

# Advanced Master's Degree

## MBA in Digital Business Management



## Advanced Master's Degree MBA in Digital Business Management

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-digital-business-management](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-digital-business-management)

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# 01

# Introduction to the Program

Digitalization has radically transformed all sectors, making it easier for organizations to take advantage of the benefits offered by the Internet. For this reason, business management must be geared towards this area to ensure solid and sustainable growth. As a result, virtually all of a company's processes are in some way related to digitalization, which has driven a remarkable boom in online business. In this scenario, business leaders and managers need to expand their knowledge and specialize in the various tools provided by the digital era. With this objective in mind, TECH offers a comprehensive 100% online program for professionals to achieve success in this environment, requiring only an electronic device with an Internet connection to access all the teaching materials.





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*This 100% online Advanced Master's Degree will prepare you to face the challenges of digital transformation, enhancing your leadership of business projects in a technologically advanced environment”*

The acceleration of digitalization has forced companies to redefine their business models, from the integration of digital tools to the management of the customer experience on online platforms. In this regard, Digital Business Management is key to ensure that these initiatives are aligned with organizational objectives and generate a positive impact on profitability and competitiveness. In this context, it is essential that specialists develop advanced skills to lead the transformation of companies, identifying opportunities, implementing new technologies and managing teams focused on innovation.

In this framework, TECH launches a revolutionary Advanced Master's Degree MBA in Digital Business Management. Conceived by leaders in this area, the academic itinerary will delve into aspects ranging from logistics operations management or fundamentals of executive management to the implementation of cutting-edge technological tools such as big data. In this way, graduates will develop advanced skills to manage and lead the digital transformation within their organizations, implementing strategies that optimize processes, improve customer experience and maximize profitability.

In terms of curriculum methodology, TECH offers a 100% online educational environment to suit the needs of busy professionals looking to advance their careers. Through the Relearning teaching system, based on the repetition of key concepts to fix knowledge and facilitate learning, flexibility is combined with a robust pedagogical approach. Therefore, all students will need is an electronic device with Internet access to access the Virtual Campus.

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

- ♦ The development of case studies presented by experts in Digital Business
- ♦ The graphical, schematic and eminently practical content of the contents of the book provides scientific and practical information on those disciplines that are essential for professional practice
- ♦ Practical exercises where the process of self-assessment can be used to improve learning
- ♦ Its special emphasis on innovative methodologies in financial practice
- ♦ 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



*You will implement strategies focused on customer experience, using advanced tools to personalize interaction and improve customer satisfaction”*

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*You will equip yourself with tools to manage logistics operations, as well as to design and execute Digital Marketing and e-commerce plans, using SEO, SEM and social networks”*

It includes in its teaching staff professionals belonging to the field of Digital Business Management who pour into this program the experience of their work, in addition to recognized specialists from reference 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 be able to identify business opportunities in the digital environment, efficiently managing resources and optimizing operational processes.*

*A curriculum tailored to your needs and designed under the most effective teaching methodology: Relearning.*



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**  
Mejor universidad  
online del mundo

**Plan**  
de estudios  
más completo

**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.

Profesorado  
**TOP**  
Internacional

La metodología  
más eficaz

**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 eleven different languages, making us the largest educational institution in the world.

**nº1**  
**Mundial**  
Mayor universidad  
online del mundo

**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**

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.



**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 curriculum has been designed for entrepreneurs seeking to master the latest trends in business management in a globalized and constantly evolving environment. This program comprehensively addresses the need to develop effective leadership skills, essential for professionals who manage companies in competitive markets. Participants will learn to make strategic decisions in complex contexts, managing their human resources optimally to improve business performance and applying sustainability criteria when developing their business plans, following international standards.



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*You will acquire the necessary skills to implement digitalization strategies, applying Information and Communication Technologies (ICT) in all business areas”*

## Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
  - 1.1.1. Governance and Corporate Governance
  - 1.1.2. The Fundamentals of Corporate Governance in Companies
  - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
  - 1.2.1. Leadership. A Conceptual Approach
  - 1.2.2. Leadership in Companies
  - 1.2.3. The Importance of Leaders in Business Management
- 1.3. *Cross-Cultural Management*
  - 1.3.1. Cross-Cultural Management Concept
  - 1.3.2. Contributions to Knowledge of National Cultures
  - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
  - 1.4.1. Concept of Management Development
  - 1.4.2. Concept of Leadership
  - 1.4.3. Leadership Theories
  - 1.4.4. Leadership Styles
  - 1.4.5. Intelligence in Leadership
  - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
  - 1.5.1. Ethics and Morals
  - 1.5.2. Business Ethics
  - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
  - 1.6.1. Sustainability and Sustainable Development
  - 1.6.2. The 2030 Agenda
  - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
  - 1.7.1. International Dimensions of Corporate Social Responsibility
  - 1.7.2. Implementing Corporate Social Responsibility
  - 1.7.3. The Impact and Measurement of Corporate Social Responsibility

- 1.8. Responsible Management Systems and Tools
  - 1.8.1. CSR: Corporate Social Responsibility
  - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 1.8.4. Tools and Standards of Corporate Social Responsibility
- 1.9. Multinationals and Human Rights
  - 1.9.1. Globalization, Multinational Corporations and Human Rights
  - 1.9.2. Multinational Corporations and International Law
  - 1.9.3. Legal Instruments for Multinationals in the Field of Human Rights
- 1.10. Legal Environment and Corporate Governance
  - 1.10.1. International Rules on Importation and Exportation
  - 1.10.2. Intellectual and Industrial Property
  - 1.10.3. International Labor Law

## Module 2. Strategic Management and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Conceptual Framework
  - 2.1.2. Key Elements in Organizational Design
  - 2.1.3. Basic Organizational Models
  - 2.1.4. Organizational Design: Typologies
- 2.2. Corporate Strategy
  - 2.2.1. Competitive Corporate Strategy
  - 2.2.2. Types of Growth Strategies
  - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Conceptual Framework
  - 2.3.2. Elements of Strategic Planning
  - 2.3.3. Strategy Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
  - 2.4.1. The Company as a System
  - 2.4.2. Organization Concept

- 2.5. Financial Diagnosis
  - 2.5.1. Concept of Financial Diagnosis
  - 2.5.2. Stages of Financial Diagnosis
  - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
  - 2.6.1. The Plan from a Strategy
  - 2.6.2. Strategic Positioning
  - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
  - 2.7.1. Conceptual Framework
  - 2.7.2. Strategic Models
  - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
  - 2.8.1. Competitive Advantage
  - 2.8.2. Choosing a Competitive Strategy
  - 2.8.3. Strategies Based on the Strategic Clock Model
  - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
  - 2.9.1. The Concept of Strategy
  - 2.9.2. The Process of Strategic Management
  - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
  - 2.10.1. Indicator Systems and Process Approach
  - 2.10.2. Strategic Map
  - 2.10.3. Strategic Alignment
- 2.11. Executive Management
  - 2.11.1. Conceptual Framework of Executive Management
  - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
  - 2.12.1. Interpersonal Communication
  - 2.12.2. Communication Skills and Influence
  - 2.12.3. Internal Communication
  - 2.12.4. Barriers to Business Communication

### Module 3. People and Talent Management

- 3.1. Organizational Behavior
  - 3.1.1. Organizational Behavior. Conceptual Framework
  - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
  - 3.2.1. Quality of Work Life and Psychological Well-Being
  - 3.2.2. Work Teams and Meeting Management
  - 3.2.3. Coaching and Team Management
  - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
  - 3.3.1. Strategic HR Management
  - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
  - 3.4.1. The Importance of HR
  - 3.4.2. A New Environment for People Management and Leadership
  - 3.4.3. Strategic HR Management
- 3.5. Selection, Group Dynamics and HR Recruitment
  - 3.5.1. Approach to Recruitment and Selection
  - 3.5.2. Recruitment
  - 3.5.3. The Selection Process
- 3.6. Competency-Based HR Management
  - 3.6.1. Analysis of the Potential
  - 3.6.2. Remuneration Policy
  - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
  - 3.7.1. Performance Management
  - 3.7.2. Performance Management: Objectives and Process
- 3.8. Management of Training
  - 3.8.1. Learning Theories
  - 3.8.2. Talent Detection and Retention
  - 3.8.3. Gamification and Talent Management
  - 3.8.4. Training and Professional Obsolescence

