  - 8.7.2. Challenge Analysis
  - 8.7.3. Evolution
- 8.8. Entrepreneurship Ecosystems
  - 8.8.1. The Role of Innovation and Venture Capital
  - 8.8.2. The Start-up Ecosystem and the Stakeholders that Comprise It
  - 8.8.3. How to Maximize the Relationship between the Creative Stakeholder and the Start-up
- 8.9. New Disruptive Business Models.
  - 8.9.1. Marketing-Based (Platforms and Marketplaces)
  - 8.9.2. Service-Based (Freemium, Premium or Subscription Models)
  - 8.9.3. Community-Based (From Crowdfunding, Social Media or Blogging)



- 8.10. Methodologies to Promote a Culture of Innovation in the Creative Industries
  - 8.10.1. Blue Ocean Innovation Strategy
  - 8.10.2. Lean Star-Up Innovation Strategy
  - 8.10.3. Agile Innovation Strategy

## Module 9. New Digital Marketing Strategies

- 9.1. Technology and Audiences
  - 9.1.1. Digital Strategy and Differences between User Types
  - 9.1.2. Target Audience, Exclusionary Factors and Generations
  - 9.1.3. The Ideal Customer Profile (ICP) and Buyer Persona
- 9.2. Digital Analytics for Diagnostics
  - 9.2.1. Analytics prior to the Digital Strategy
  - 9.2.2. Moment 0
  - 9.2.3. KPIs and Metrics, Typologies, Classification according to Methodologies
- 9.3. E-entertainment: The Impact of E-Commerce in the Entertainment Industry
  - 9.3.1. E-commerce, Typologies and Platforms
  - 9.3.2. The Importance of Web Design: UX and UI
  - 9.3.3. Optimization of Online Space: Minimum Requirements
- 9.4. Social Media and Influencer Marketing
  - 9.4.1. Impact and Evolution of Network Marketing
  - 9.4.2. Persuasion, Keys to Content and Viral Actions
  - 9.4.3. Planning Social Marketing and Influencer Marketing Campaigns
- 9.5. *Mobile Marketing*
  - 9.5.1. Mobile User
  - 9.5.2. Web Mobile and Apps
  - 9.5.3. Mobile Marketing Actions
- 9.6. Advertising in Online Environments
  - 9.6.1. Advertising in RRSS and Objectives of the Social Ads
  - 9.6.2. The Conversion Funnel or Purchase Funnel: Categories
  - 9.6.3. Social Ads Platforms
- 9.7. The Inbound Marketing Methodology
  - 9.7.1. Social Selling, Key Pillars and Strategy
  - 9.7.2. The CRM Platform in a Digital Strategy
  - 9.7.3. Inbound Marketing or Attraction Marketing: Actions and SEO



- 9.8. Automization of Marketing
  - 9.8.1. Email Marketing and Email Typology
  - 9.8.2. Email Marketing Automation, Applications, Platforms and Advantages
  - 9.8.3. The Emergence of Bot & Chatbot Marketing: Typology and Platforms
- 9.9. Data Management Tools
  - 9.9.1. CRM in Digital Strategy, Typologies and Applications, Platforms and Trends
  - 9.9.2. *Big Data*: Big Data, Business Analytics and Business Intelligence
  - 9.9.3. Big Data, Artificial Intelligence and Data Science
- 9.10. Measuring Profitability
  - 9.10.1. ROI: the Definition of Return on Investment and ROI vs. ROAS
  - 9.10.2. ROI Optimization
  - 9.10.3. Key Metrics

## Module 10. Entrepreneurship in the Creative Industries

- 10.1. The Entrepreneurial Project
  - 10.1.1. Entrepreneurship, Types and Life Cycle
  - 10.1.2. Entrepreneur Profile
  - 10.1.3. Topics of Interest for Entrepreneurship
- 10.2. Personal Leadership
  - 10.2.1. Self-Knowledge
  - 10.2.2. Entrepreneurial Skills
  - 10.2.3. Development of Entrepreneurial Leadership Skills and Abilities
- 10.3. Identification of Innovative and Entrepreneurial Opportunities
  - 10.3.1. Analysis of Megatrends and Competitive Forces
  - 10.3.2. Consumer Behavior and Demand Estimation
  - 10.3.3. Evaluation of Business Opportunities
- 10.4. Business Idea Generation in the Creative Industry
  - 10.4.1. Tools for the Generation of Ideas: Brainstorming, Mind Mapping, Drawstorming, etc
  - 10.4.2. Value Proposition Design: CANVAS, 5 w
  - 10.4.3. Development of the Value Proposition
- 10.5. Prototyping and Validation
  - 10.5.1. Prototype Development
  - 10.5.2. Validation
  - 10.5.3. Prototyping Adjustments

- 10.6. Business Model Design
  - 10.6.1. The Business Model
  - 10.6.2. Methodologies for the Creation of Business Models
  - 10.6.3. Business Model Design for Proposed Idea
- 10.7. Team Leadership
  - 10.7.1. Team Profiles according to Temperaments and Personality
  - 10.7.2. Team Leadership Skills
  - 10.7.3. Teamwork Methods
- 10.8. Cultural Markets
  - 10.8.1. Nature of Cultural Markets
  - 10.8.2. Types of Cultural Markets
  - 10.8.3. Identification of Local Cultural Markets
- 10.9. Personal Marketing and Branding Plan
  - 10.9.1. Projection of the Personal and Entrepreneurial Project
  - 10.9.2. Short- and Medium-Term Strategic Plan
  - 10.9.3. Variables for Measuring Success
- 10.10. Sales Pitch
  - 10.10.1. Project Presentation for Investors
  - 10.10.2. Development of Attractive Presentations
  - 10.10.3. Development of Effective Communication Skills

