

# Advanced Master's Degree

## Senior Logistics Management





## Advanced Master's Degree Senior Logistics 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-senior-logistics-management](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-logistics-management)

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# 01

# Introduction

Risk management has become a critical component for senior logistics management, especially in a business environment characterized by volatility. In this regard, a recent report by the International Monetary Fund reveals that 60% of global supply chain disruptions are due to unexpected events such as economic fluctuations or natural disasters. Faced with this reality, professionals must master the latest methodologies to identify these hazards and develop mitigation strategies to ensure the operational continuity of institutions. With this in mind, TECH is launching an innovative online university program focused on the most advanced techniques to optimize the supply chain. In addition, prestigious International Guest Managers will give comprehensive Masterclasses.





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*With this 100% online Advanced Master's Degree, you will efficiently manage logistics operations to increase organizational efficiency, reduce costs and improve market competitiveness”*

Logistics is a fundamental element in the creation of value in modern companies. Therefore, strategic decisions affect all aspects of the operation, from procurement to distribution. However, with the increasing globalization of markets, companies must adopt flexible and efficient logistics models that adapt to a changing environment. Therefore, specialists need to have a comprehensive understanding of the assessment of Senior Logistics Management, with an approach based on strategic planning, technological innovation and supply chain management.

In this context, TECH has created a pioneering Advanced Master's Degree in Senior Logistics Management. Designed by leaders in this field, the curriculum will delve into issues ranging from the fundamentals of executive management or the implementation in companies of latest-generation technologies such as big data to the most sophisticated techniques to optimize the distribution chain of products. Accordingly, graduates will obtain advanced technical competencies to efficiently manage logistics operations in a global and competitive environment.

On the other hand, the methodology of the university program is based on TECH's Relearning method, which guarantees the exhaustive assimilation of complex concepts. It should be noted that the only thing that professionals need to access this Virtual Campus is a device with Internet access, where they will find a variety of multimedia resources such as explanatory videos. In addition, renowned International Guest Directors will give exclusive Masterclasses.

This **Advanced Master's Degree in Senior Logistics Management** contains the most complete and up-to-date program on the market. The most important features include::

- The development of practical cases presented by experts in Senior Logistics Management
- The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- Practical exercises where the self-assessment process can be carried out 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



*Renowned International Guest Directors will give intensive Masterclasses that will provide you with the most innovative strategies to optimize the efficiency of Logistics Operations”*

“

*TECH's characteristic Relearning system will allow you to learn at your own pace without depending on external teaching conditions”*

It includes in its teaching staff professionals belonging to the field of Senior Logistics Management who pour into this program the experience of their work, as well as recognized specialists from leading companies and prestigious universities.

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

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

*You will have comprehensive knowledge of supply chain management and best practices in logistics.*

*You will lead projects that optimize the sustainability, quality and resilience of logistics activities.*

**TRAD**  
**METHODO**

**AGILE**

02

# Why Study at TECH?

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



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

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

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

**Forbes**

The best online university in the world

The most complete **syllabus**

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

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

**The best top international faculty**

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

**TOP**  
international faculty



The most effective methodology

**A unique learning method**

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

**The world's largest online university**

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

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

**The official online university of the NBA**

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

**Leaders in employability**

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



**Google Premier Partner**

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



**The official online university of the NBA**

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

Logistics professionals need to stay at the forefront of the latest trends in this field in order to successfully manage different business operations. In order to facilitate this task, TECH has created a pioneering Advanced Master's Degree in Senior Logistics Management, which will provide graduates with the most modern tools to optimize the efficiency of the supply chain and boost both the competitiveness and innovation of organizations in the long term.



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*You will use the most sophisticated techniques of Predictive Analytics to detect dangers in the supply chain and develop strategies to ensure operational resilience”*

## 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. Corporate Social Responsibility: 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. Strategic 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 Management and Human Resources
  - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
  - 3.4.1. The Importance of Human Resources
  - 3.4.2. A New Environment for People Management and Leadership
  - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources Recruitment
  - 3.5.1. Approach to Recruitment and Selection
  - 3.5.2. Recruitment
  - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
  - 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 Human Resources
  - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
  - 3.13.1. High-Performance Teams: Self-Managed Teams
  - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 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. Be 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. Human Resources Management and Occupational Health and Safety Teams
  - 3.19.1. Management of Human Resources and Teams
  - 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 Human Resources 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 Human Resources 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

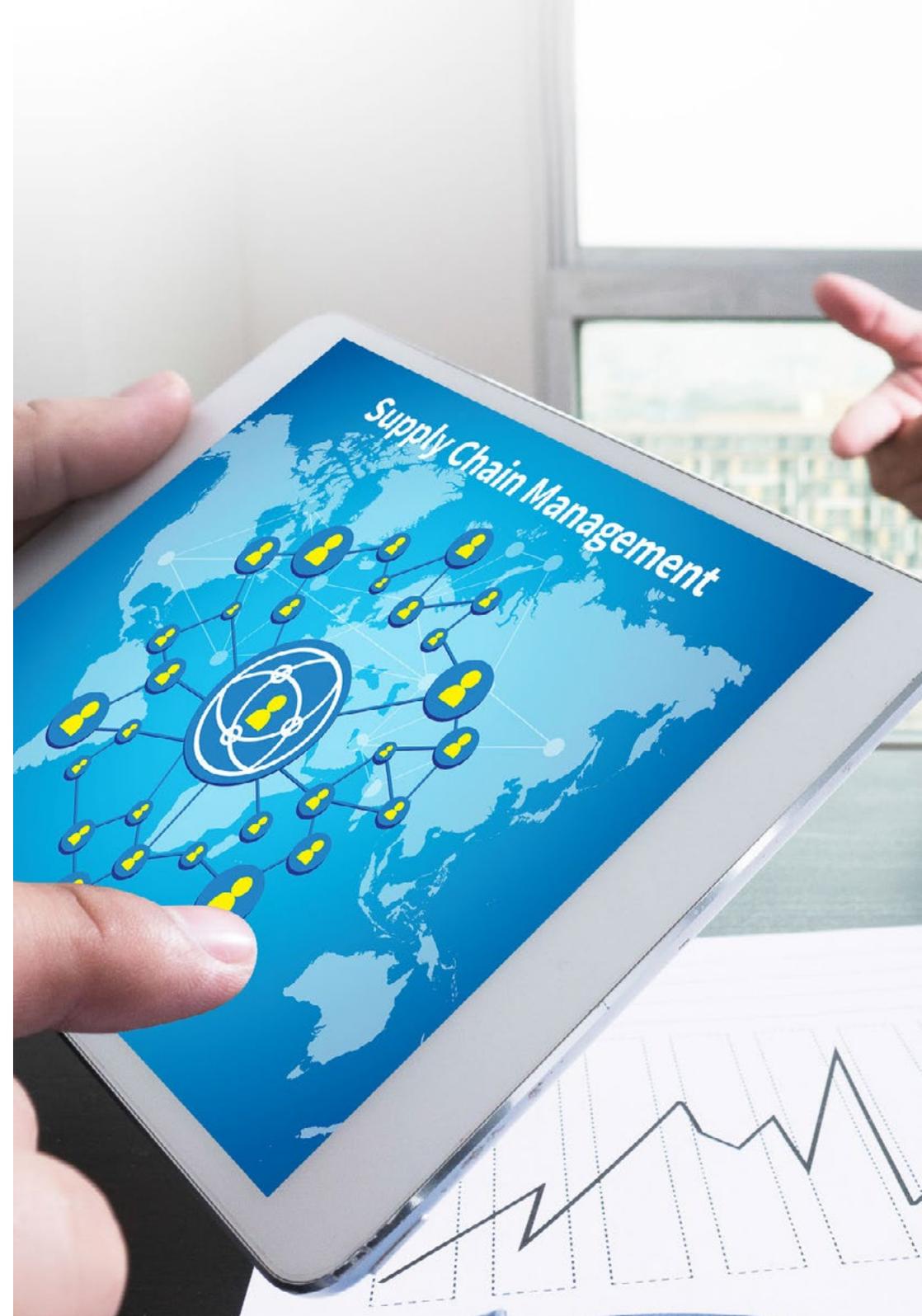
- 5.7. Strategic Purchasing Management
    - 5.7.1. Business Strategy
    - 5.7.2. Strategic Planning
    - 5.7.3. Purchasing Strategies
  - 5.8. Typologies of the Supply Chain (SCM)
    - 5.8.1. Supply Chain
    - 5.8.2. Benefits of Supply Chain Management
    - 5.8.3. Logistical Management in the Supply 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 for 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
    - 6.5.3. 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 Business Intelligence Solution
    - 6.8.6. Cybersecurity in BI and Data Science
  - 6.9. New Business Concept
    - 6.9.1. Why Business Intelligence?
    - 6.9.2. Obtaining Information
    - 6.9.4. Reasons to Invest in Business Intelligence
  - 6.10. Business Intelligence 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. Business Intelligence Project Planning and Management
    - 6.11.1. First Steps to Define a Business Intelligence 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. Return on Investment 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. Business Vision