- 3.9. Talent Management
  - 3.9.1. Keys for Positive Management
  - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
  - 3.9.3. Map of Talent in the Organization
  - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
  - 3.10.1. Strategic Talent Management Models
  - 3.10.2. Talent Identification, Training and Development
  - 3.10.3. Loyalty and Retention
  - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
  - 3.11.1. The Nature of Motivation
  - 3.11.2. Expectations Theory
  - 3.11.3. Needs Theory
  - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
  - 3.12.1. Employer Branding in HR
  - 3.12.2. Personal Branding for HR Professionals
- 3.13. *Coaching*
  - 3.13.1. Use of Coaching in the Personnel Development
  - 3.13.2. Coaching Models and Scope
  - 3.13.3. Coaching Schools
  - 3.13.4. Action and Limits of Executive Coaching
- 3.14. Management Skills Development
  - 3.14.1. What Are Manager Competencies?
  - 3.14.2. Elements of Competencies
  - 3.14.3. Knowledge
  - 3.14.4. Management Skills
  - 3.14.5. Attitudes and Values in Managers
  - 3.14.6. Managerial Skills
- 3.15. Time Management
  - 3.15.1. Benefits
  - 3.15.2. What Can Be the Causes of Poor Time Management?
  - 3.15.3. Time
    - 3.15.4. Time Illusions
    - 3.15.5. Attention and Memory
    - 3.15.6. State of Mind
    - 3.15.7. Time Management
    - 3.15.8. Being Proactive
    - 3.15.9. Being Clear About the Objective
    - 3.15.10. Order
    - 3.15.11. Planning
- 3.16. Change Management
  - 3.16.1. Change Management
  - 3.16.2. Type of Change Management Processes
  - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
  - 3.17.1. Negotiation
  - 3.17.2. Conflict Management
  - 3.17.3. Crisis Management
- 3.18. Executive Communication
  - 3.18.1. Internal and External Communication in the Corporate Environment
  - 3.18.2. Communication Departments
  - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. HR Management and Occupational Health and Safety Teams
  - 3.19.1. HR and Team Management
  - 3.19.2. Occupational Health and Safety Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
  - 3.20.1. Productivity
  - 3.20.2. Talent Attraction and Retention Levers
- 3.21. Monetary Compensation vs. Non-Cash
  - 3.21.1. Monetary Compensation vs. Non-Cash
  - 3.21.2. Wage Band Models
  - 3.21.3. Non-Cash Compensation Models
  - 3.21.4. Working Model
  - 3.21.5. Corporate Community
  - 3.21.6. Company Image
  - 3.21.7. Emotional Salary

- 3.22. Innovation in Talent and People Management
  - 3.22.1. Innovation in Organizations
  - 3.22.2. New Challenges in the HR Department
  - 3.22.3. Innovation Management
  - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
  - 3.23.1. Knowledge and Talent Management
  - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming HR in the Digital Era
  - 3.24.1. The Socioeconomic Context
  - 3.24.2. New Forms of Corporate Organization
  - 3.24.3. New Methodologies

#### **Module 4. Economic and Financial Management**

- 4.1. Economic Environment
  - 4.1.1. Macroeconomic Environment and the National Financial System
  - 4.1.2. Financial Institutions
  - 4.1.3. Financial Markets
  - 4.1.4. Financial Assets
  - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
  - 4.2.1. Sources of Financing
  - 4.2.2. Types of Financing Costs
- 4.3. Executive Accounting
  - 4.3.1. Basic Concepts
  - 4.3.2. The Company's Assets
  - 4.3.3. The Company's Liabilities
  - 4.3.4. The Company's Net Worth
  - 4.3.5. Results Research
- 4.4. Management Accounting to Cost Accounting
  - 4.4.1. Elements of Cost Calculation
  - 4.4.2. Expenses in General Accounting and Cost Accounting
  - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
  - 4.5.1. Fundamentals and Classification
  - 4.5.2. Cost Allocation Phases and Methods
  - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
  - 4.6.1. The Budget Model
  - 4.6.2. Capital Budget
  - 4.6.3. The Operating Budget
  - 4.6.5. The Treasury's Budget
  - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
  - 4.7.1. Accounting Working Capital and Required Working Capital
  - 4.7.2. Calculation of Operating Cash Requirements
  - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
  - 4.8.1. Basic Tax Concepts
  - 4.8.2. Corporate Income Tax
  - 4.8.3. Value Added Tax
  - 4.8.4. Other Taxes Related to Commercial Activity
  - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
  - 4.9.1. Analysis of Financial Statements
  - 4.9.2. The Company's Balance Sheet
  - 4.9.3. The Profit and Loss Statement
  - 4.9.4. The Statement of Cash Flows
  - 4.9.5. Ratio Analysis
- 4.10. Financial Management
  - 4.10.1. The Company's Financial Decisions
  - 4.10.2. Financial Department
  - 4.10.3. Cash Surpluses
  - 4.10.4. Risks Associated with Financial Management
  - 4.10.5. Financial Administration Risk Management

- 4.11. Financial Planning
  - 4.11.1. Definition of Financial Planning
  - 4.11.2. Actions to Be Taken in Financial Planning
  - 4.11.3. Creation and Establishment of the Business Strategy
  - 4.11.4. The Cash Flow Table
  - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
  - 4.12.1. Corporate Strategy and Sources of Financing
  - 4.12.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
  - 4.13.1. Macroeconomic Context
  - 4.13.2. Relevant Economic Indicators
  - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
  - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
  - 4.14.1. Self-Financing
  - 4.14.2. Increase in Equity
  - 4.14.3. Hybrid Resources
  - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
  - 4.15.1. Money Market
  - 4.15.2. Fixed Income Market
  - 4.15.3. Equity Markets
  - 4.15.4. The Foreign Exchange Market
  - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
  - 4.16.1. Analysis of the Balance Sheet
  - 4.16.2. Income Statement Analysis
  - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
  - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
  - 5.1.1. The Role of Operations
  - 5.1.2. The Impact of Operations on the Management of Companies
  - 5.1.3. Introduction to Operations Strategy
- 5.2. Industrial Organization and Logistics
  - 5.2.1. Industrial Organization Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
  - 5.3.1. Production System
  - 5.3.2. Production Strategy
  - 5.3.3. Inventory Management System
  - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
  - 5.4.1. Function of Procurement
  - 5.4.2. Procurement Management
  - 5.4.3. Types of Purchases
  - 5.4.4. Efficient Purchasing Management of a Company
  - 5.4.5. Stages of the Purchase Decision Process
- 5.5. Economic Control of Purchasing
  - 5.5.1. Economic Influence of Purchases
  - 5.5.2. Cost Centers
  - 5.5.3. Budget
  - 5.5.4. Budgeting vs. Actual Expenditure
  - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
  - 5.6.1. Inventory Control
  - 5.6.2. Location Systems
  - 5.6.3. Stock Management Techniques
  - 5.6.4. Storage Systems

- 5.7. Strategic Purchasing Management
    - 5.7.1. Business Strategy
    - 5.7.2. Strategic Planning
    - 5.7.3. Purchasing Strategies
  - 5.8. Typologies of the Supply Chain (SCM)
    - 5.8.1. Supply Chain
    - 5.8.2. Benefits of Supply Chain Management
    - 5.8.3. Logistical Management in the Supply Chain
  - 5.9. *Supply Chain Management*
    - 5.9.1. The Concept of Supply Chain Management (SCM)
    - 5.9.2. Costs and Efficiency of the Operations Chain
    - 5.9.3. Demand Patterns
    - 5.9.4. Operations Strategy and Change
  - 5.10. Interactions Between the SCM and All Other Departments
    - 5.10.1. Interaction of the Supply Chain
    - 5.10.2. Interaction of the Supply Chain. Integration by Parts
    - 5.10.3. Supply Chain Integration Problems
    - 5.10.4. Supply Chain
  - 5.11. Logistics Costs
    - 5.11.1. Logistics Costs
    - 5.11.2. Problems with Logistics Costs
    - 5.11.3. Optimizing Logistic Costs
  - 5.12. Profitability and Efficiency of Logistics Chains: KPIs
    - 5.12.1. Logistics Chain
    - 5.12.2. Profitability and Efficiency of the Logistics Chain
    - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
  - 5.13. Process Management
    - 5.13.1. Process Management
    - 5.13.2. Process-Based Approach: Process Mapping
    - 5.13.3. Improvements in Process Management
  - 5.14. Distribution and Transportation Logistics
    - 5.14.1. Distribution in the Supply Chain
    - 5.14.2. Transportation Logistics
    - 5.14.3. Geographic Information Systems as a Support to Logistics
  - 5.15. Logistics and Customers
    - 5.15.1. Demand Analysis
    - 5.15.2. Demand and Sales Forecast
    - 5.15.3. Sales and Operations Planning
    - 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)
  - 5.16. International Logistics
    - 5.16.1. Export and Import Processes
    - 5.16.2. Customs
    - 5.16.3. Methods and Means of International Payment
    - 5.16.4. International Logistics Platforms
  - 5.17. Outsourcing of Operations
    - 5.17.1. Operations Management and Outsourcing
    - 5.17.2. Outsourcing Implementation in Logistics Environments
  - 5.18. Competitiveness in Operations
    - 5.18.1. Operations Management
    - 5.18.2. Operational Competitiveness
    - 5.18.3. Operations Strategy and Competitive Advantages
  - 5.19. Quality Management
    - 5.19.1. Internal and External Customers
    - 5.19.2. Quality Costs
    - 5.19.3. Ongoing Improvement and the Deming Philosophy
- Module 6. Information Systems Management**
- 6.1. Technological Environment
    - 6.1.1. Technology and Globalization
    - 6.1.2. Economic Environment and Technology
    - 6.1.3. Technological Environment and Its Impact on Companies
  - 6.2. Information Systems in Companies
    - 6.2.1. The Evolution of the IT Model
    - 6.2.2. Organization and IT Departments
    - 6.2.3. Information Technology and Economic Environment