## Module 11. Leadership, Ethics, and Corporate Social Responsibility

- 11.1. Globalization and Governance
  - 11.1.1. Governance and Corporate Governance
  - 11.1.2. The Fundamentals of Corporate Governance in Companies
  - 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 11.2. Leadership
  - 11.2.1. Leadership. A Conceptual Approach
  - 11.2.2. Leadership in Companies
  - 11.2.3. The Importance of Leaders in Business Management
- 11.3. *Cross-Cultural Management*
  - 11.3.1. Cross-Cultural Management Concept
  - 11.3.2. Contributions to Knowledge of National Cultures
  - 11.3.3. Diversity Management



- 11.4. Management and Leadership Development
  - 11.4.1. Concept of Management Development
  - 11.4.2. Concept of Leadership
  - 11.4.3. Leadership Theories
  - 11.4.4. Leadership Styles
  - 11.4.5. Intelligence in Leadership
  - 11.4.6. The Challenges of Today's Leader
- 11.5. Business Ethics
  - 11.5.1. Ethics and Morality
  - 11.5.2. Business Ethics
  - 11.5.3. Leadership and Ethics in Companies
- 11.6. Sustainability
  - 11.6.1. Sustainability and Sustainable Development
  - 11.6.2. The 2030 Agenda
  - 11.6.3. Sustainable Companies
- 11.7. Corporate Social Responsibility
  - 11.7.1. International Dimensions of Corporate Social Responsibility
  - 11.7.2. Implementing Corporate Social Responsibility
  - 11.7.3. The Impact and Measurement of Corporate Social Responsibility
- 11.8. Responsible Management Systems and Tools
  - 11.8.1. CSR: Corporate Social Responsibility (CSR)
  - 11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 11.8.4. CSR Tools and Standards
- 11.9. Multinationals and Human Rights
  - 11.9.1. Globalization, Multinational Corporations and Human Rights
  - 11.9.2. Multinational Corporations and International Law
  - 11.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 11.10. Legal Environment and Corporate Governance
  - 11.10.1. International Rules on Importation and Exportation
  - 11.10.2. Intellectual and Industrial Property
  - 11.10.3. International Labor Law

## Module 12. People and Talent Management

- 12.1. Strategic People Management
  - 12.1.1. Strategic Human Resources Management
  - 12.1.2. Strategic People Management
- 12.2. Human Resources Management by Competencies
  - 12.2.1. Analysis of the Potential
  - 12.2.2. Remuneration Policy
  - 12.2.3. Career/Succession Planning
- 12.3. Performance Evaluation and Performance Management
  - 12.3.1. Performance Management
  - 12.3.2. Performance Management: Objectives and Process
- 12.4. Innovation in Talent and People Management
  - 12.4.1. Strategic Talent Management Models
  - 12.4.2. Talent Identification, Training and Development
  - 12.4.3. Loyalty and Retention
  - 12.4.4. Proactivity and Innovation
- 12.5. Motivation
  - 12.5.1. The Nature of Motivation
  - 12.5.2. Expectations Theory
  - 12.5.3. Needs Theory
  - 12.5.4. Motivation and Financial Compensation
- 12.6. Developing High-Performance Teams
  - 12.6.1. High-Performance Teams: Self-Managed Teams
  - 12.6.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 12.7. Change Management
  - 12.7.1. Change Management
  - 12.7.2. Type of Change Management Processes
  - 12.7.3. Stages or Phases in the Change Management Process
- 12.8. Negotiation and Conflict Management
  - 12.8.1. Negotiation
  - 12.8.2. Conflict Management
  - 12.8.3. Crisis Management

- 12.9. Executive Communication
  - 12.9.1. Internal and External Communication in the Corporate Environment
  - 12.9.2. Communication Departments
  - 12.9.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 12.10. Productivity, Attraction, Retention and Activation of Talent
  - 12.10.1. Productivity
  - 12.10.2. Talent Attraction and Retention Levers

### Module 13. Economic and Financial Management

- 13.1. Economic Environment
  - 13.1.1. Macroeconomic Environment and the National Financial System
  - 13.1.2. Financial Institutions
  - 13.1.3. Financial Markets
  - 13.1.4. Financial Assets
  - 13.1.5. Other Financial Sector Entities
- 13.2. Executive Accounting
  - 13.2.1. Basic Concepts
  - 13.2.2. The Company's Assets
  - 13.2.3. The Company's Liabilities
  - 13.2.4. The Company's Net Worth
  - 13.2.5. The Income Statement
- 13.3. Information Systems and Business Intelligence
  - 13.3.1. Fundamentals and Classification
  - 13.3.2. Cost Allocation Phases and Methods
  - 13.3.3. Choice of Cost Center and Impact
- 13.4. Budget and Management Control
  - 13.4.1. The Budget Model
  - 13.4.2. The Capital Budget
  - 13.4.3. The Operating Budget
  - 13.4.5. Treasury Budget
  - 13.4.6. Budget Monitoring

- 13.5. Financial Management
  - 13.5.1. The Company's Financial Decisions
  - 13.5.2. Financial Department
  - 13.5.3. Cash Surpluses
  - 13.5.4. Risks Associated with Financial Management
  - 13.5.5. Financial Administration Risk Management
- 13.6. Financial Planning
  - 13.6.1. Definition of Financial Planning
  - 13.6.2. Actions to Be Taken in Financial Planning
  - 13.6.3. Creation and Establishment of the Business Strategy
  - 13.6.4. The Cash Flow Table
  - 13.6.5. The Working Capital Table
- 13.7. Corporate Financial Strategy
  - 13.7.1. Corporate Strategy and Sources of Financing
  - 13.7.2. Financial Products for Corporate Financing
- 13.8. Strategic Financing
  - 13.8.1. Self-Financing
  - 13.8.2. Increase in Equity
  - 13.8.3. Hybrid Resources
  - 13.8.4. Financing Through Intermediaries
- 13.9. Financial Analysis and Planning
  - 13.9.1. Analysis of the Balance Sheet
  - 13.9.2. Analysis of the Income Statement
  - 13.9.3. Profitability Analysis
- 13.10. Analyzing and Solving Cases/Problems
  - 13.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