- 11.1. Corporate Mission, Vision and Values
  - 11.1.1. Mission, Vision and Values
  - 11.1.2. Relationship with the Functions of the Operations Manager
  - 11.1.3. Example of Mission, Vision and Values in Main Businesses
- 11.2. Business Organization: Key Departments
  - 11.2.1. Details of Main Departments
  - 11.2.2. Governing Bodies
  - 11.2.3. Influence of the Operations Manager on the Departments

- 11.3. Commercial Organization: Commercial and Business Administration
  - 11.3.1. Commercial Department
  - 11.3.2. Commercial Administration Department
  - 11.3.3. Coordination Between the Commercial Area and the Rest of the Business
- 11.4. Industrial Organization and Logistics
  - 11.4.1. Industrial Organization Department
  - 11.4.2. Internal Logistics Department
  - 11.4.3. External Logistics Department
- 11.5. Management Functions and Skills
  - 11.5.1. Department Headed by the Director of Operations
  - 11.5.2. Responsibilities of an Operations Manager
  - 11.5.3. Focus on Skills
- 11.6. Leadership
- 11.7. Human Resources and Occupational Risk Prevention Teams Management
  - 11.7.1. Human Resources Management
  - 11.7.2. Team Management
  - 11.7.3. Occupational Risk Prevention Plan
- 11.8. Horizontal and Vertical Communication
  - 11.8.1. Horizontal Communication
  - 11.8.2. Vertical Communication
  - 11.8.3. Management Communication
- 11.9. Costs
  - 11.9.1. Accounting of Costs
  - 11.9.2. Differences Between Spending, Purchasing, Investment, Payment and Cost
  - 11.9.3. Typology and Classification of Costs
- 11.10. Information Systems
  - 11.10.1. Concept of a Marketing Information System (MIS)
  - 11.10.2. Features of an MIS
  - 11.10.3. The Information in the MIS
- 11.11. Industry 4.0. Short- and Medium-Term
  - 11.11.1. Big Data
  - 11.11.2. IT
  - 11.11.3. Additive Manufacturing

- 11.12. Industry 4.0. Long-Term
  - 11.12.1. Machine Learning
  - 11.12.2. Collaborative Robotics
  - 11.12.3. Augmented Reality, Virtual Reality and Cybersecurity

## Module 12. Organization of Production, Procurement and Warehouses

- 12.1. Structure and Types of Production (MTS, MTO, ATO, ETO etc.)
  - 12.1.1. Production Systems and Strategies
  - 12.1.2. Inventory Management System
  - 12.1.3. Production Indicators
- 12.2. Sales Structure, Types and Channels
  - 12.2.1. Structure of Sales: Organization, Channels and Sector
  - 12.2.2. Structure of Sales: Offices and Sales Groups
  - 12.2.3. Determining a Sales Structure
- 12.3. Structure and Types of Procurement
  - 12.3.1. Function of Procurement
  - 12.3.2. Procurement Management
  - 12.3.3. The Buying Decision Process
- 12.4. Design of Production Plants
  - 12.4.1. Industrial Architecture and Plant Layout
  - 12.4.2. Basic Types of Plant Layout
  - 12.4.3. Characteristics for an Appropriate Plant Distribution
- 12.5. Economic Control of Purchasing
  - 12.5.1. Advanced Warehouse Design
  - 12.5.2. Picking and Sorting
  - 12.5.3. Material Flow Control
- 12.6. Process Design
  - 12.6.1. Definition of Process Design
  - 12.6.2. Principles of Process Design
  - 12.6.3. Process Modeling
- 12.7. Resource Allocation
  - 12.7.1. Introduction to Resource Allocation
  - 12.7.2. Project Management
  - 12.7.3. Resource Distribution

- 12.8. Industrial Operations Control
  - 12.8.1. Process Control and Its Characteristics
  - 12.8.2. Examples of Industrial Processes
  - 12.8.3. Industrial Controls
- 12.9. Warehouse Operations Control
  - 12.9.1. Warehouse Operations
  - 12.9.2. Inventory Control and Location Systems
  - 12.9.3. Stock Management Techniques
- 12.10. Maintenance Operations
  - 12.10.1. Industrial Maintenance and Typology
  - 12.10.2. Maintenance Planning
  - 12.10.3. Management of Computer-Assisted Maintenance

### Module 13. Operations Management I: Planning, Manufacturing and Warehouses

- 13.1. Demand Forecasting
  - 13.1.1. Planning System and Production Control
  - 13.1.2. Demand and Types of Demand
  - 13.1.3. Demand Forecasting and Methodology
- 13.2. Resource Planning and Manufacturing. Capacity
  - 13.2.1. Aggregate Production Planning
  - 13.2.2. Master Production Planning System
  - 13.2.3. Approximate Capacity Planning System
- 13.3. Sequencing
  - 13.3.1. Material Requirements Planning
  - 13.3.2. Capacity Requirements Planning
  - 13.3.3. Manufacturing Resources Planning (MRPII)
- 13.4. Manufacturing Preparation
  - 13.4.1. Launching and Control System for Production Activities
  - 13.4.2. Production Programming
  - 13.4.3. Sequencing. Production Control
- 13.5. Maintenance Control
  - 13.5.1. Maintenance Control
  - 13.5.2. Maintenance Control Cycle
  - 13.5.3. Designing a Maintenance Plan