- 6.3. Corporate Strategy and Technology Strategy
  - 6.3.1. Creating Value for Customers and Shareholders
  - 6.3.2. Strategic IS/IT Decisions
  - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
- 6.4. Information Systems Management
  - 6.4.1. Corporate Governance of Technology and Information Systems
  - 6.4.2. Management of Information Systems in Companies
  - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
  - 6.5.1. Information Technology Strategic Planning
  - 6.5.2. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision-Making
  - 6.6.1. *Business Intelligence*
  - 6.6.2. *Data Warehouse*
  - 6.6.3. BSC or Balanced Scorecard
- 6.7. Exploring the Information
  - 6.7.1. SQL: Relational Databases. Basic Concepts
  - 6.7.2. Networks and Communications
  - 6.7.3. Operational System: Standardized Data Templates
  - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
  - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Corporate Business Intelligence
  - 6.8.1. The World of Data
  - 6.8.2. Relevant Concepts
  - 6.8.3. Main Characteristics
  - 6.8.4. Solutions in Today's Market
  - 6.8.5. Overall Architecture of a BI Solution
  - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
  - 6.9.1. Why BI?
  - 6.9.2. Obtaining Information
  - 6.9.3. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
  - 6.10.1. How to Choose the Best Tool?
  - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
  - 6.10.3. SAP BI, SAS BI and Qlikview
  - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
  - 6.11.1. First Steps to Define a BI Project
  - 6.11.2. BI Solution for the Company
  - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
  - 6.12.1. Information Systems and Corporate Management
  - 6.12.2. Applications for Corporate Management
  - 6.12.3. Enterprise Resource Planning or ERP Systems
- 6.13. Digital Transformation
  - 6.13.1. Conceptual Framework of Digital Transformation
  - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
  - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
  - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
  - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
  - 6.15.1. Conceptual Framework of Outsourcing
  - 6.15.2. IT Outsourcing and Its Impact on the Business
  - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

## Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- 7.1. Commercial Management
  - 7.1.1. Conceptual Framework of Commercial Management
  - 7.1.2. Business Strategy and Planning
  - 7.1.3. The Role of Sales Managers

- 7.2. Marketing
  - 7.2.1. The Concept of Marketing
  - 7.2.2. The Basic Elements of Marketing
  - 7.2.3. Marketing Activities in Companies
- 7.3. Strategic Marketing Management
  - 7.3.1. The Concept of Strategic Marketing
  - 7.3.2. Concept of Strategic Marketing Planning
  - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-Commerce
  - 7.4.1. Digital Marketing and E-Commerce Objectives
  - 7.4.2. Digital Marketing and Media Used
  - 7.4.3. E-Commerce. General Context
  - 7.4.4. Categories of E-Commerce
  - 7.4.5. Advantages and Disadvantages of E-Commerce versus Traditional Commerce
- 7.5. *Managing Digital Business*
  - 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
  - 7.5.2. Designing and Creating a Digital Marketing Plan
  - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
  - 7.6.1. Online Strategies to Improve Your Brand's Reputation
  - 7.6.2. *Branded Content and Storytelling*
- 7.7. Digital Marketing Strategy
  - 7.7.1. Defining the Digital Marketing Strategy
  - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
  - 7.8.1. Loyalty and Engagement Strategies through the Internet
  - 7.8.2. *Visitor Relationship Management*
  - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
  - 7.9.1. What Is a Digital Advertising Campaign?
  - 7.9.2. Steps in Launching an Online Marketing Campaign
  - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
  - 7.10.1. What Is an Online Marketing Plan?
  - 7.10.2. Steps in Creating an Online Marketing Plan
  - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
  - 7.11.1. What Is Blended Marketing?
  - 7.11.2. Differences Between Online and Offline Marketing
  - 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
  - 7.11.4. Characteristics of a Blended Marketing Strategy
  - 7.11.5. Recommendations in Blended Marketing
  - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
  - 7.12.1. Sales Strategy
  - 7.12.2. Sales Methods
- 7.13. Corporate Communication
  - 7.13.1. Concept
  - 7.13.2. The Importance of Communication in the Organization
  - 7.13.3. Type of Communication in the Organization
  - 7.13.4. Functions of Communication in the Organization
  - 7.13.5. Elements of Communication
  - 7.13.6. Communication Problems
  - 7.13.7. Communication Scenarios
- 7.14. Corporate Communication Strategy
  - 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
  - 7.14.2. Internal Communication Support and Tools
  - 7.14.3. Internal Communication Plan
- 7.15. Digital Communication and Reputation
  - 7.15.1. Online Reputation
  - 7.15.2. How to Measure Digital Reputation?
  - 7.15.3. Online Reputation Tools
  - 7.15.4. Online Reputation Report
  - 7.15.5. Online Branding

**Module 8.** Market Research, Advertising and Commercial Management

- 8.1. Market Research
  - 8.1.1. Marketing Research: Historical Origin
  - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
  - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
  - 8.2.1. Sample Size
  - 8.2.2. Sampling
  - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
  - 8.3.1. Types of Qualitative Research
  - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
  - 8.4.1. Market Segmentation Concept
  - 8.4.2. Utility and Segmentation Requirements
  - 8.4.3. Consumer Market Segmentation
  - 8.4.4. Industrial Market Segmentation
  - 8.4.5. Segmentation Strategies
  - 8.4.6. Segmentation Based on Marketing Mix Criteria
  - 8.4.7. Market Segmentation Methodology
- 8.5. Research Project Management
  - 8.5.1. Market Research as a Process
  - 8.5.2. Planning Stages in Market Research
  - 8.5.3. Execution Stages in Marketing Research
  - 8.5.4. Managing a Research Project
- 8.6. International Market Research
  - 8.6.1. International Market Research
  - 8.6.2. International Market Research Process
  - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
  - 8.7.1. Concept and Usefulness
  - 8.7.2. Outline of a Feasibility Study
  - 8.7.3. Development of a Feasibility Study





- 8.8. Publicity
  - 8.8.1. Historical Background of Advertising
  - 8.8.2. Conceptual Framework of Advertising; Principles, Concept of Briefing and Positioning
  - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
  - 8.8.4. Importance of Advertising in Business
  - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
  - 8.9.1. Marketing Plan Concept
  - 8.9.2. Situation Analysis and Diagnosis
  - 8.9.3. Strategic Marketing Decisions
  - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and **Merchandising** Strategies
  - 8.10.1. Integrated Marketing Communication
  - 8.10.2. Advertising Communication Plan
  - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
  - 8.11.1. Origin and Evolution of Media Planning
  - 8.11.2. Media
  - 8.11.3. Media Plan
- 8.12. Fundamentals of Commercial Management
  - 8.12.1. The Role of Commercial Management
  - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
  - 8.12.3. Commercial Planning Systems of the Company
  - 8.12.4. Main Competitive Strategies
- 8.13. Commercial Negotiation
  - 8.13.1. Commercial Negotiation
  - 8.13.2. Psychological Issues in Negotiation
  - 8.13.3. Main Negotiation Methods
  - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management