### Module 14. Executive Management

- 14.1. *General Management*
  - 14.1.1. The Concept of General Management
  - 14.1.2. The Role of the CEO
  - 14.1.3. The CEO and Their Responsibilities
  - 14.1.4. Transforming the Work of Management



- 14.2. Manager Functions: Organizational Culture and Approaches
- 14.3. Operations Management
  - 14.3.1. The Importance of Management
  - 14.3.2. Value Chain
  - 14.3.3. Quality Management
- 14.4. Public Speaking and Spokesperson Education
  - 14.4.1. Interpersonal Communication
  - 14.4.2. Communication Skills and Influence
  - 14.4.3. Communication Barriers
- 14.5. Personal and Organizational Communications Tools
  - 14.5.1. Interpersonal Communication
  - 14.5.2. Interpersonal Communication Tools
  - 14.5.3. Communication in the Organization
  - 14.5.4. Tools in the Organization
- 14.6. Communication in Crisis Situations
  - 14.6.1. Crisis
  - 14.6.2. Phases of the Crisis
  - 14.6.3. Messages: Contents and Moments
- 14.7. Preparation of a Crisis Plan
  - 14.7.1. Analysis of Possible Problems
  - 14.7.2. Planning
  - 14.7.3. Adequacy of Personnel
- 14.8. Emotional Intelligence
  - 14.8.1. Emotional Intelligence and Communication
  - 14.8.2. Assertiveness, Empathy and Active Listening
  - 14.8.3. Self-Esteem and Emotional Communication
- 14.9. Personal Branding
  - 14.9.1. Strategies for Personal Brand Development
  - 14.9.2. Personal Branding Laws
  - 14.9.3. Tools for Creating Personal Brands
- 14.10. Leadership and Team Management
  - 14.10.1. Leadership and Leadership Styles
  - 14.10.2. Leader Capabilities and Challenges
  - 14.10.3. Managing Change Processes
  - 14.10.4. Managing Multicultural Teams

# 04

# Teaching Objectives

Through this university qualification, professionals will develop a strategic vision to lead organizations within the creative ecosystem, integrating critical thinking, aesthetic sensitivity, and business decision-making. They will also be capable of leading multidisciplinary teams, designing sustainable business models, and applying analytical tools to anticipate trends. Additionally, they will acquire competencies in financial management, building creative brands, and protecting intangible assets. Finally, graduates will enhance their entrepreneurial skills by integrating innovation and leadership into the creation and consolidation of projects. All of this from an ethical, global perspective, adaptable to the current challenges of the cultural and creative industries.







“

*You will develop skills to lead with vision, make strategic decisions, and transform complex contexts through creativity”*



## General Objectives

- ◆ Understand the functioning and structure of creative industries in the global context
- ◆ Analyze the economic and cultural impact of creative activities in different regions
- ◆ Design financial management strategies tailored to creative sector companies
- ◆ Apply innovation tools and forward-thinking to transform business models
- ◆ Develop leadership skills to manage multidisciplinary teams in creative environments
- ◆ Evaluate the feasibility of entrepreneurial projects in cultural and creative industries
- ◆ Implement digital marketing and branding methodologies specific to creative products
- ◆ Use data analytics and consumer knowledge to make strategic decisions
- ◆ Manage the legal protection of intangible creative assets
- ◆ Promote sustainability, business ethics, and social responsibility in the creative sector
- ◆ Master communication techniques for leadership in dynamic and cultural business environments
- ◆ Integrate disruptive digital technologies to drive transformation in creative companies





## Specific Objectives

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### **Module 1. New Creative Industries**

- ◆ Dive into the knowledge of new creative industries
- ◆ Gain an in-depth understanding of the economic weight of creative industries
- ◆ Delve into the visual and performing arts
- ◆ Obtain a profound understanding of historical, natural, and cultural heritage

### **Module 2. Protection of Creative and Intangible Products in Today's Marketplace**

- ◆ Understand the regulations affecting creative and intangible products, such as intellectual property, industrial rights, and advertising law
- ◆ Apply the studied regulations to daily work as a creative business director

### **Module 3. Economic and Financial Management of Creative Businesses**

- ◆ Understand the financial structure of a creative company
- ◆ Gain sufficient knowledge to manage the accounting and finance of a creative business
- ◆ Understand how investments should be made in this sector
- ◆ Know how to set product prices in the creative industry

### **Module 4. Futures Thinking: How to Transform Today from Tomorrow?**

- ◆ Gain a deep understanding of the Futures Thinking methodology
- ◆ Understand the signals indicating a change in the way of working is needed
- ◆ Comprehend how the future might look to anticipate and create innovative strategies that promote company growth
- ◆ Think about sustainability as a goal to achieve through all planned actions

### **Module 5. Consumer or User Management in Creative Businesses**

- ◆ Understand new trends in consumer purchasing methods
- ◆ Understand that the customer must be at the center of all company strategies
- ◆ Apply design thinking techniques and tools
- ◆ Use various research resources and techniques



**Module 6. Creative Branding: Communication and Management of Creative Brands**

- ◆ Understand the process of creating and evolving a brand
- ◆ Learn how to develop the brand's graphic identity
- ◆ Understand the main techniques and tools for communication
- ◆ Be able to create a company's briefing

**Module 7. Leadership and Innovation in Creative Industries**

- ◆ Apply creative resources to business development
- ◆ Understand innovation as an essential part of any creative company
- ◆ Recognize the obstacles to innovation in the creative industry
- ◆ Be able to lead an innovation strategy within the company

**Module 8. Digital Transformation in the Creative Industry**

- ◆ Know how to carry out digital transformation in creative businesses
- ◆ Understand the impacts of the Fourth Industrial Revolution
- ◆ Apply Big Data concepts and strategies to creative businesses
- ◆ Apply blockchain technology