- 13.6. Lean Warehouse
  - 13.6.1. Introduction to Lean Manufacturing
  - 13.6.2. Structure of the Lean System
  - 13.6.3. Lean Techniques
- 13.7. Warehouse Design and Management
  - 13.7.1. Advanced Warehouse Design
  - 13.7.2. Picking and Sorting
  - 13.7.3. Material Flow Control
- 13.8. Manufacturing Costs
  - 13.8.1. Production Costs
  - 13.8.2. Other General Manufacturing Costs
  - 13.8.3. Cost Systems
- 13.9. Warehouse Costs
  - 13.9.1. Introduction to Warehousing Costs
  - 13.9.2. Classification of Warehousing Costs
  - 13.9.3. Inventory Assessments
- 13.10. Information Systems in Planning and Manufacturing
  - 13.10.1. General Information Systems
  - 13.10.2. Information Systems in Planning and Manufacturing
  - 13.10.3. Market Operations
- 13.11. Information Systems in Warehouses
  - 13.11.1. Information Systems in Warehouses
  - 13.11.2. Information Technology in Warehouses
  - 13.11.3. Market Options

### Module 14. Operations Management II: SCM Logistics

- 14.1. Supply Chain Design and Management
  - 14.1.1. Introduction to the Supply Chain: Components
  - 14.1.2. Supply Chain Design
  - 14.1.3. Supply Chain Management
- 14.2. Key Aspects of the Supply Chain
  - 14.2.1. Evolution of the Supply Chain
  - 14.2.2. Key Aspects of the Supply Chain
  - 14.2.3. Scenario Analysis

- 14.3. Strategic Planning Design throughout the Supply Chain
  - 14.3.1. Strategic Design of Supply Chain
  - 14.3.2. Planning of the Supply Chain
  - 14.3.3. Methodology for the Strategic Design of the Supply Chain
- 14.4. Order Preparation
  - 14.4.1. Introduction to Order Preparation
  - 14.4.2. Basic Considerations for Order Preparation
  - 14.4.3. Phases of Order Preparation
- 14.5. Resource Management. Capacity and Schedules
  - 14.5.1. Resources Management and Training
  - 14.5.2. Techniques for Resource Management
  - 14.5.3. Schedules
- 14.6. External Logistical Planning
  - 14.6.1. Introduction to Integral Logistics
  - 14.6.2. Importance of Logistical Planning
  - 14.6.3. Key Aspects of Logistical Planning
- 14.7. Reverse Logistics and Sustainability
  - 14.7.1. Sustainable Development
  - 14.7.2. Reverse Logistics
  - 14.7.3. Green Logistics
- 14.8. International Logistics Distribution
  - 14.8.1. Advanced Warehouse Design
  - 14.8.2. Picking and Sorting
  - 14.8.3. Material Flow Control
- 14.9. Customer Service
  - 14.9.1. Methods
  - 14.9.2. Indicators
  - 14.9.3. Relationship with Logistics
- 14.10. *Lean Management*
  - 14.10.1. Lean Basis with Application in International Logistics
  - 14.10.2. Main Implications and Requirements
  - 14.10.3. Other Methodologies to Improve the Process

- 14.11. Supply Chain Costs
  - 14.11.1. Cost Cutting Projects
  - 14.11.2. Stages
  - 14.11.3. Case Study
- 14.12. Information Systems
  - 14.12.1. Amazon Case Study
  - 14.12.2. Integration with Amazon
  - 14.12.3. Message Flow

## Module 15. Operations Management III: Strategic Purchasing Management

- 15.1. Strategic Purchasing Management
  - 15.1.1. Strategic Management: Benefits and Models
  - 15.1.2. Strategic Purchasing Management and its Factors
  - 15.1.3. Purchasing Strategies
- 15.2. Lean Management in Purchasing Processes
  - 15.2.1. *Lean Buying*
  - 15.2.2. Outsourcing in the SCM
  - 15.2.3. *Lean Supplying*
- 15.3. Purchasing Strategy Design
  - 15.3.1. Externalization
  - 15.3.2. Process Outsourcing
  - 15.3.3. Globalization
  - 15.3.4. Relocation
- 15.4. *Outsourcing-Insourcing*
  - 15.4.1. Purchasing Models and Processes
  - 15.4.2. Segmentation Models
  - 15.4.3. Role of e-Procurement
- 15.5. Strategic Sourcing
  - 15.5.1. Supplier Selection and Strategy
  - 15.5.2. Value Generation from Strategic Procurement
  - 15.5.3. Logistic Operators in Procurement

- 15.6. Transportation and Distribution Management
  - 15.6.1. Coordination Between Transport and Warehousing
  - 15.6.2. Logistics Activity Zones (LAZ)
  - 15.6.3. Air and Inland Freight Transport Regulations and Agreements
- 15.7. Global Supply Chain
  - 15.7.1. Introduction and Classification of the Complexity of Supply Chains
  - 15.7.2. Areas of Opportunity in Global Supply Chains
  - 15.7.3. Trends in Global Supply Chains
- 15.8. Import Management
  - 15.8.1. Customs, Export and Import Processes
  - 15.8.2. International Commerce Institutions and Agreements
  - 15.8.3. BORRAR
  - 15.8.4. Plant Management and International Purchasing
- 15.9. Incoterms and International Document Management
  - 15.9.1. Exportation or Implantation
  - 15.9.2. Agency, Distribution and International Sales and Purchase Agreements
  - 15.9.3. Industrial and Intellectual Property
  - 15.9.4. Taxes and Tariffs Classification
- 15.10. Methods and Means of International Payment
  - 15.10.1. Payment Method Selection
  - 15.10.2. Documentary Credit
  - 15.10.3. Bank Guarantee and Documentary Credit
- 15.11. Purchasing Strategic Management Costs
  - 15.11.1. Value Chain
  - 15.11.2. Procurement Costs
  - 15.11.3. Inventory Valuation
- 15.12. Information Systems in Purchasing
  - 15.12.1. Master Data
  - 15.12.2. Processes
  - 15.12.3. EDI Messages

## Module 16. Operations Management IV: Quality

- 16.1. Principles of Statistics Applied to Quality Control
  - 16.1.1. Introduction
  - 16.1.2. Measures of Central Tendency
  - 16.1.3. Measures of Dispersion
- 16.2. Operational Defect Definition
  - 16.2.1. Evolution of Quality in the SCM
  - 16.2.2. Defect Definition, Control and Cataloging
  - 16.2.3. Criteria for Acceptance or Rejection of a Product
- 16.3. Basic Concepts of Control
  - 16.3.1. Definitions
  - 16.3.2. ISO 9001
  - 16.3.3. Requirements of ISO 9001
- 16.4. Control Charts by Variables and Attributes
  - 16.4.1. Control by Variable and by Attributes
  - 16.4.2. Control Charts
  - 16.4.3. OC Chart
- 16.5. Sampling Inspection
  - 16.5.1. Typology
  - 16.5.2. Methodology
  - 16.5.3. Sample Size
- 16.6. Process Capability
  - 16.6.1. Associated Statistics
  - 16.6.2. Variability
  - 16.6.3. Cp Index
- 16.7. Six Sigma. Methodology and Strategy
  - 16.7.1. Definition of Six Sigma
  - 16.7.2. Methodology of Six Sigma
  - 16.7.3. Structure of Six Sigma
- 16.8. Quality Cost
  - 16.8.1. Types of Viability Study
  - 16.8.2. Viability Technique Study
  - 16.8.3. Use Case

- 16.9. Information Systems
  - 16.9.1. Implementation of Quality in the ERP
  - 16.9.2. Quality Control in Events
  - 16.9.3. Periodic Controls