- 8.14.1. Commercial Strategy and Competitive Strategy
- 8.14.2. Decision Making Models
- 8.14.3. Decision-Making Analytics and Tools
- 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
  - 8.15.1. Sales Management.
  - 8.15.2. Networks Serving Commercial Activity
  - 8.15.3. Salesperson Recruitment and Training Policies
  - 8.15.4. Remuneration Systems for Own and External Commercial Networks
  - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
  - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
  - 8.16.2. Controlling Commercial Activity
  - 8.16.3. The Code of Ethics of Sales Personnel
  - 8.16.4. Compliance with Legislation
  - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
  - 8.17.1. Concept of Key Account Management
  - 8.17.2. The Key Account Manager
  - 8.17.3. Key Account Management Strategy
- 8.18. Financial and Budgetary Management
  - 8.18.1. The Break-Even Point
  - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
  - 8.18.3. Financial Impact of Strategic Sales Decisions
  - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
  - 8.18.5. Income Statement

## Module 9. Innovation and Project Management

- 9.1. Innovation
  - 9.1.1. Introduction to Innovation
  - 9.1.2. Innovation in the Entrepreneurial Ecosystem
  - 9.1.3. Instruments and Tools for the Business Innovation Process

- 9.2. Innovation Strategy
  - 9.2.1. Strategic Intelligence and Innovation
  - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
  - 9.3.1. Startup Concept
  - 9.3.2. Lean Startup Philosophy
  - 9.3.3. Stages of Startup Development
  - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
  - 9.4.1. Conceptual Framework of a Business Model
  - 9.4.2. Business Model Design and Validation
- 9.5. Project Direction and Management
  - 9.5.1. Project Management and Direction: Identification of Opportunities to Develop Corporate Innovation Projects
  - 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects
- 9.6. Project Change Management: Training Management
  - 9.6.1. Concept of Change Management
  - 9.6.2. The Change Management Process
  - 9.6.3. Change Implementation
- 9.7. Project Communication Management
  - 9.7.1. Project Communications Management
  - 9.7.2. Key Concepts for Project Communications Management
  - 9.7.3. Emerging Trends
  - 9.7.4. Adaptations to Equipment
  - 9.7.5. Planning Communications Management
  - 9.7.6. Managing Communications
  - 9.7.7. Monitoring Communications
- 9.8. Traditional and Innovative Methodologies
  - 9.8.1. Innovative Methodologies
  - 9.8.2. Basic Principles of Scrum
  - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies

- 9.9. Creation of a *Startup*
  - 9.3.1. Creation of a Startup
  - 9.3.2. Organization and Culture
  - 9.3.3. Top Ten Reasons Why Startups Fail
  - 9.3.4. BORRAR
- 9.10. Project Risk Management Planning
  - 9.10.1. Risk Planning
  - 9.10.2. Elements for Creating a Risk Management Plan
  - 9.10.3. Tools for Creating a Risk Management Plan
  - 9.10.4. Content of the Risk Management Plan

## Module 10. Executive Management

- 10.1. *General Management*
  - 10.1.1. The Concept of General Management
  - 10.1.2. The General Manager's Action
  - 10.1.3. The CEO and Their Responsibilities
  - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions: Organizational Culture and Approaches
  - 10.2.1. Manager Functions: Organizational Culture and Approaches
- 10.3. Operations Management
  - 10.3.1. The Importance of Management
  - 10.3.2. Value Chain
  - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Education
  - 10.4.1. Interpersonal Communication
  - 10.4.2. Communication Skills and Influence
  - 10.4.3. Communication Barriers
- 10.5. Personal and Organizational Communications Tools
  - 10.5.1. Interpersonal Communication
  - 10.5.2. Interpersonal Communication Tools
  - 10.5.3. Communication in the Organization
  - 10.5.4. Tools in the Organization

- 10.6. Communication in Crisis Situations
  - 10.6.1. Crisis
  - 10.6.2. Phases of the Crisis
  - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
  - 10.7.1. Analysis of Possible Problems
  - 10.7.2. Planning
  - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
  - 10.8.1. Emotional Intelligence and Communication
  - 10.8.2. Assertiveness, Empathy and Active Listening
  - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
  - 10.9.1. Strategies for Personal Brand Development
  - 10.9.2. Personal Branding Laws
  - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
  - 10.10.1. Leadership and Leadership Styles
  - 10.10.2. Leader Capabilities and Challenges
  - 10.10.3. Managing Change Processes
  - 10.10.4. Managing Multicultural Teams

## Module 11. Entrepreneurial Innovation and Initiative

- 11.1. Design Thinking
  - 11.1.1. The Blue Ocean Strategy
  - 11.1.2. Collaborative Innovation
  - 11.1.3. Open Innovation
- 11.2. Strategic Innovation Intelligence
  - 11.2.1. Technology Monitoring
  - 11.2.2. Technology Foresight
  - 11.2.3. *Coolhunting*

- 11.3. *Entrepreneurship and Innovation*
  - 11.3.1. Strategies to Search for Business Opportunities
  - 11.3.2. Assessing the Feasibility of New Projects
  - 11.3.3. *Innovation Management Systems*
  - 11.3.4. Entrepreneur Soft Skills
- 11.4. Managing Start-Ups
  - 11.4.1. Introduction to Financial Management in Startup Companies
  - 11.4.2. Financial Metrics for Startups
  - 11.4.3. Financial Planning: Projection Models and Their Interpretation
  - 11.4.4. Valuation Methods
  - 11.4.5. BORRAR
- 11.5. The Business Plan
  - 11.5.1. Business Plan in the Digital Era
  - 11.5.2. The Canvas Model
  - 11.5.3. Value Proposition Model
  - 11.5.4. Content and Presentation
- 11.6. *Project Management*
  - 11.6.1. *Agile Development*
  - 11.6.2. Lean Management in Startups
  - 11.6.3. *Project Tracking and Project Steering*
- 11.7. Growth Phases in Startup Companies
  - 11.7.1. Seed Phase
  - 11.7.2. Startup Phase
  - 11.7.3. Growth Phase
  - 11.7.4. Consolidation Phase
- 11.8. Financing Startups
  - 11.8.1. Bank Financing
  - 11.8.2. Subsidies
  - 11.8.3. Seed Capital and Accelerators. Business Angels
  - 11.8.4. Venture Capital. IPO
  - 11.8.5. Public to Private Partnership

- 11.9. International Venture Capital and Seed Capital Entities
  - 11.9.1. BORRAR BORRAR
  - 11.9.2. International Venture Capital Entities
  - 11.9.3. Private Investors: Caixa Capital Risc and BStartup
  - 11.9.4. FOND-ICO Global
  - 11.9.5. Accelerators: Wayra, Lanzadera and Plug & Play
- 11.10. *Lean Management*
  - 11.10.1. The Basic Principles of Lean Management
  - 11.10.2. Improvement and Problem-Solving Groups
  - 11.10.3. New Forms of Maintenance and Quality Management

## Module 12. Digital Marketing and e-Commerce

- 12.1. *Digital e-Commerce Management*
  - 12.1.1. New e-Commerce Business Models
  - 12.1.2. Planning and Developing an e-Commerce Strategic Plan
  - 12.1.3. Technological Structure in e-Commerce
- 12.2. e-Commerce Operations and Logistics
  - 12.2.1. How to Manage Fulfillment?
  - 12.2.2. Digital Point-of-Sale Management
  - 12.2.3. *Contact Center Management*
  - 12.2.4. Automation in Management and Monitoring Processes
- 12.3. Implementing **e-Commerce** Techniques
  - 12.3.1. Social Media and Integration in the E-Commerce Plan
  - 12.3.2. Multichannel Strategy
  - 12.3.3. Personalizing Dashboards
- 12.4. *Digital Pricing*
  - 12.4.1. Online Payment Methods and Payment Gateways
  - 12.4.2. Electronic Promotions
  - 12.4.3. Digital Price Timing
  - 12.4.4. e-Auctions

- 12.5. From e-Commerce to m-Commerce and s-Commerce
  - 12.5.1. e-Marketplace Business Models
  - 12.5.2. s-Commerce and Brand Experience
  - 12.5.3. Purchase via Mobile Devices
- 12.6. Customer Intelligence: from e-CRM to s-CRM
  - 12.6.1. Integrating the Consumer in the Value Chain
  - 12.6.2. Online Research and Loyalty Techniques
  - 12.6.3. Planning a Customer Relationship Management Strategy
- 12.7. *Digital Marketing Trade*
  - 12.7.1. *Cross Merchandising*
  - 12.7.2. Designing and Managing Facebook Ads Campaigns
  - 12.7.3. Designing and Managing Google Adwords Campaigns.
- 12.8. Online Marketing for e-Commerce
  - 12.8.1. *Inbound Marketing*
  - 12.8.2. Display and Programmatic Purchasing
  - 12.8.3. Communication Plan