**Module 9. New Digital Marketing Strategies**

- ◆ Apply digital marketing tools, considering the audience to which the messages will be directed
- ◆ Conduct web analytics to provide the company with insights on how to direct its advertising strategy
- ◆ Use social media as marketing and advertising tools
- ◆ Apply inbound marketing tools

**Module 10. Entrepreneurship in the Creative Industries**

- ◆ Be able to carry out entrepreneurial projects in Creative Industries
- ◆ Develop appropriate leadership skills
- ◆ Know how to identify market opportunities
- ◆ Apply idea generation tools, such as brainstorming



**Module 11. Leadership, Ethics, and Corporate Social Responsibility**

- ♦ Analyze the impact of globalization on corporate governance and corporate social responsibility
- ♦ Evaluate the importance of effective leadership in the management and success of companies
- ♦ Define cross-cultural management strategies and their relevance in diverse business environments
- ♦ Develop leadership skills and understand the current challenges faced by leaders
- ♦ Determine the principles and practices of business ethics and their application in corporate decision making
- ♦ Structure strategies for the implementation and improvement of sustainability and social responsibility in business

**Module 12. People and Talent Management**

- ♦ Determine the relationship between strategic direction and human resources management
- ♦ Delve into the competencies necessary for the effective management of human resources by competencies
- ♦ Delve into the methodologies for performance evaluation and management
- ♦ Integrate innovations in talent management and their impact on employee retention and staff loyalty
- ♦ Develop strategies for motivation and development of high performance teams
- ♦ Propose effective solutions for change management and conflict resolution in organizations

**Module 13. Economic and Financial Management**

- ♦ Analyze the macroeconomic environment and its influence on the national and international financial system
- ♦ Define the information systems and Business Intelligence for financial decision-making
- ♦ Differentiate key financial decisions and risk management in financial management
- ♦ Evaluate strategies for financial planning and obtain business financing.

**Module 14. Executive Management**

- ♦ Define the concept of General Management and its relevance in business management
- ♦ Evaluate the roles and responsibilities of managers in organizational culture
- ♦ Analyze the importance of operations management and quality management in the value chain
- ♦ Develop interpersonal communication and public speaking skills for the formation of spokespersons



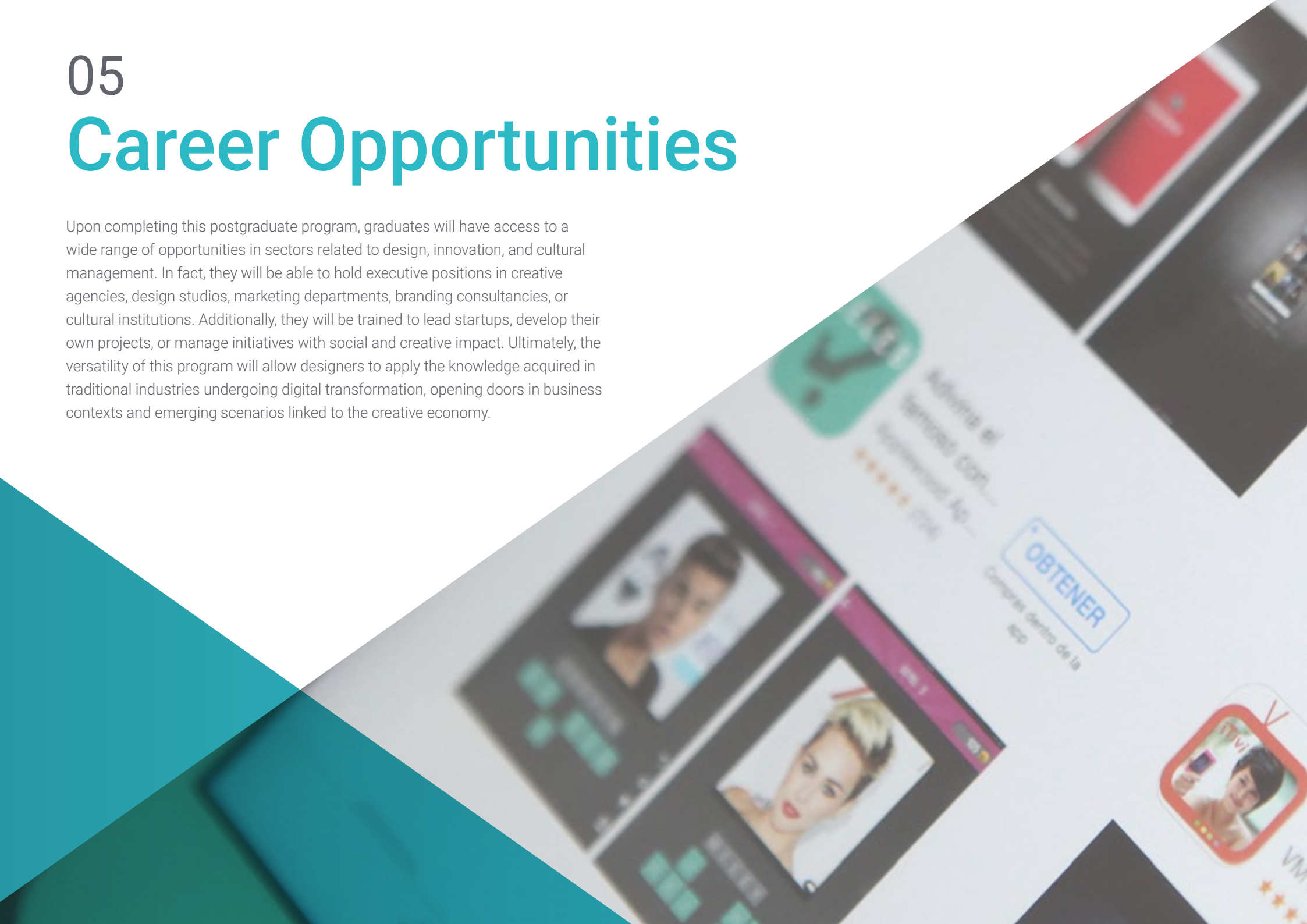
*A state-of-the-art program for professionals who want to achieve professional excellence”*