## Module 17. Strategic Planning and IT Project Management

- 17.1. Global Map of IT Systems (I): ERP, MRP, SGA, MES
  - 17.1.1. Description of Each System
  - 17.1.2. Market Options
  - 17.1.3. Implantation Processes
- 17.2. Global Map of IT Systems (II): Global Map of IT Systems (II): e-Commerce, Corporate Web, BI, Simulation, Machine Learning and CMMS
  - 17.2.1. Description of Each System
  - 17.2.2. Market Options
  - 17.2.3. Implantation Processes
- 17.3. IT Systems: High Availability, Security and Maintenance
  - 17.3.1. Aspects to Consider
  - 17.3.2. Market Options
  - 17.3.3. Implementation Processes
- 17.4. IS Strategic Planning
  - 17.4.1. Aspects to Consider
  - 17.4.2. Technological Resources Management
  - 17.4.3. Adjacent Processes: Reporting and Assessment
- 17.5. IT Project Management
  - 17.5.1. General Methodology
  - 17.5.2. Agile Manifesto
  - 17.5.3. SCRUM
- 17.6. Corporate Social Responsibility in IT Projects
- 17.7. Finance and Responsible Investment in IT Projects
- 17.8. Business and the Environment in IT Projects
- 17.9. Systems and Tools for Responsible Management in IT
- 17.10. Business Ethics in IT Projects

## Module 18. Financial Supply Chain Management

- 18.1. Global Economic Environment
  - 18.1.1. The Fundamentals of the Global Economy
  - 18.1.2. The Globalization of Companies and Financial Markets
  - 18.1.3. Growth & Development in Emerging Markets
  - 18.1.4. International Monetary System
- 18.2. Financial Accounting in Supply Chain Management
  - 18.2.1. Situation Balance
  - 18.2.2. Losses and Gains
  - 18.2.3. Ratio Interpretation
- 18.3. Accounting Management in the Supply Chain
  - 18.3.1. Measurable: Productivity
  - 18.3.2. Efficiency and Profitability
  - 18.3.3. Ratios and Management
- 18.4. Analysis and Financial Planning of the Supply Chain
  - 18.4.1. Definitions
  - 18.4.2. Planning
  - 18.4.3. Examples of Financial Planning
- 18.5. Financial Diagnosis
  - 18.5.1. Indicators for Analyzing Financial Statements
  - 18.5.2. Profitability Analysis
  - 18.5.3. Economic and Financial Profitability of a Company
- 18.6. Economic Analysis of Decisions
  - 18.6.1. Budget Control
  - 18.6.2. Competitive Analysis. Comparative Analysis
  - 18.6.3. Decision-Making. Business Investment or Divestment
- 18.7. Key Financial Aspects in Operations Management in the Supply Chain
  - 18.7.1. Introduction to Order Preparation
  - 18.7.2. Key Aspects
  - 18.7.3. Ratio Interpretation

- 18.8. Tools for Operations Management in the Supply Chain in Times of Crisis
  - 18.8.1. Definition of Tools and Benefits
  - 18.8.2. Management Tools
  - 18.8.3. Market Operations
- 18.9. Profitability and Efficiency of Logistics Chains: KPIs
  - 18.9.1. Profitability and Efficiency of Mediations
  - 18.9.2. General Indicators of Logistic Chains
  - 18.9.3. Specific Indicators

### Module 19. Operative Strategy and LEAN Management Methodologies

- 19.1. *Lean Management*
  - 19.1.1. The Basic Principles of Lean Management
  - 19.1.2. Improvement and Problem-Solving Groups
  - 19.1.3. New Forms of Maintenance and Quality Management
- 19.2. Implantation of the Global Lean Methodology
  - 19.2.1. Lean Methodology
  - 19.2.2. Implementation Processes
  - 19.2.3. Continuing Improvement
- 19.3. Process Improvement and Rapid Response Manufacturing (RRM) Techniques
  - 19.3.1. Identifying Points for Improvement
  - 19.3.2. BPM, Simulation and Digital Twin
  - 19.3.3. Choosing the Necessary Tool
- 19.4. Innovation and Product Engineering in Logistics. Organizations and Product Development
  - 19.4.1. Aspects to Consider
  - 19.4.2. Organizations and Market Development
  - 19.4.3. Market Options
- 19.5. Total Quality Management and Advanced Management of Logistics Projects
  - 19.5.1. Assessment of Total Quality
  - 19.5.2. Identifying Points for Improvement
  - 19.5.3. Advanced Project Management

- 19.6. Market Trends Analysis in Logistics
  - 19.6.1. Trend Analysis
  - 19.6.2. Guidelines
  - 19.6.3. Market Options
- 19.7. IS Trend Analysis
  - 19.7.1. IS Latest Trend Analysis
  - 19.7.2. Tools
  - 19.7.3. Market Options



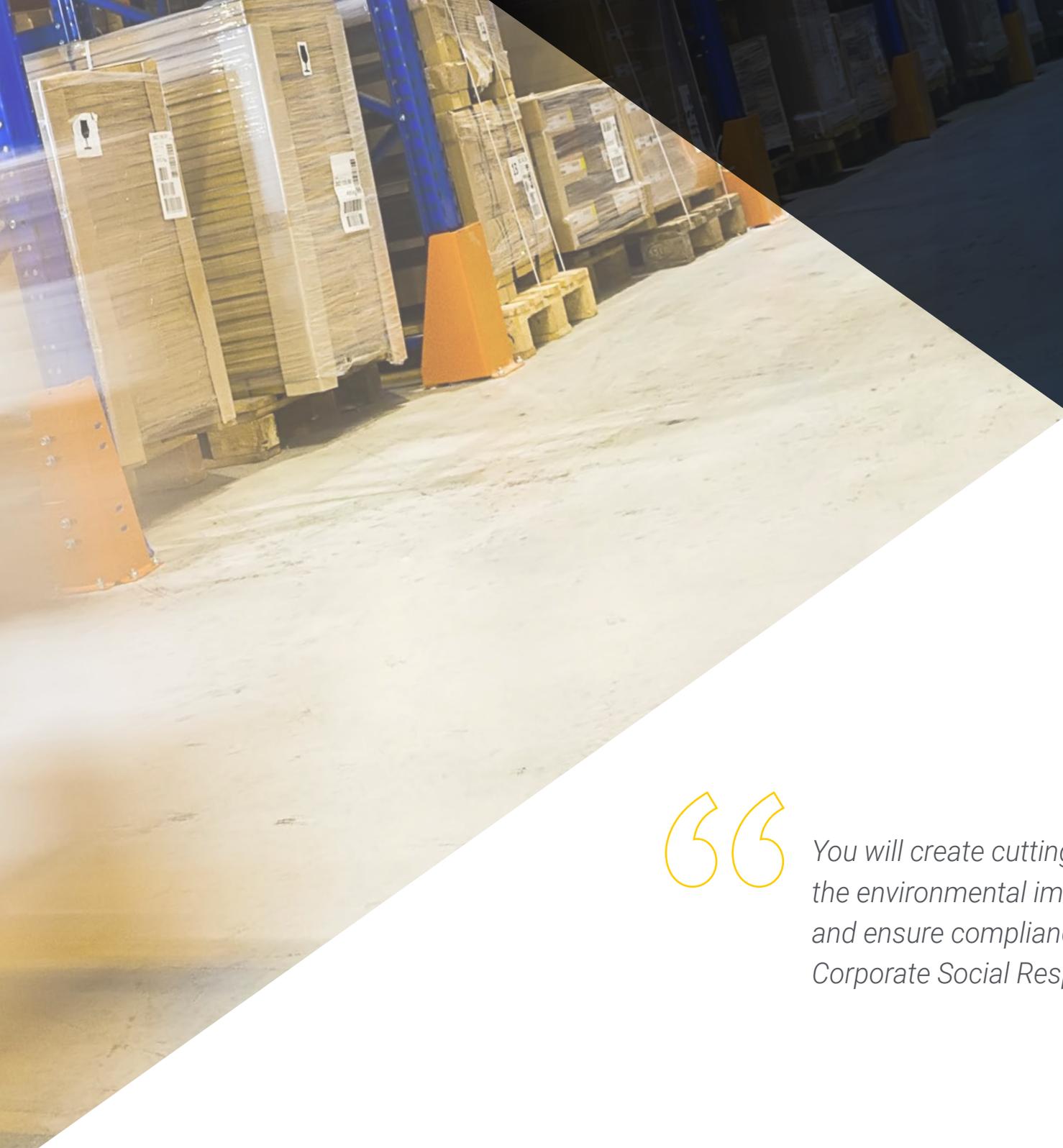
*You will learn valuable lessons from solving real logistics cases in simulated learning environments. Enroll now!"*