## Module 13. Search Engine Marketing

- 13.1. How Search Engines Work
  - 13.1.1. Indicators and Indexes
  - 13.1.2. Algorithms
  - 13.1.3. SEO and Corporate Branding
- 13.2. SEO Analysis
  - 13.2.1. Determining KPIs
  - 13.2.2. Generating Scripts and Alerts
  - 13.2.3. Optimization of Images, Videos and Other Elements
  - 13.2.4. *Link Building*
- 13.3. Technical SEO
  - 13.3.1. *Web Performance Optimization*
  - 13.3.2. Real Time and Content
  - 13.3.3. Relevant Tagging and Headers
  - 13.3.4. Advanced WPO Techniques

- 13.4. SEO and e-Commerce
  - 13.4.1. Conversion Rate Optimization
  - 13.4.2. Google Search Console
  - 13.4.3. Social Proof and Viralization
  - 13.4.4. Navigation and Indexability
- 13.5. Keyword Hunting for SEM
  - 13.5.1. Adwords Keyword Tool
  - 13.5.2. Google Suggest
  - 13.5.3. Insights for Search
  - 13.5.4. GoogleTrends
- 13.6. SEM and Google Ads
  - 13.6.1. Google Shopping
  - 13.6.2. Google Display Network
  - 13.6.3. Google Ads Mobile
  - 13.6.4. YouTube Advertising
- 13.7. Facebook Ads
  - 13.7.1. PPC/PPF (Pay-Per-Fan) Adverts
  - 13.7.2. Creating Facebook Ads
  - 13.7.3. Facebook Power Editor
  - 13.7.4. Campaign Optimization
- 13.8. SEM Strategy and Measurement
  - 13.8.1. *Quality Score*
  - 13.8.2. *Site Links*
  - 13.8.3. KPIs
  - 13.8.4. Impressions, Clicks, Conversions. Revenue, ROI, CPA

## Module 14. Digital Communication and Online Reputation

- 14.1. Web 2.0 or the Social Web
  - 14.1.1. Organization in the Age of Conversation
  - 14.1.2. Web 2.0 Is All About People
  - 14.1.3. Digital Environment and New Communication Formats

- 14.2. Digital Communication and Reputation
  - 14.2.1. Online Reputation Report
  - 14.2.2. Netiquette and Good Practices on Social Media
  - 14.2.3. Branding and Networking 2.0
- 14.3. Designing and Planning an Online Reputation Plan
  - 14.3.1. BORRAR
  - 14.3.2. Brand Reputation Plan
  - 14.3.3. General Metrics, ROI, and Social CRM
  - 14.3.4. Online Crisis and Reputational SEO
- 14.4. General, Professional and Microblogging Platforms
  - 14.4.1. Facebook
  - 14.4.2. LinkedIn
  - 14.4.3. Twitter
- 14.5. Video, Image and Mobility Platforms
  - 14.5.1. YouTube
  - 14.5.2. Instagram
  - 14.5.3. Flickr
  - 14.5.4. Vimeo
  - 14.5.5. Pinterest
- 14.6. Content and Storytelling Strategy
  - 14.6.1. Corporate *Blogging*
  - 14.6.2. Content Marketing Strategy
  - 14.6.3. Creating a Content Plan
  - 14.6.4. Content Curation Strategy
- 14.7. Social Media Strategies
  - 14.7.1. Corporate PR and Social Media
  - 14.7.2. Defining the Strategy to Be Followed in Each Medium
  - 14.7.3. Analysis and Evaluation of Results
- 14.8. *Community Management*
  - 14.8.1. Functions, Duties, and Responsibilities of the Community Manager
  - 14.8.2. *Social Media Manager*
  - 14.8.3. *Social Media Strategist*

- 14.9. Social Media Plan
  - 14.9.1. Designing a Social Media Plan
  - 14.9.2. Schedule, Budget, Expectations and Follow-up
  - 14.9.3. Contingency Protocol in Case of Crisis
- 14.10. Online Monitoring Tools
  - 14.10.1. Management Tools and Desktop Applications
  - 14.10.2. Monitoring and Research Tools

## Module 15. *Performance and Inbound Marketing*

- 15.1. *Permission Marketing*
  - 15.1.1. How to Obtain a User's Permission
  - 15.1.2. Personalizing the Message
  - 15.1.3. Mail Confirmation or Double Opt-In
- 15.2. Strategy and Performance Techniques
  - 15.2.1. Performance Marketing: Results
  - 15.2.2. Digital Media Mix
  - 15.2.3. The Importance of the Funnel
- 15.3. Affiliate Campaign Development
  - 15.3.1. Agencies and Affiliate Programs
  - 15.3.2. *Post View*
  - 15.3.3. Defining Affiliate Programs
  - 15.3.4. Display and Campaign Optimization
- 15.4. Launching an Affiliate Program
  - 15.4.1. Affiliation and Direct Affiliation Networks
  - 15.4.2. Results Analysis and Monitoring
  - 15.4.3. Fraud Control
- 15.5. Developing E-Mail Campaigns
  - 15.5.1. Lists of Subscribers, Leads and Customers
  - 15.5.2. E-Mail Marketing Tools and Resources
  - 15.5.3. Online Writing for E-Mail Marketing Campaigns
- 15.6. E-Mail Marketing Metrics
  - 15.6.1. List Metrics
  - 15.6.2. Newsletter Delivery Metrics
  - 15.6.3. Conversion Metrics

- 15.7. Inbound Marketing
  - 15.7.1. Effective Inbound Marketing
  - 15.7.2. The Benefits of Inbound Marketing
  - 15.7.3. Measuring the Success of Inbound Marketing
- 15.8. Target Research
  - 15.8.1. *Consumer Intent Modeling and Buyer Personas*
  - 15.8.2. *Customer Journey Mapping*
  - 15.8.3. *Content Strategy*
- 15.9. Content Optimization
  - 15.9.1. Content Optimization for Search Engines
  - 15.9.2. Content Creation
  - 15.9.3. Content Dynamization
- 15.10. Conversion
  - 15.10.1. *Lead Capture and CRO*
  - 15.10.2. *Lead Nurturing and Marketing Automation*

## Module 16. Web Analytics and Marketing Analytics

- 16.1. Web Analysis
  - 16.1.1. The Fundamentals of Web Analytics
  - 16.1.2. Classical Media vs. Digital Media
  - 16.1.3. The Web Analyst's Basic Methodology
- 16.2. *Google Analytics*
  - 16.2.1. Configuring an Account
  - 16.2.2. *Javascript Tracking API*
  - 16.2.3. Customized Reports and Segments
- 16.3. Qualitative Analysis
  - 16.3.1. Research Techniques Applied in Web Analytics
  - 16.3.2. *Customer Journey*
  - 16.3.3. *Purchase Funnel*
- 16.4. Digital Metrics
  - 16.4.1. Basic Metrics
  - 16.4.2. Ratios
  - 16.4.3. Setting Objectives and KPIs

- 16.5. Strategy Analysis Areas
  - 16.5.1. Web Traffic Acquisition
  - 16.5.2. Activation
  - 16.5.3. Conversion
  - 16.5.4. Loyalty
- 16.6. *Data Science and Big Data*
  - 16.6.1. *Business Intelligence*
  - 16.6.2. Methodology and Analysis of Large Volumes of Data
  - 16.6.3. Data Extraction, Processing and Loading
- 16.7. Data Visualization
  - 16.7.1. Viewing and Interpreting Dashboards
  - 16.7.2. Converting Data into a Value
  - 16.7.3. Integrating Sources
  - 16.7.4. Presenting Reports
- 16.8. Web Analytics Tools
  - 16.8.1. Technological Basis of WA Tool
  - 16.8.2. Logs and Tags
  - 16.8.3. Basic and Ad-hoc Labeling

## Module 17. Innovation, e-Logistics and Supply Chain Technology

- 17.1. Process Engineering and Product Engineering
  - 17.1.1. Innovation Strategies
  - 17.1.2. Open Innovation
  - 17.1.3. Innovative Organization and Culture
  - 17.1.4. Multifunctional Teams
- 17.2. Launch and Industrialization of New Products
  - 17.2.1. Design of New Products
  - 17.2.2. *Lean Design*
  - 17.2.3. Industrialization of New Products
  - 17.2.4. Manufacture and Assembly
- 17.3. *Digital e-Commerce Management*
  - 17.3.1. New e-Commerce Business Models
  - 17.3.2. Planning and Developing an e-Commerce Strategic Plan
  - 17.3.3. Technological Structure in e-Commerce