# 05

# Career Opportunities

Upon completing this postgraduate program, graduates will have access to a wide range of opportunities in sectors related to design, innovation, and cultural management. In fact, they will be able to hold executive positions in creative agencies, design studios, marketing departments, branding consultancies, or cultural institutions. Additionally, they will be trained to lead startups, develop their own projects, or manage initiatives with social and creative impact. Ultimately, the versatility of this program will allow designers to apply the knowledge acquired in traditional industries undergoing digital transformation, opening doors in business contexts and emerging scenarios linked to the creative economy.





“

*You will access executive positions in companies where creativity is the driving force of innovation and the differentiating value”*

### Graduate Profile

The graduate will master key tools for team leadership, project planning, and decision-making in dynamic contexts. Moreover, this university program will enable professionals to stand out by integrating critical thinking, aesthetic sensitivity, and business acumen, allowing them to manage brands, products, or services from a creative and profitable perspective. Additionally, this expert will have competencies to analyze trends, implement sustainable strategies, and embark on ventures with strength in the ever-changing landscape of contemporary cultural industries and design.

*You will develop a versatile profile with critical thinking, leadership skills, and mastery of the digital environment, ideal for excelling in the creative industries.*

- ◆ **Innovation and Futures Thinking:** Anticipate trends and transform current environments through futures thinking
- ◆ **Creative Branding:** Build and manage brands with a solid identity, coherent narrative, and differentiated positioning
- ◆ **Protection of Intangible Assets:** Manage intellectual property and legal oversight of creative products
- ◆ **Digital Marketing in Creative Environments:**  
Master digital strategies to boost visibility and value for cultural and design projects







After completing the university program, you will be able to apply your knowledge and skills in the following positions:

- 1. Creative and Cultural Business Director:** Responsible for leading and managing organizations focused on design, art, fashion, or digital media, with a strategic and profitable approach.
- 2. Consultant in Innovation and Strategic Design:** Advisor in transformation processes within companies, integrating design methodologies and futures thinking.
- 3. Head of Design Operations:** Coordinator of teams and processes in design studios or creative departments, optimizing workflows and resources.
- 4. Creative Entrepreneurship Manager:** Leader of startups or independent initiatives in sectors such as design, technology, visual communication, or cultural production.
- 5. Intellectual Property and Creative Intangible Assets Specialist:** Responsible for legally protecting and managing works, brands, and developments in cultural companies.
- 6. Digital Projects Director for Creative Industries:** Responsible for designing and implementing digital strategies that enhance creative products or services.
- 7. Digital Marketing Consultant for Design Companies:** Designer of high-impact campaigns focused on online positioning and audience loyalty.
- 8. Business Development Manager in Design Companies:** Responsible for commercial expansion, strategic partnerships, and scalability of creative services.
- 9. Talent Director in Creative Environments:** Leader in people management, organizational culture, and the development of multidisciplinary teams in industry companies.

06

# Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.





“

*TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”*

## The student: the priority of all TECH programs

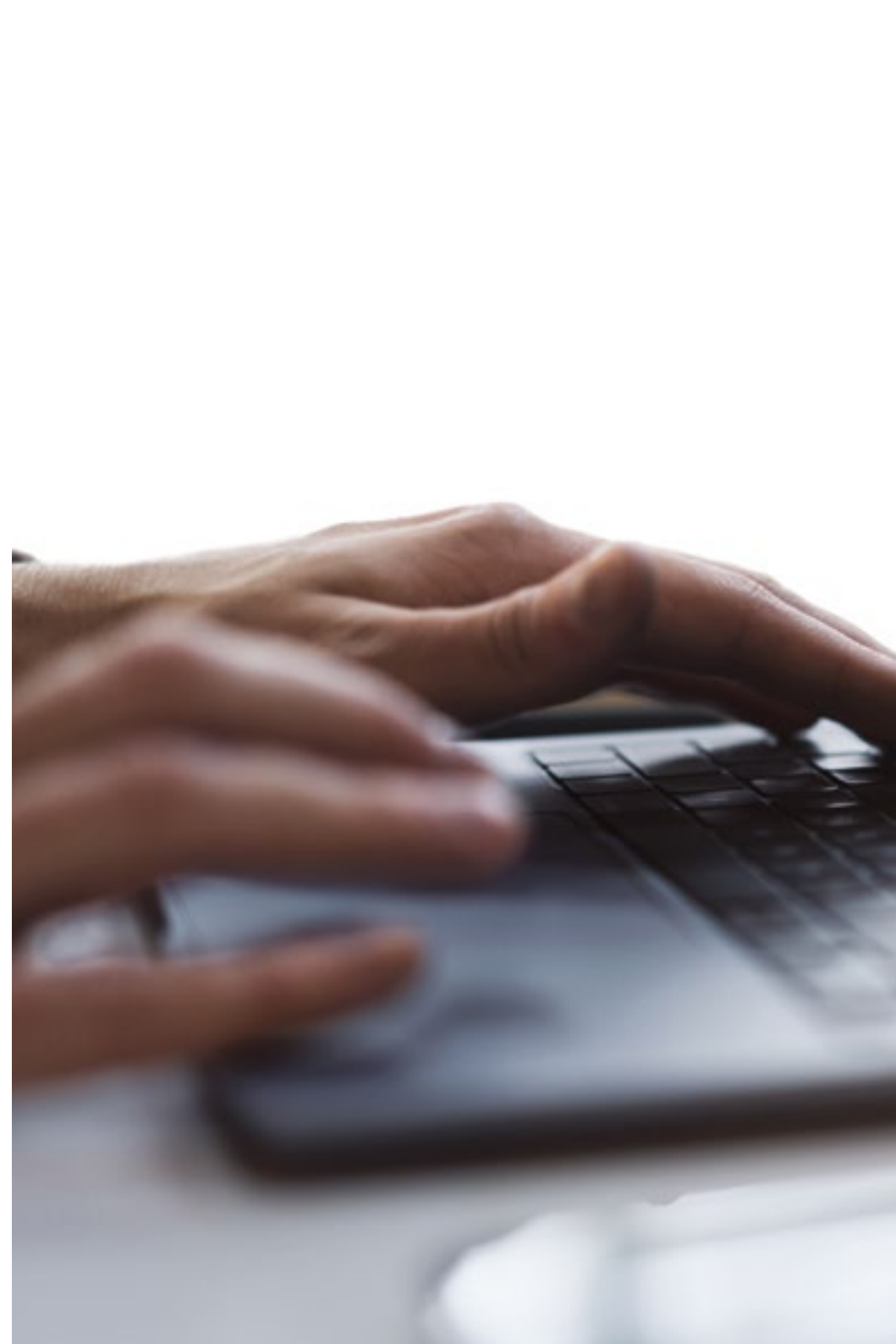
In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes  
(which you might not be able to attend)”*