04

# Teaching Objectives

Through this Advanced Master's Degree in Senior Logistics Management at TECH, professionals will develop advanced leadership skills that will allow them to significantly optimize the supply chain. In this sense, graduates will lead the digital transformation of institutions to incorporate cutting-edge technological tools such as Big Data or Internet of Things. Therefore, students will be able to manage risks during the different logistics processes early on and will allocate available resources with maximum efficiency.





“

*You will create cutting-edge strategies to reduce the environmental impact of logistics operations and ensure compliance with regulations related to Corporate Social Responsibility”*



## General Objectives

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- ♦ Define purchasing/procurement policies within the framework of integrated logistics
- ♦ Develop an international vision of the supply chain
- ♦ Increase their employability
- ♦ Improve knowledge of areas complementary to project management, business strategy and financial management
- ♦ Define the policies, practices and levers that shape purchasing management, as well as customer-supplier relations
- ♦ Use the most appropriate purchasing tools for the selection and evaluation of the best suppliers
- ♦ Structure requirements in the area of purchasing
- ♦ Implement a productivity improvement and cost reduction plan
- ♦ Evaluate and measure results by identifying key indicators
- ♦ Develop negotiation strategies that generate stable and positive relationships with suppliers
- ♦ Carry out and manage purchase performance and audits
- ♦ Develop strategies to optimize customer service and improve the profitability in the national and international market
- ♦ Apply the Lean Management concepts throughout the supply chain
- ♦ Describe the latest advances in the sector, thanks to the collaboration of the public sector and the private business sector, both nationally and internationally
- ♦ Implement techniques to develop the interaction between store and logistics, catalog management, purchasing and procurement, warehouse operations, transportation and distribution, customer service, etc.
- ♦ Implementing tools for operational and economic control of operations
- ♦ Describe the procedures for establishing decision criteria for process outsourcing, RFQs and signing logistics service contracts
- ♦ Describe in depth the value creation mechanisms of the supply chain
- ♦ Explain the interactions and impact of operative decisions on the rest of the business functions
- ♦ Compete through processes innovation
- ♦ Move from the technical management side to the managerial side within the organizations.
- ♦ Improve the management of people and high-performance teams
- ♦ Understand how to manage companies, work and people in environments of high uncertainty
- ♦ Have a horizontal and vertical vision of organizations
- ♦ Improve execution capacity
- ♦ Know how to work more effectively, agile and more aligned with new technologies and current tools



## Specific Objectives

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

- ◆ Develop leadership skills that integrate ethical principles in business decision making
- ◆ Apply ethical models in resolving corporate dilemmas and promoting sustainable practices

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

- ◆ Acquire advanced competencies to formulate and execute corporate-level strategies
- ◆ Delve into the analysis of business environments to make informed strategic decisions

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

- ◆ Implement cutting-edge talent management strategies to maximize staff performance
- ◆ Foster an inclusive and motivating work environment to enhance both employee productivity and well-being

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

- ◆ Obtain skills in economic decision making to optimize financial resources
- ◆ Implement sophisticated tools for evaluating the viability and profitability of operations

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

- ◆ Be able to design and control efficient and cost-effective logistics processes
- ◆ Improve the production and distribution of goods and services, ensuring both quality and on-time delivery

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

- ♦ Develop strategies for the effective use of technology in decision making and business support
- ♦ Implement information technologies that improve operational efficiency and organizational competitiveness

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

- ♦ Manage corporate communication effectively to strengthen brand image
- ♦ Apply strategic marketing principles to improve business competitiveness

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

- ♦ Apply effective advertising techniques to promote products and services in different markets
- ♦ Direct and manage commercial activities that respond to market demands

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

- ♦ Manage projects efficiently, ensuring alignment with corporate strategy
- ♦ Apply tools for planning and executing innovative projects that drive business growth

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

- ♦ Improve communication and leadership skills in the organizational context
- ♦ Develop skills in decision making and resource management at management level

#### **Module 11. Business Vision**

- ♦ Have a deep understanding of business dynamics and their impact on global strategy
- ♦ Implement actions based on the anticipation of market trends and competitiveness

#### **Module 12. Organization of Production, Procurement and Warehouses**

- ♦ Optimize inventory and warehouse management to improve operational efficiency
- ♦ Apply continuous improvement strategies to ensure product quality and availability

#### **Module 13. Operations Management I: Planning, Manufacturing and Warehouses**

- ♦ Manage warehouses and manufacturing processes with a focus on efficiency or cost reduction
- ♦ Improve the effectiveness of manufacturing processes and optimize resource allocation

#### **Module 14. Operations Management II: SCM Logistics**

- ♦ Optimize efficiency in product distribution, from manufacturing to the final consumer
- ♦ Implement logistics practices that increase competitiveness and customer satisfaction

#### **Module 15. Operations Management III: Strategic Purchasing Management**

- ♦ Develop skills for effective negotiation with suppliers and strategic decision making
- ♦ Implement policies and procedures to improve efficiency in the procurement of materials and services

#### **Module 16. Operations Management IV: Quality**

- ♦ Ensure compliance with quality standards to improve customer satisfaction
- ♦ Implement continuous improvement techniques to increase effectiveness and reduce production errors

**Module 17. Strategic Planning and IT Project Management**

- ♦ Apply agile methodologies and management tools to ensure the success of IT projects
- ♦ Develop skills in technology project management to optimize business performance

**Module 18. Financial Supply Chain Management**

- ♦ Integrate financial management with logistics operations to ensure overall efficiency in the value chain
- ♦ Apply financial techniques to improve profitability and reduce risks within the supply chain

**Module 19. Operative Strategy and LEAN Management Methodologies**

- ♦ Obtain skills in waste reduction and resource optimization in operational processes
- ♦ Apply Lean tools to improve quality, reduce costs and increase organizational competitiveness



*With TECH's Relearning system you will not have to invest a great amount of study hours, focusing on the most relevant concepts"*

05

# Career Opportunities

Upon completion of this Advanced Master's Degree in Senior Logistics Management, professionals will have a solid understanding of the most effective logistics strategies to optimize the supply chain and manage global operations. At the same time, graduates will design and implement innovative solutions that improve efficiency and reduce costs. In this way, experts will enhance their career prospects and assume specialized roles as Logistics Manager.