- 17.4. e-Commerce Operations and Logistics
  - 17.4.1. Digital Point-of-Sale Management
  - 17.4.2. *Contact Center Management*
  - 17.4.3. Automation in Management and Monitoring Processes
- 17.5. e-Logistics B2C and B2B
  - 17.5.1. e-Logistics
  - 17.5.2. B2C: e-Fulfilment, the Last Mile
  - 17.5.3. B2B: e-Procurement. *Marketplaces*
- 17.6. *Digital Pricing*
  - 17.6.1. Online Payment Methods and Payment Gateways
  - 17.6.2. Electronic Promotions
  - 17.6.3. Digital Price Timing
  - 17.6.4. e-Auctions
- 17.7. Legal Aspects of e-Commerce
  - 17.7.1. EU and Spanish Regulations
  - 17.7.2. Data Protection
  - 17.7.3. Fiscal Aspects of e-Commerce
  - 17.7.4. General Sales Conditions
- 17.8. The Warehouse in e-Commerce
  - 17.8.1. Peculiarities of the Warehouse in e-Commerce
  - 17.8.2. Warehouse Design and Planning
  - 17.8.3. Infrastructure. Fixed and Mobile Devices
  - 17.8.4. Zoning and Locations
- 17.9. Designing an Online Store
  - 17.9.1. Design and Usability
  - 17.9.2. Most Common Functionalities
  - 17.9.3. Alternative Technologies
- 17.10. Supply Chain Management and Future Trends
  - 17.10.1. The Future of e-Business
  - 17.10.2. The Current and Future Reality of e-Commerce
  - 17.10.3. SC Operating Models for Global Companies

## Module 18. *Mobile e-Commerce*

- 18.1. *Mobile Marketing*
  - 18.1.1. New Consumption and Mobility Habits
  - 18.1.2. The SoLoMo Model
  - 18.1.3. The 4 Ps of the Marketing Mix in Mobility
- 18.2. Mobile Technology
  - 18.2.1. Mobile Operators
  - 18.2.2. Mobile Devices and Operating Systems
  - 18.2.3. Mobile and Web Apps
  - 18.2.4. Sensors and Integration with the Physical World
- 18.3. Trends in Mobile Marketing
  - 18.3.1. *Mobile Publishing*
  - 18.3.2. Advergaming and Gamification
  - 18.3.3. Mobile Geolocalization
  - 18.3.4. Augmented Reality
- 18.4. Mobile User Behavior
  - 18.4.1. New Search Habits on Mobile Devices
  - 18.4.2. Multi-Screen
  - 18.4.3. Mobile as a Purchasing Driver
  - 18.4.4. ASO, Mobile User Acquisition and Loyalty.
- 18.5. User Interface and Shopping Experience
  - 18.5.1. m-Commerce Rules and Platforms
  - 18.5.2. *Omnichannel*
  - 18.5.3. *Mobile & Proximity Marketing*
  - 18.5.4. Gap between Consumer and Advertiser
  - 18.5.5. Mobile Commerce Content Managers
- 18.6. Apps and Purchases
  - 18.6.1. Designing Mobile Commerce Apps
  - 18.6.2. *App Stores*
  - 18.6.3. App Marketing for Customer Loyalty
  - 18.6.4. App Marketing for e-Commerce

- 18.7. Mobile Payments
  - 18.7.1. Value Chain and Business Models of Mobile Payment Methods
  - 18.7.2. Keys to Improve UX in Mobile Payment
  - 18.7.3. Positioning Strategies in the Mobile Payments Market
  - 18.7.4. Fraud Management
- 18.8. Mobile Analytics
  - 18.8.1. Mobile Measurement and Analysis Methodologies
  - 18.8.2. Mobile Metrics: Main KPIs
  - 18.8.3. Profitability Analysis
  - 18.8.4. *Mobile Analytics*
- 18.9. *Mobile Commerce*
  - 18.9.1. Services
  - 18.9.2. Applications
  - 18.9.3. *Mobile Social Shopping*
- 18.10. *Mobile Social Media Applications*
  - 18.10.1. Integrating Cell Phones into Social Networks
  - 18.10.2. Mobility, Relationship, Ubiquity and Publicity
  - 18.10.3. Facebook Places
  - 18.10.4. Geolocation, Mobile Directories, Online Recommendations and Shopping

## Module 19. New Digital Trends

- 19.1. The Internet of Things
  - 19.1.1. Visions and Challenges
  - 19.1.2. Key Technologies
  - 19.1.3. Pioneering Projects
- 19.2. Gamification
  - 19.2.1. Business Gamification Techniques
  - 19.2.2. *Gamification Design Framework*
  - 19.2.3. Operating Mechanisms and Motivation
  - 19.2.4. Benefits and Return of Investment
- 19.3. *Big Data*
  - 19.3.1. Sectoral Application
  - 19.3.2. Business Models
  - 19.3.3. New Professions

- 19.4. Artificial Intelligence
  - 19.4.1. Methodological Aspects in Artificial Intelligence
  - 19.4.2. Heuristic Search
  - 19.4.3. Rule Inference Methods
  - 19.4.4. Semantic Networks
- 19.5. Robotics
  - 19.5.1. Robot Morphology
  - 19.5.2. Mathematical Tools for Spatial Localization
  - 19.5.3. Cinematic Control
  - 19.5.4. Criteria for Implementing an Industrial Robot
- 19.6. Modeling and Simulation
  - 19.6.1. Modeling using DEVS
  - 19.6.2. Modeling of Random Inputs
  - 19.6.3. Generation of Random Inputs
  - 19.6.4. Design of Experiments and Optimization
- 19.7. Implementing Cryptography in Technology Projects
  - 19.7.1. Electronic Signature
  - 19.7.2. Digital Certificate
  - 19.7.3. Data Encryption
  - 19.7.4. Practical Applications of Cryptography
- 19.8. Other Trends
  - 19.8.1. 3D Printing
  - 19.8.2. Drones
  - 19.8.3. Computer Vision
  - 19.8.4. Augmented Reality

# 04

# Teaching Objectives

The program has been designed to develop leadership skills, elaborate corporate strategies and make decisions in complex and unstable contexts, following sustainability criteria and international standards. In addition, it will train entrepreneurs to efficiently manage Human Resources and apply information and communication technologies in various areas of the company. In addition, they will be able to implement digitalization strategies, Digital Marketing, e-commerce and SEO/SEM, in order to improve competitiveness, optimize business efficiency and lead the change to the digital environment.



“

*The objective of the Advanced Master's Degree MBA in Digital Business Management will be to provide you with the necessary tools and knowledge to face the challenges of the globalized and digitized business environment”*



## General Objectives

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- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Follow the sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies for making decisions in a complex and unstable environment
- ♦ Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- ♦ Develop the skills required to manage business activities strategically
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits
- ♦ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- ♦ Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- ♦ Be able to apply information and communication technologies to the different areas within a company
- ♦ Carry out the marketing strategy that allows us to make our product known to our potential clients and to generate a suitable image of our company
- ♦ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring
- ♦ Acquire in-depth knowledge of the phases involved in creating a company.
- ♦ Implement digitization strategies for a business, making the right decisions to achieve the planned objectives
- ♦ Analyze and identify factors that generate difficulties or opportunities in digital environments
- ♦ Lead change processes in the company based on digitalization
- ♦ Carry out digital marketing and e-commerce strategies
- ♦ Apply SEO and SEM tools in marketing campaigns
- ♦ Leverage social media for marketing and advertising campaigns
- ♦ Identify the changes required to improve management and direction within the company, based on orienting the strategy to the digital environment
- ♦ Develop management skills necessary to lead the growth and expansion of companies operating in digital environments
- ♦ Design and plan online reputation campaigns



## Specific Objectives

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### **Module 1. Leadership, Ethics and Social Responsibility in Companies**

- ◆ Develop ethical leadership skills that integrate social responsibility and sustainability practices into business strategy
- ◆ Make decisions that promote social well-being, respect for the environment and long-term value creation for all stakeholders

### **Module 2. Strategic Management and Executive Management**

- ◆ Specialize in the formulation and execution of business strategies that guarantee sustainable growth and competitiveness in dynamic markets
- ◆ Acquire skills in the management of executive teams, leading the transformation of the organization to adapt to the challenges of the global environment

### **Module 3. People and Talent Management**

- ◆ Provide tools for human talent management, from attracting to retaining the best professionals
- ◆ Design human resources strategies that align personnel competencies with the company's strategic objectives

### **Module 4. Economic and Financial Management**

- ◆ Delve into strategic financial decision making to maximize profitability and minimize risks in the company
- ◆ Develop skills in financial planning, budget control and investment management at the organizational level