### The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“*TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want*”

## Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



## Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*





## A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



*The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”*

### The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

## The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

*Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.*

*You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.*



As such, the best educational materials, thoroughly prepared, will be available in this program:



#### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



#### Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



#### Interactive Summaries

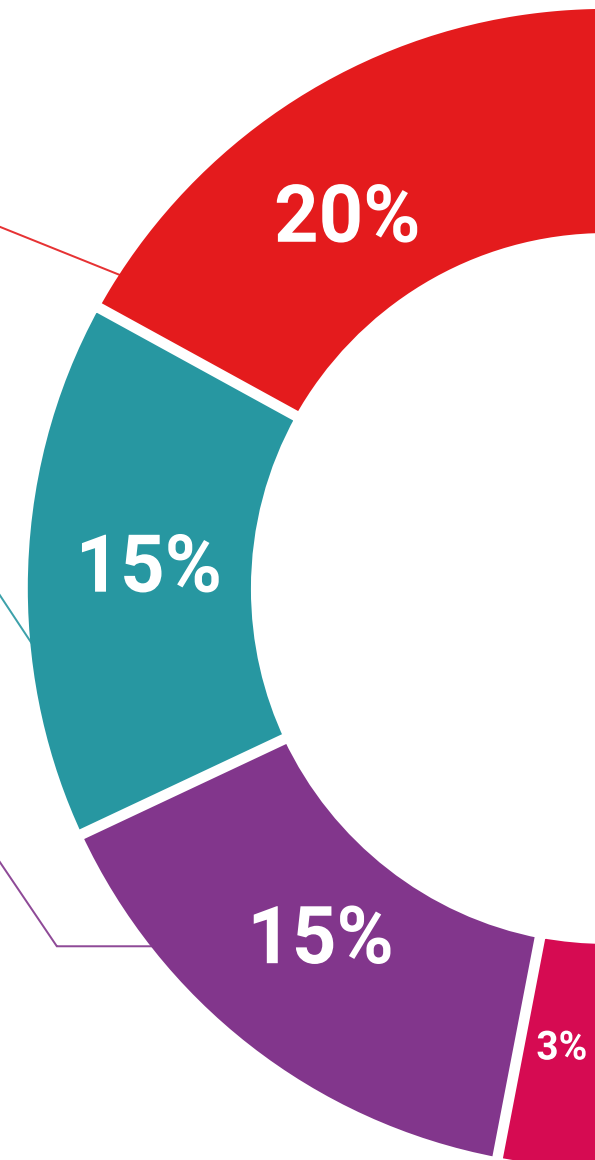
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

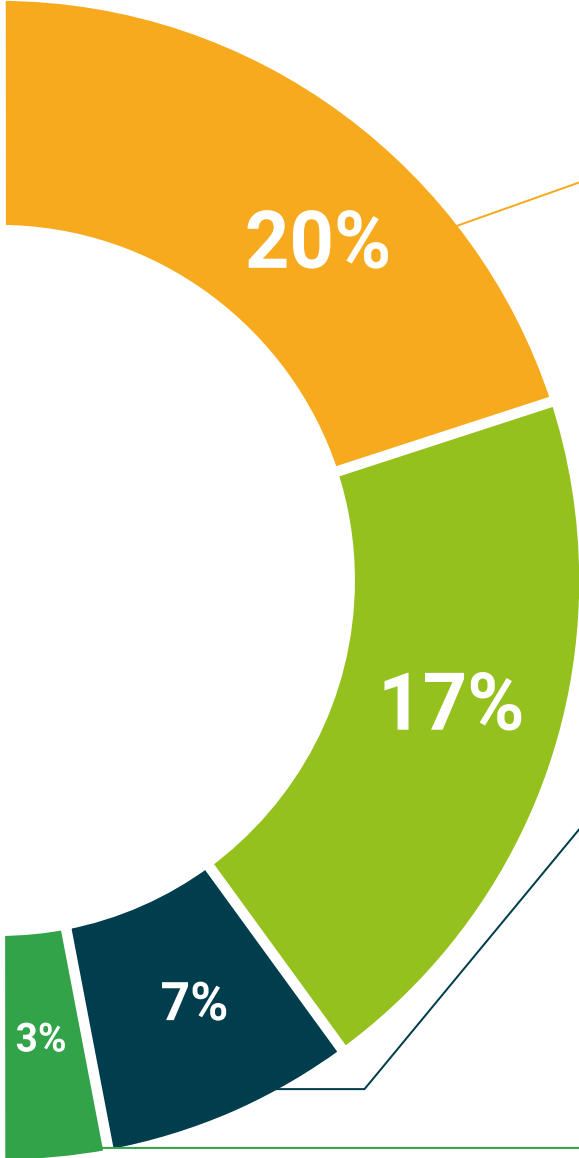
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





**Case Studies**

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



**Testing & Retesting**

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



**Classes**

There is scientific evidence suggesting that observing third-party experts can be useful.  
Learning from an expert strengthens knowledge and memory, and generates confidence for future difficult decisions.