“

*You will work as a Logistics Manager, ensuring the optimization of the supply chain and efficiency in product distribution”*

### Graduate Profile

Graduates of the Advanced Master's Degree in Senior Logistics Management are highly qualified to manage and optimize supply chains and complex logistics operations. Likewise, they have a deep knowledge of logistics strategies, advanced technologies and continuous improvement methodologies, necessary to increase efficiency and reduce costs. In addition, you are prepared to design and implement customized logistics solutions, collaborate with multidisciplinary teams and coordinate among suppliers, customers and strategic partners, promoting efficient and sustainable logistics that drive organizational success.

*You will oversee all stages of logistics, from the procurement of raw materials to the delivery of goods to customers.*

- ♦ **Critical Thinking and Problem Solving:** Professionals develop the ability to apply critical thinking to analyze logistic situations, identify problems and generate creative solutions
- ♦ **Project and Time Management:** A crucial competency is the ability to manage logistics projects effectively, including time management, resource organization and conflict resolution
- ♦ **Digital Competence:** In the current context, it is essential that professionals handle digital tools to optimize logistics management, from the use of specialized software to the implementation of emerging technologies such as artificial intelligence and the internet of things
- ♦ **Strategic Thinking:** They develop the ability to design and implement logistics strategies aligned with business objectives, promoting the growth and competitiveness of the organization



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

- 1. Logistics Manager:** Expert in the management of a company's logistics operations, optimizing the supply chain and ensuring efficiency in product distribution.
- 2. Supply Chain Manager:** Professional in charge of supervising and coordinating all stages of the supply chain, from the acquisition of raw materials to the delivery of the final product to the customer.
- 3. Logistics Operations Coordinator:** Responsible for coordinating daily logistics activities, ensuring compliance with deadlines and optimization of available resources.
- 4. Logistics Analyst:** Specialist in analyzing logistics processes, identifying areas for improvement and proposing innovative solutions to increase efficiency.
- 5. Transportation Manager:** Responsible for the management and supervision of transportation operations, ensuring regulatory compliance and route optimization.
- 6. Logistics Consultant:** Advises companies on the optimization of their logistics processes, implementation of new technologies and supply chain improvement.
- 7. International Trade Specialist:** Responsible for managing and optimizing logistics in international trade operations, including the coordination of imports and exports.
- 8. Warehouse Manager:** Responsible for efficient warehouse management, inventory control and supervision of product storage or distribution operations.
- 9. Purchasing and Procurement Manager:** Responsible for managing the procurement and supply of materials needed by the company, negotiating with suppliers and ensuring both quality and adequate cost of inputs.
- 10. Logistics Project Manager:** Responsible for the planning, execution and supervision of specific logistics projects, ensuring that time, cost and quality objectives are met.



*You will advise organizations in improving their logistics processes and implement emerging technologies to automate the most tedious tasks”*

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

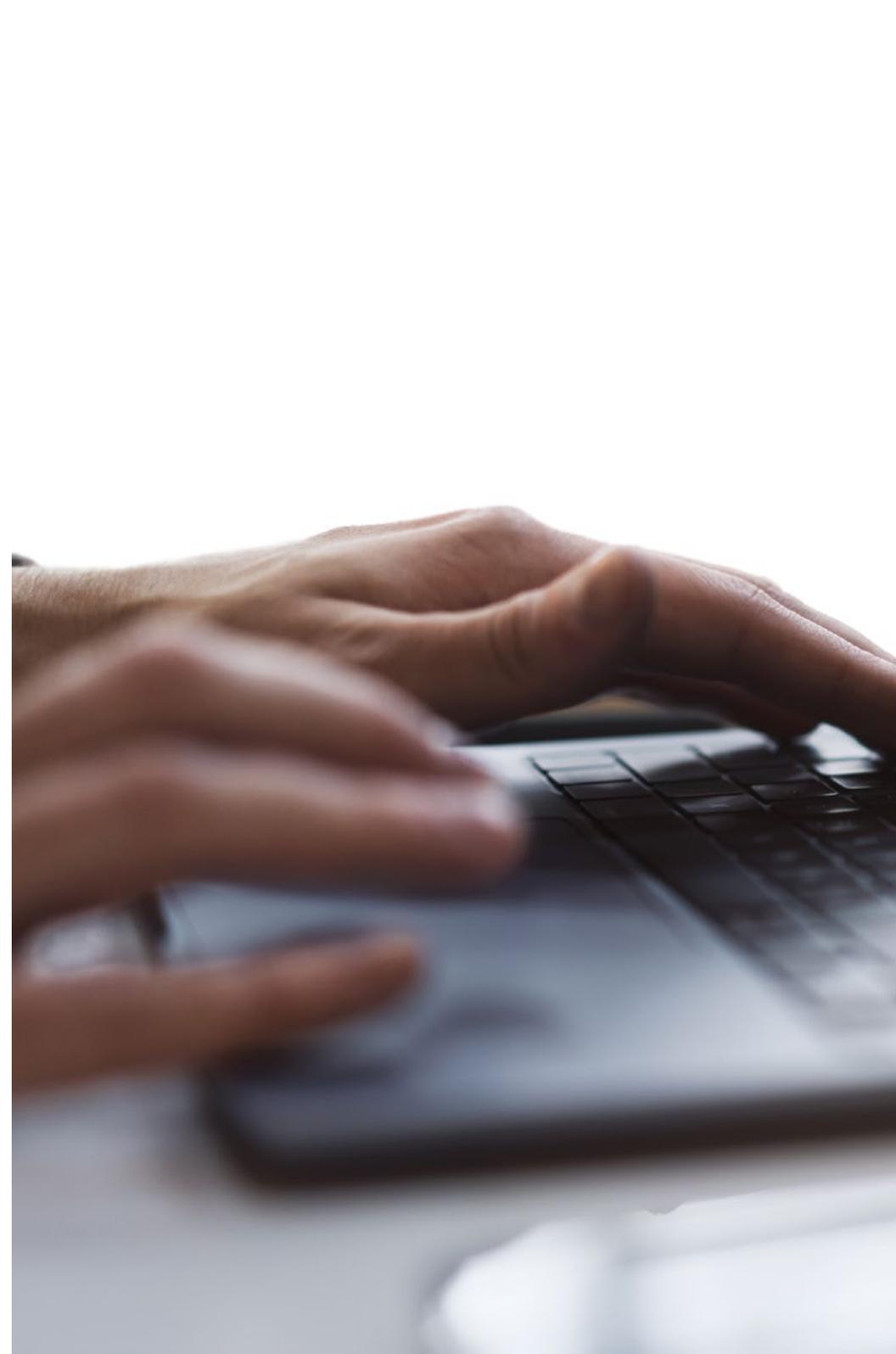
In TECH's study methodology, the student is the main protagonist.

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.



Forbes



## 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.

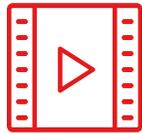
The students' assessment of the quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Global Score review platform obtaining a 4.9 out of 5.