### **Module 5. Operations and Logistics Management**

- ♦ Delve into the efficient management of operations and logistics, optimizing the supply chain to reduce costs and improve productivity
- ♦ Specialize in the implementation of operational processes that align business strategy with market demand

### **Module 6. Information Systems Management**

- ♦ Delve into the integration and management of information systems within the company, improving operational efficiency and data-driven decision making
- ♦ Develop skills to apply technological solutions that optimize processes and ensure market competitiveness

### **Module 7. Commercial Management, Strategic Marketing and Corporate Communications**

- ♦ Delve into the creation of commercial and marketing strategies that increase brand visibility and optimize customer relations
- ♦ Examine the management of corporate communication to strengthen the company's identity and reputation in the marketplace

### **Module 8. Market Research, Advertising and Commercial Management**

- ♦ Master market research techniques to identify business opportunities and develop effective advertising strategies
- ♦ Obtain skills to manage commercial activity, optimizing advertising campaigns and ensuring the achievement of objectives

### **Module 9. Innovation and Project Management**

- ♦ Develop skills in the management of innovative projects, managing change and continuous adaptation to new trends and technologies
- ♦ Specialize in the planning, execution and evaluation of innovation projects that generate long-term value for the organization

### **Module 10. Executive Management**

- ♦ Specialize in the development of management skills to lead teams, make strategic decisions and manage organizational performance
- ♦ Be able to create a culture of innovation, responsibility and commitment that optimizes the company's results

### **Module 11. Entrepreneurial Innovation and Initiative**

- ♦ Encourage creativity and the ability to identify innovative business opportunities
- ♦ Train in the development of business plans, from the conception of the idea to its implementation and scalability

### **Module 12. Digital Marketing and e-Commerce**

- ♦ Develop skills in the creation and implementation of digital marketing strategies to improve the visibility of brands on the Internet
- ♦ Delve into the integration of digital marketing and e-commerce strategies to maximize performance and competitiveness

**Module 13. Search Engine Marketing**

- ♦ Gain skills to manage Google Ads campaigns and other search advertising systems, improving return on investment
- ♦ Delve into the implementation of long term SEO strategies to effectively position brands in search results

**Module 14. Digital Communication and Online Reputation**

- ♦ Develop skills to manage brand reputation in the digital environment, using tools and techniques for monitoring and analyzing social networks
- ♦ Train in the creation of digital communication strategies to improve the organization's image and strengthen the relationship with consumers

**Module 15. Performance and Inbound Marketing**

- ♦ Develop skills to measure the performance of digital marketing campaigns using KPIs and other analytics tools
- ♦ Address content and resource optimization to increase visibility and engagement with users.  
and engagement with users

**Module 16. Web Analytics and Marketing Analytics**

- ♦ Acquire skills in data analysis to generate insights that help improve marketing strategies and user experience
- ♦ Delve into the creation of reports and interpretation of key metrics to make informed decisions in digital marketing

**Module 17. Innovation, e-Logistics and Supply Chain Technology**

- ♦ Train in the use of e-logistics tools to optimize the flow of products and services through digital channels
- ♦ Implement technological solutions to manage and coordinate the supply chain in a more agile and cost-effective way

**Module 18. Mobile e-Commerce**

- ♦ Develop skills to manage mobile e-commerce platforms and maximize performance in this channel
- ♦ Delve into the design and development of mobile shopping applications that align with customer needs and market trends

**Module 19. New Digital Trends**

- ♦ Train in the analysis and implementation of the latest digital trends, such as artificial intelligence, Big Data, and marketing automation
- ♦ Develop skills to integrate emerging technologies into digital marketing strategies, maintaining competitiveness in the marketplace

05

# Career Opportunities

Graduates will be able to assume leadership roles in traditional companies and startups, both nationally and internationally. As such, they will be able to occupy positions such as CEO, digital strategy directors, digital marketing directors, digital transformation consultants or innovation managers, driving digitalization and optimizing business processes. In addition, they will be prepared to lead digital expansion projects, manage multidisciplinary teams and develop new lines of business based on emerging technologies. They will also be able to access business consulting, entrepreneurship in the digital field and the creation of companies focused on technological innovation and e-commerce.





“

*The Advanced Master's Degree MBA in Digital Business Management will offer entrepreneurs a wide range of career opportunities, all in key sectors of the digital economy”*

### Graduate Profile

Graduates will be highly qualified to lead and manage companies in digital and globalized environments. As such, they will have solid training in business strategies, with a focus on innovation, digital transformation and sustainability. In addition, their profile will be characterized by strong leadership skills, making strategic decisions in complex and unstable situations, and managing multidisciplinary teams effectively. They will also have a deep understanding of digital tools, online Marketing, web analytics and process digitization, driving the competitiveness of the organizations they lead.

*Your business vision will be global and adaptive, able to anticipate market changes and implement innovative strategies to ensure the expansion of your company in the digital world.*

- ♦ **Strategic Leadership:** Develop leadership skills adapted to changing and digital environments, guiding teams towards the achievement of business objectives through strategic decisions and effective motivation
- ♦ **Digital Innovation Management:** Ability to implement emerging technologies in the company, promoting the digitization of processes, improving efficiency and creating new business opportunities.
- ♦ **Effective Communication and Negotiation:** Communicate clearly and persuasively, both with your team and with external stakeholders, and to negotiate strategically to reach agreements that benefit the company
- ♦ **Adaptation to Change and Decision Making in Complex Environments:** Develop skills to make informed decisions in unstable and dynamic environments, identifying opportunities and managing risks associated with digital transformation and the globalized market



After completing the Advanced Master's Degree, you will be able to apply your knowledge and skills in the following positions:

- 1. Chief Executive Officer (CEO):** The entrepreneur will be able to assume the general management of a company, being responsible for strategy and decision making, leading the digital transformation and ensuring competitiveness and growth in the market.
- 2. Digital Strategy Director:** In charge of developing and executing the company's digital strategy, driving the digitization of processes and the implementation of emerging technologies to improve efficiency and business results.
- 3. Digital Marketing Manager:** In charge of designing and executing Digital Marketing campaigns, managing online channels, SEO, SEM and social networks, to increase visibility, attract customers and generate effective conversions.
- 4. Digital Transformation Consultant:** Provides advice to companies in digitalization processes, helping them to integrate new technologies, optimize processes and adapt to changes in the digital environment to remain competitive.
- 5. Innovation Manager:** Leads the identification and implementation of technological innovations within the company, developing new products or services and improving existing offerings through the use of digital tools.
- 6. Chief Digital Officer (CDO):** Leads the company's digital strategy, managing the transition to a technology-based business model, and promoting the integration of digital tools in all processes of the organization.
- 7. E-Commerce Director:** In charge of the management and growth of e-commerce platforms, ensuring an optimal user experience, managing logistics and optimizing sales.

- 8. Digital Operations Director:** Manages the integration of digital technologies into the company's operations, ensuring that processes are efficient, scalable and aligned with the organization's strategic objectives.
- 9. Digital Human Resources Manager:** In charge of managing digital policies and tools to optimize human talent, implementing digital development platforms and managing remote working
- 10. Digital Marketing and SEO/SEM Consultant:** Provides specialized consulting in Digital Marketing strategies, with a particular focus on SEO and SEM, to help companies increase their online presence.



*You will design online reputation campaigns, manage monitoring tools and apply emailing strategies, with a focus on the expansion and growth of companies in the digital environment”*