**Quick Action Guides**

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical and effective way to help students progress in their learning.



07

# Teaching Staff

Strategic leadership and creative vision define the faculty of this Professional Master's Degree MBA, composed of active professionals with extensive experience in leading companies within the fields of design, innovation, and cultural industries. In fact, these experts bring a current and applied perspective, derived from their work. Additionally, their approach will combine academic excellence with a solid business track record, guiding students in the development of leadership skills, disruptive thinking, and decision-making in highly competitive environments.







“

*You will be trained by industry and executive leaders, professionals who turn experience into applicable inspiration”*

## International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **technology recruitment** and **strategy**. Throughout her career, she has held senior positions in several technology organizations within **Fortune 50 companies** such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition** at **Mastercard** she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and **HR Managers** to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive and high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying Mastercard's employer brand** and **value proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she is now a graduate of the University of Miami.

On the other hand, she has been recognized for her ability to lead organizational transformations, integrate technologies in **recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **wellness programs** that have significantly increased employee satisfaction and retention.



## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal Media, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, USA
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Degree in Organizational Communication from the University of Miami

“

*Thanks to TECH, you will be able to learn with the best professionals in the world”*

## International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.





## Mr. Gauthier, Rick

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- Regional IT Director at Amazon, Seattle, United States
- Senior Program Manager at Amazon
- Vice President of Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in Commercial Diving from Divers Institute of Technology
- Degree in Environmental Studies from The Evergreen State College

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## International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate** for **innovation** and **change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers** and the **digital world**.

The strategies designed by Arman have a latent impact, as they have enabled several corporations to **improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT**, **employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers'** complex **decarbonization** demands **supporting a "cost-effective decarbonization"** and **overhauling** a fragmented **data, digital and technology** landscape. Therefore, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

In addition, the executive stands out for his mastery of the **business applications** of **Artificial Intelligence**, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT** and **Salesforce**.



## Mr. Arman, Romi

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- Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- Bachelor's Degree from the University of Leeds
- Postgraduate Degree in Business Applications of AI for Senior Executives from the London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

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## International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity, vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement and attribution**. In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award** and the **EMEA Best Sales Model Award**.

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, in Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.





## Mr. Arens, Manuel

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- Global Procurement Manager at Google, Mountain View, United States
- Senior Manager, B2B Analytics and Technology, Google, United States
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, United Kingdom
- Supply Chain Manager at Airbus, Germany

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## International Guest Director

Andrea La Sala is an experienced **Marketing executive** whose projects have had a **significant impact** on the **Fashion environment**. Throughout his successful career he has developed different tasks related to **Product, Merchandising and Communication**. All of this linked to prestigious brands such as **Giorgio Armani, Dolce&Gabbana, Calvin Klein**, among others.

The results of this **high-profile international executive** have been linked to his proven ability to **synthesize information** in clear frameworks and execute **concrete actions** aligned to **specific business objectives**. In addition, he is recognized for his **proactivity** and **adaptability to fast-paced** work rhythms. To all this, this expert adds a **strong commercial awareness**, **market vision** and a **genuine passion for products**.

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **Marketing strategies** for **apparel and accessories**. His tactics have also focused on the **retail environment** and **consumer needs and behavior**. In this role, La Sala has also been responsible for shaping the commercialization of products in different markets, acting as **team leader** in the **Design, Communication and Sales departments**.

Furthermore, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure**, and **development of different collections**. In turn, he has been in charge of creating **effective calendars** for buying and selling **campaigns**.

He has also been in charge of the **terms, costs, processes and delivery times** of different operations.

These experiences have made Andrea La Sala one of the main and most qualified **corporate leaders** in **Fashion and Luxury**. A high managerial capacity with which he has managed to effectively **implement the positive positioning** of **different brands** and redefine their key performance indicators (KPIs).



## Mr. La Sala, Andrea

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- Global Brand & Merchandising Director of Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A.
- Market Analyst at Fastweb
- Degree in Business and Economics from the University of Eastern Piedmont

“

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## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision-making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

One of his most outstanding projects in recent years has been the **Walmart Data Café platform**, the largest of its kind in the world that is anchored in the **cloud** aimed at **Big Data** analysis. In addition, he has held the position of **Director of Business Intelligence at Red Bull**, covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminare's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge skill. Because of this, he has come to be considered a **born leader** of the new **global economy**, centered on the drive for data and its infinite possibilities.





## Mr. Gram, Mick

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- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Café
- Independent Business Intelligence and Data Science Consultant
- Director of Business Intelligence at Capgemini
- Chief Analyst at Nordea
- Senior Business Intelligence Consultant at SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-Commerce at the University of Copenhagen
- Bachelor's and Master's Degree in Mathematics and Statistics at the University of Copenhagen



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## International Guest Director

Scott Stevenson is a distinguished expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a fundamental role in **overseeing logistics** and **creative workflows** across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **company's conversion** rates. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and **trailers**.

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in **communication** and **storytelling**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media**.



## Mr. Stevenson, Scott

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- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree in Telecommunications from the University of Florida

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## International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.