*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

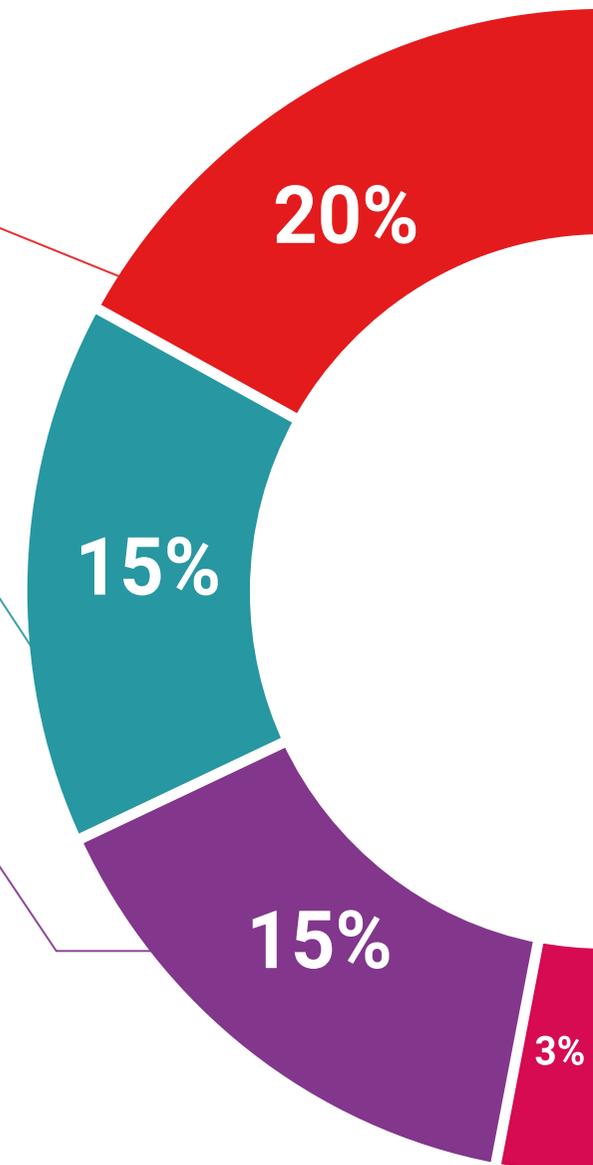
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

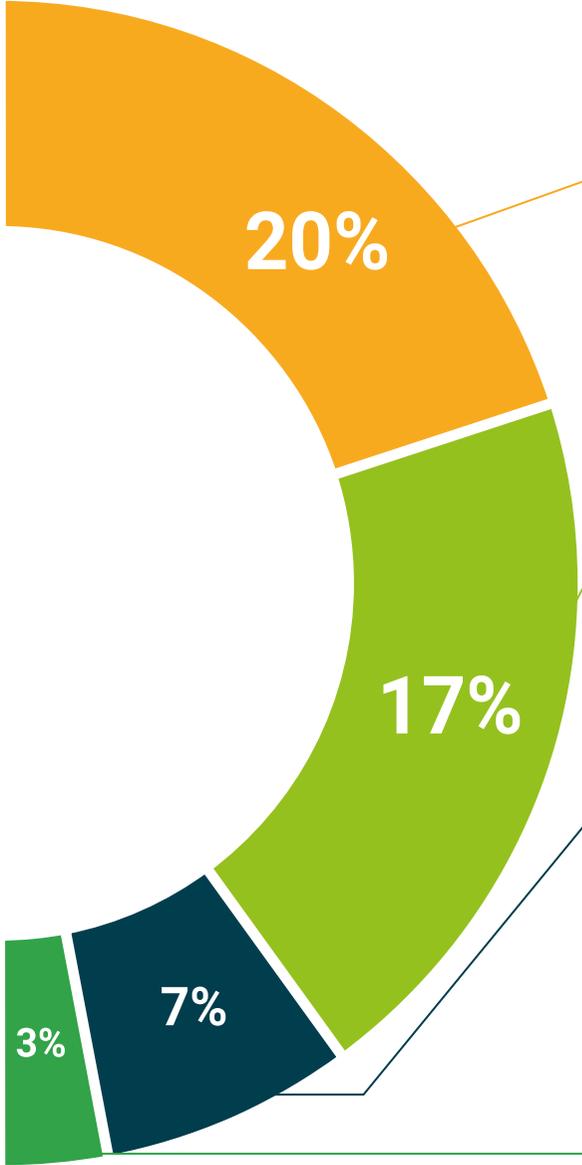
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### 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

TECH's main premise is based on making available to everyone the most comprehensive, renewed and pragmatic university programs in the academic market. For this reason, it rigorously selects its different teaching staff. For the delivery of this Advanced Master's Degree, it has brought together the best specialists in the field of Senior Logistics Management. These professionals have an extensive work background, where they have developed innovative solutions to optimize the supply chain of multiple organizations. Thanks to this, students will enjoy an intensive experience that will allow them to make a significant leap in quality in their professional careers.



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*You will enjoy the personalized advice of the teaching team, made up of professionals with extensive experience in Senior Logistics Management”*

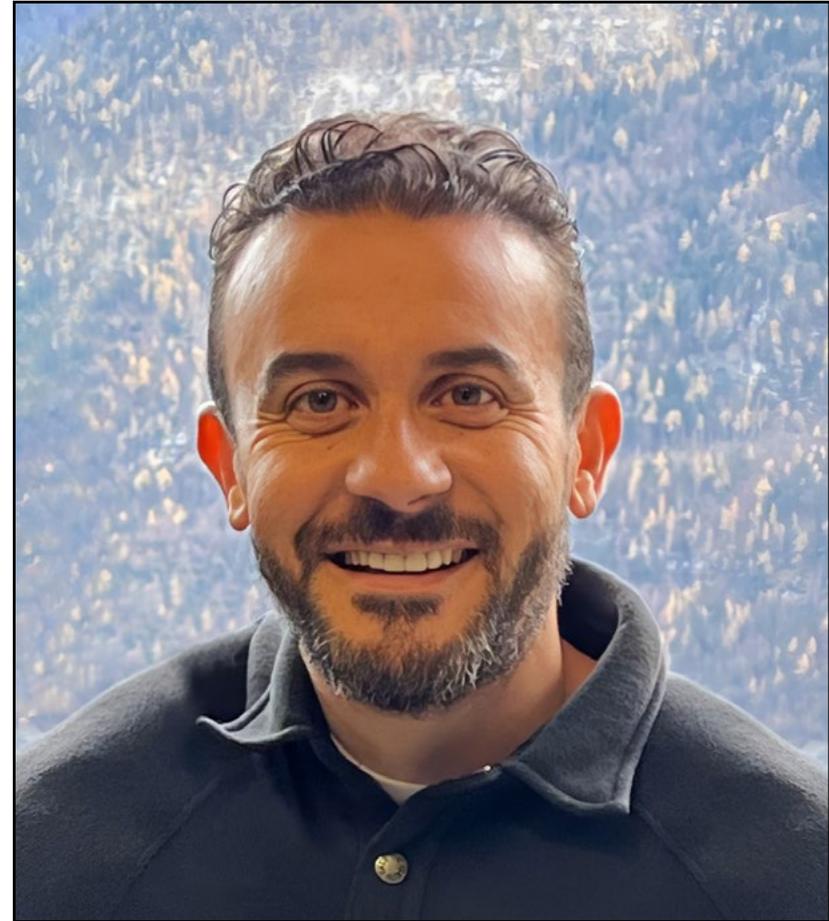
## International Guest Director

Mahmoud Shama is an executive with extensive experience in supply chain leadership and management. His track record is internationally recognized for his ability to implement comprehensive strategies that optimize costs, drive efficiencies, ensure regulatory compliance and deliver a high level of service quality and customer satisfaction.