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

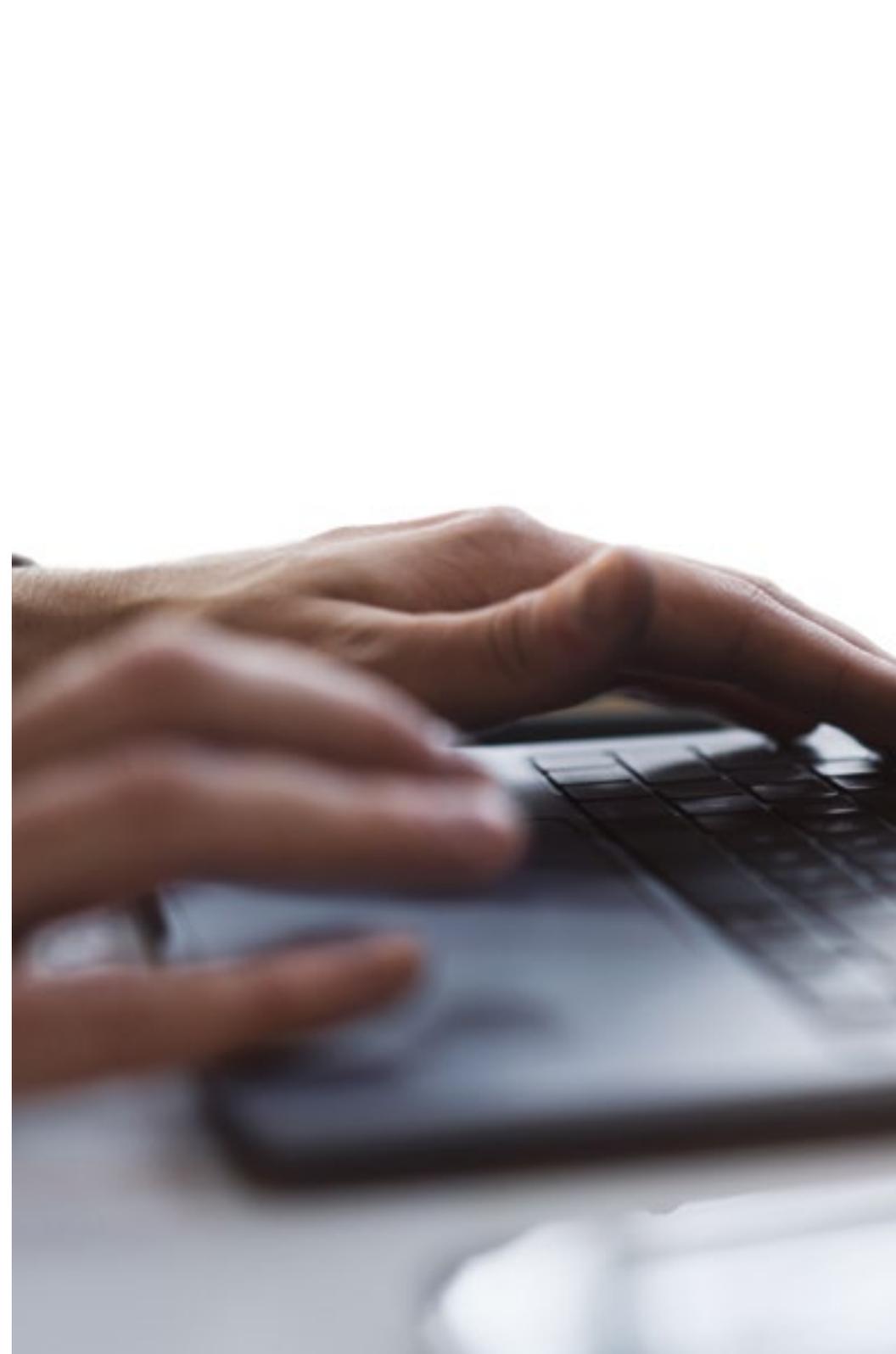
In TECH's study methodology, the student is the main protagonist.

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.

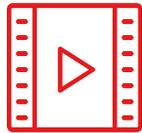
The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

*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

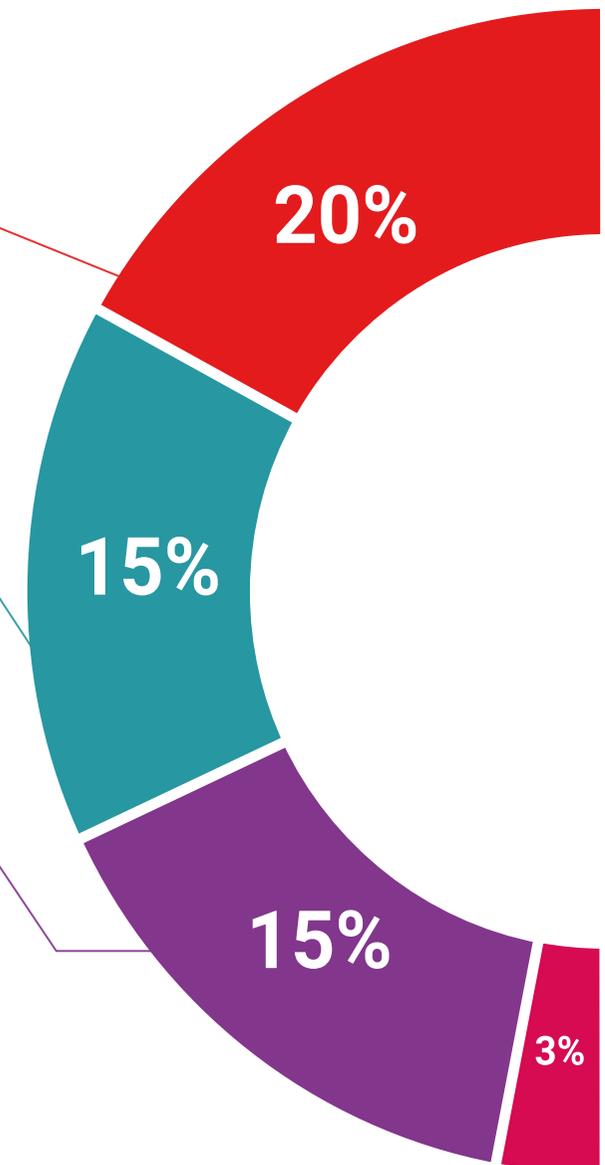
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

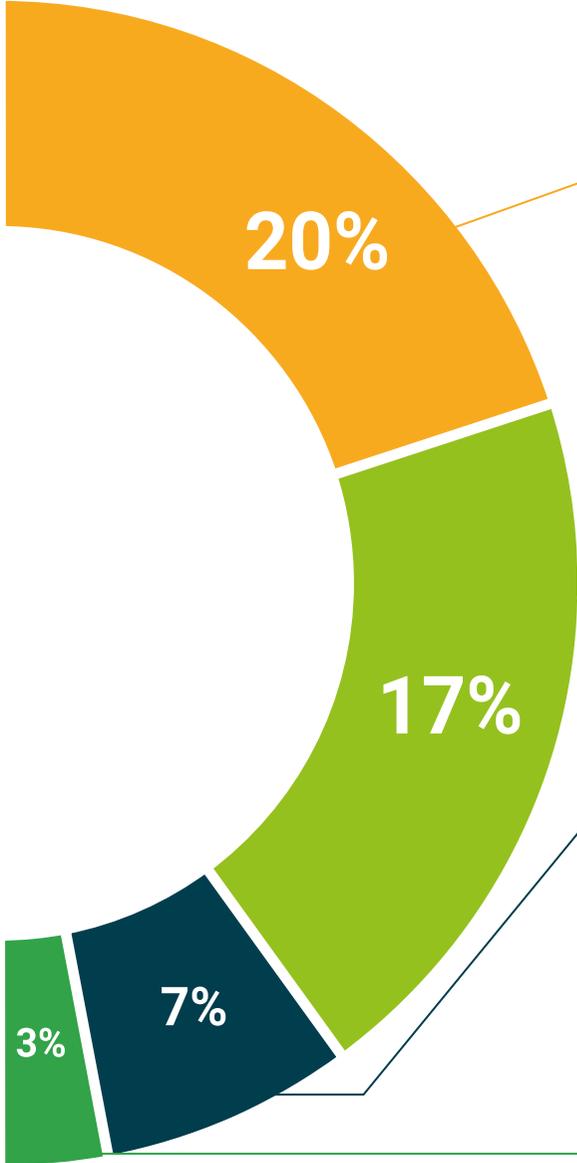
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### 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

The teachers are highly qualified professionals with vast experience, both in academia and in the business world. In fact, they hold leadership positions in renowned companies and have a solid track record in the implementation of digital strategies, business innovation and digital transformation. Therefore, their practical and up-to-date approach will ensure that graduates acquire knowledge that is relevant and applicable to current market challenges. In addition, they will encourage interactive learning, sharing real cases and providing concrete tools that students will be able to apply directly in their organizations.





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*The combination of professional and academic experience of the faculty will ensure a high level of training, adapted to the needs and demands of senior business leaders in the digital context”*

## 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 has held management positions in recruitment for companies in various areas.

On the other hand, it has been recognized for its ability to lead organizational transformations, **integrate technologies** into **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, 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

“

*Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice”*

## 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, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, UK
- 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 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 competencies. 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
- ♦ Senior 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



### Mr. Galán, José

- ♦ Specialist in Online Marketing
- ♦ Director of E-Marketing at TECH Global University
- ♦ Blogger at "*Cosas sobre Marketing Online*" (Things about Online Marketing)
- ♦ Director of Corporate Marketing, Médica Panamericana
- ♦ Bachelor's Degree in Advertising and Public Relations from the Complutense University of Madrid
- ♦ European Higher Program in Digital Marketing by ESIC

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08

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# Advanced Master's Degree

## MBA in Digital Business Management