## Ms. Thole-Muir, Wendy

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- ♦ Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- ♦ Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- ♦ Communications Consultant at ABI, Belgium
- ♦ Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- ♦ Master's Degree in Social Behavioral Studies, University of South Africa
- ♦ Master's Degree in Sociology and Psychology, University of South Africa
- ♦ Bachelor of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- ♦ Bachelor of Arts in Psychology from the University of South Africa



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## Management



### Dr. Velar Lera, Margarita

- Communication Consultant and Fashion Expert
- CEO of Forefashion Lab
- Corporate Marketing Director at SGN Group
- Corporate Communications Consultant at LLYC
- Freelance Communication and Branding Consultant
- Head of Communication at Villanueva University
- Professor in university studies related to Marketing
- PhD in Communication from the Carlos III University of Madrid
- Degree in Audiovisual Communication from the Complutense University of Madrid
- MBA in Fashion Business Management by ISEM Fashion Business School

## Teachers

### Dr. Bravo Durán, Sandra

- ◆ CEO of UX at Myme
- ◆ CEO and founder of Ch2 Abroad & Events
- ◆ Sociologist at the Salamanca Tourist Observatory
- ◆ Digital consultant at Everis
- ◆ Researcher at Runroom
- ◆ Professor of the Master's Degree in Fashion and Luxury Marketing Management and the Master's Degree in Luxury Business Brand Management at MSMK at Madrid School of Marketing
- ◆ PhD in Applied Creativity from the University of Navarra
- ◆ Degree in Sociology from the University of Salamanca
- ◆ Degree in Economy from the University of Salamanca
- ◆ Executive Master's Degree in Fashion Business Management from the University of Navarra

### Mr. Justo Rey, Rumen

- ◆ Audiovisual Producer and Mentoring Expert for Startups
- ◆ Producer of documentaries and films
- ◆ Financial and Legal Advisor in Films
- ◆ Investor in Creative Startups
- ◆ Founder and Director of the International Independent and Auteur Film Festival of the Canary Islands
- ◆ Entrepreneurship Advisor at CEOE Tenerife
- ◆ Startup Mentor at Afedes Association
- ◆ Startup Mentor at Bridge for Billions
- ◆ Graduate in Business Administration and Management from the University of La Laguna
- ◆ Master's Degree in PRL by SGS
- ◆ Postgraduate in Technology Surveillance
- ◆ Expert in Human Resources Management by the University of Vigo

### Dr. San Miguel Arregui, Patricia

- ◆ Expert Researcher in Digital Marketing
- ◆ Founder and Director of Digital Fashion Brands
- ◆ Researcher and collaborator in Marketing studies
- ◆ Author of the book Influencer Marketing
- ◆ Author of academic publications in prestigious journals
- ◆ Regular speaker at national and international congresses and conferences on Communication and Marketing
- ◆ Professor in undergraduate and postgraduate university studies
- ◆ PhD in Digital Marketing for Fashion Companies by the University of Navarra
- ◆ Degree in Advertising and Public Relations from the Complutense University of Madrid
- ◆ MBA in Executive Fashion by ISEM

### Ms. Arroyo Villoria, Cristina

- ◆ Technical Consultant and Coordinator of Educational Projects
- ◆ Partner and Director of Projects and Entrepreneurship at Factoría de Industrias Creativas
- ◆ Coordinator of Acerca Cultura Madrid
- ◆ Freelance e-Learning Content Editor for LIDlearning in LID Editorial
- ◆ Training Coordinator at Factoría Cultural Madrid
- ◆ Bachelor's Degree in Labor Sciences from the University of Valladolid.
- ◆ Master's Degree in HR Management from San Pablo CEU Business School
- ◆ Master's Degree in e-Learning and Educational Technology, e-Learning Training
- ◆ Higher Technician in Risk Prevention, Specialization in Occupational Hygiene at the Integral Training Institute
- ◆ Higher Technician in Occupational Risk Prevention, Specialising in Ergonomics and Psycho-sociology of Work at the Institute for Integral Training.

**Ms. Eyzaguirre Vilanova, Carolina**

- ◆ Legal Advisor and Designer Expert in the Creative Industry
- ◆ Legal Advisor to the Association for the Self-Regulation of Commercial Communication
- ◆ Legal Advisor to the Management of the company Eley Hawk
- ◆ Designer for National Geographic and El Mueble
- ◆ Professor in postgraduate university studies
- ◆ Degree in Law from Pompeu Fabra University
- ◆ Degree in Design from Pompeu Fabra University
- ◆ Master's Degree in Intellectual Property, Pontifical Comillas University
- ◆ Course in Advertising Law by the Association for the Self-Regulation of Commercial Communication

**Ms. Gallego Martínez, Ana Belén**

- ◆ Business Strategy Consultant
- ◆ Independent Consultant in Belén Galmar Acompañamiento Empresarial
- ◆ Law Degree from the Complutense University of Madrid
- ◆ MBA Master's Degree in Business Administration with specialisation in Financial Management from the Camilo José Cela University.
- ◆ Digital Transformation Executive Program by the School of Industrial Organization (Escuela de Organización Industrial)

**Mr. Sanjosé, Carlos**

- ◆ Specialist in Digital Marketing
- ◆ Digital Marketing Manager at Designable
- ◆ Digital Marketing Manager at MURPH
- ◆ Digital Marketing Manager at 25 Gramos
- ◆ Content Manager at Unánime Creativos
- ◆ Degree in Advertising and Public Relations from CEU Cardenal Herrera University







**Dr. Paule Vianez, Jessica**

- ◆ Specialist in the Business Management and Economics Research Group of the Rey Juan Carlos University
- ◆ Commercial Advisor at DKV Seguros y Reaseguros
- ◆ Administrative Assistant at the Foundation for Management Development of Cáceres
- ◆ PhD in Social and Legal Sciences from the Rey Juan Carlos University
- ◆ Master's Degree in Statistical Computational Information Processing from the Complutense University of Madrid
- ◆ Degree in Finance and Accounting from the University of Extremadura
- ◆ Degree in Business Administration and Management from the University of Extremadura
- ◆ Member of: European Academy of Business Management and Economics

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