In his professional career dedicated to the field of logistics, he has worked in a variety of tasks. These include supply and demand planning, as well as the application of S&OP keys, inventory control, purchasing, warehousing, and network analysis, among others. At the same time, this expert is characterized by an unquestionable capacity for leadership and motivation of the employees under his charge. As a result, he has become a reference for the most important multinationals- in the world.

With Red Bull, Mahmoud Shama has held various positions, mainly as Senior Supply Chain Director. Specifically, he has been dedicated to improving forecast accuracy and minimizing waste. At the same time, he has ensured the development of rigorous inventory management.

Other corporations where this specialist has worked include Mondelēz International, as Director of Demand Planning for North America and as Senior Manager of Customer Service and Logistics. From these positions he has directed XC&L's global strategy, also overseeing the outsourced manufacturing of some of the brand's most distinctive products. In addition, his experience in other brands such as Johnson & Johnson, Kraft Foods Group, Cadbury and PepsiCo, has allowed him to accumulate knowledge and direct perspectives on the different methodologies and technologies that promote more productive and organized operating environments. Moreover, this executive holds an MBA in Business, which, coupled with his technical expertise, reinforces his business acumen.



## Mr. Shama, Mahmoud

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- Senior Director of Supply Chain, Red Bull, California, USA
- Director of Demand Planning for North America at Mondelēz International
- Director of Global Planning and S&OP at Johnson & Johnson
- Director of Customer Service and Logistics at Mondelēz International
- Director of Product Supply and S&OP Leader at Kraft Foods Group
- Planning, S&OP and MENA Project Manager at Cadbury
- Director of Materials Planning and Purchasing at PepsiCo
- MBA in Business at Maastricht School of Management
- B.Sc. in Mechanical Engineering from the American University in Cairo

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

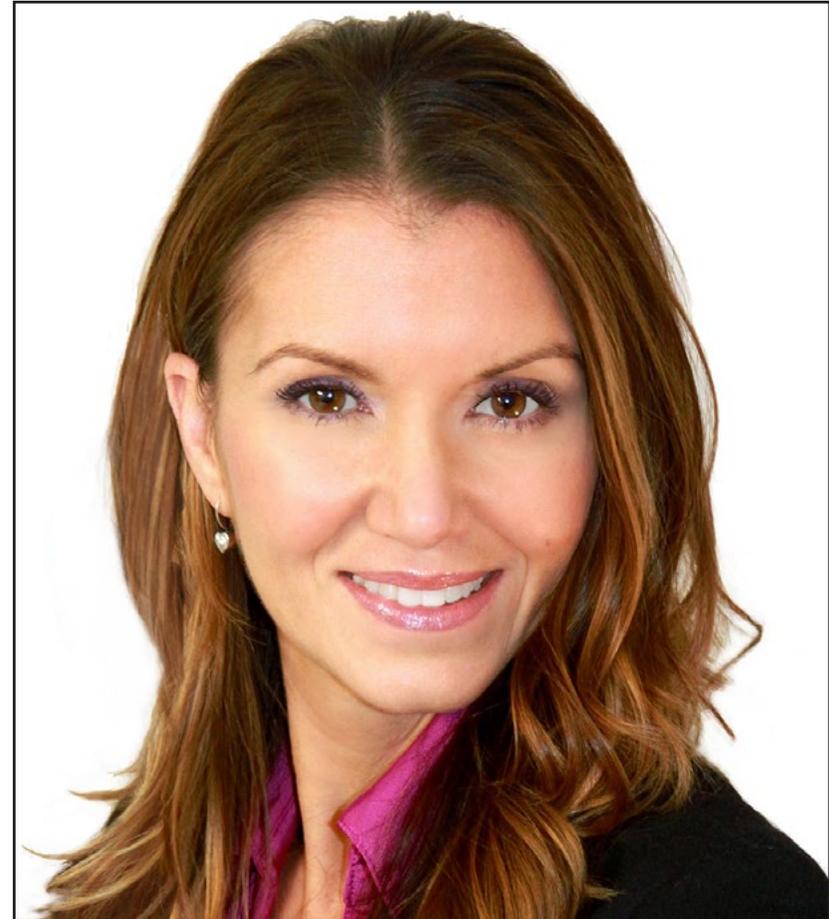
## International Guest Director

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

“

*A unique, crucial and decisive learning experience to boost your professional development"*

## 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
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course

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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 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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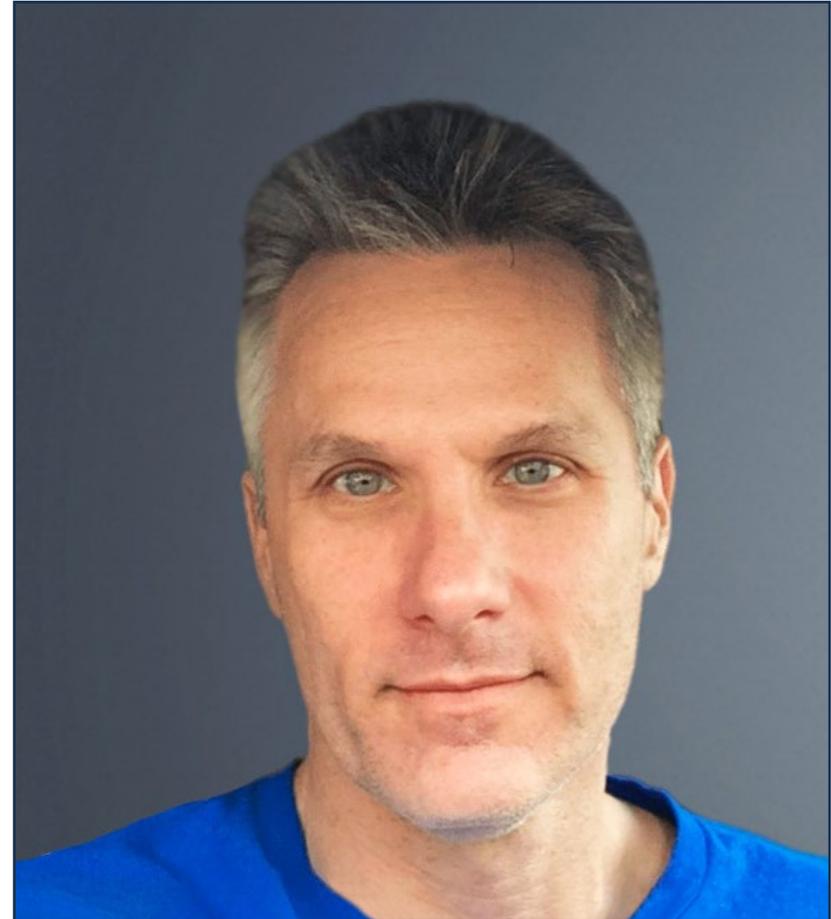
## International Guest Director

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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