

Advanced Master's Degree Sustainable Tourism Business Management





Advanced Master's Degree Sustainable Tourism Business Management

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

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-sustainable-tourism-business-management

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01

Introduction to the Program

Sustainable Tourism Business Management has established itself as a key strategy for growth and competitiveness in the global tourism industry. In fact, according to a report by the World Tourism Organization (UNWTO), sustainability in tourism implies an approach that seeks to minimize negative impacts on the environment and local cultures, while generating economic benefits and promoting conservation. In this framework, TECH presents a program designed to provide the most effective strategies that allow tourism companies to stand out for their sustainable approach in the development of their activities.





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With this fully online Advanced Master's Degree, you will create innovative business management strategies focused on sustainability”

In a context of growing concern about the negative effects of tourism on the environment and local communities, Sustainable Tourism business management has become a key discipline. Faced with this, tourism organizations must adopt innovative and responsible approaches to offer experiences that not only satisfy the tourist, but also respect and protect natural and cultural resources. Therefore, professionals must incorporate into their daily practice the management and leadership strategies necessary to build businesses that promote sustainability in all aspects, from destination planning to daily operations.

With this in mind, TECH is launching a revolutionary Advanced Master's Degree in Sustainable Tourism Business Management. Designed by leaders in this sector, the academic itinerary will delve into areas ranging from the management of cultural heritage or the structure of tourism markets to the fundamentals of hotel management. Thanks to this, students will develop the necessary skills to lead tourism companies with a sustainable approach, managing both natural resources and cultural heritage in a responsible manner. In addition, they will be trained to optimize operations in the hotel and tourism industry, promoting practices that foster local economic development, environmental preservation and customer satisfaction.

Likewise, with this 100% online program, experts can organize their study time and comfortably plan their schedules. In addition, TECH uses its unique Relearning system that strengthens the mastery of the concepts to be analyzed in an exhaustive and organic way. In addition, to access the Virtual Campus, all they need is an electronic device with an Internet connection. In this way, professionals will be able to enjoy the most complete didactic resources in the academic market. In addition, graduates will have access to an exclusive set of complementary Masterclasses, given by an internationally renowned expert in Hotel Management.

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

- ♦ Development of case studies presented by experts in Sustainable Tourism Business Management
- ♦ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where self-assessment can be used to improve learning
- ♦ Its special emphasis on innovative methodologies in the management of cultural sector companies
- ♦ 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



*Specialize in Hotel Management!
You will enjoy exclusive additional
Masterclasses, designed by an
internationally renowned specialist
in hotel management”*

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You will have a solid understanding of the regulations and policies related to Sustainable Tourism on an international scale”

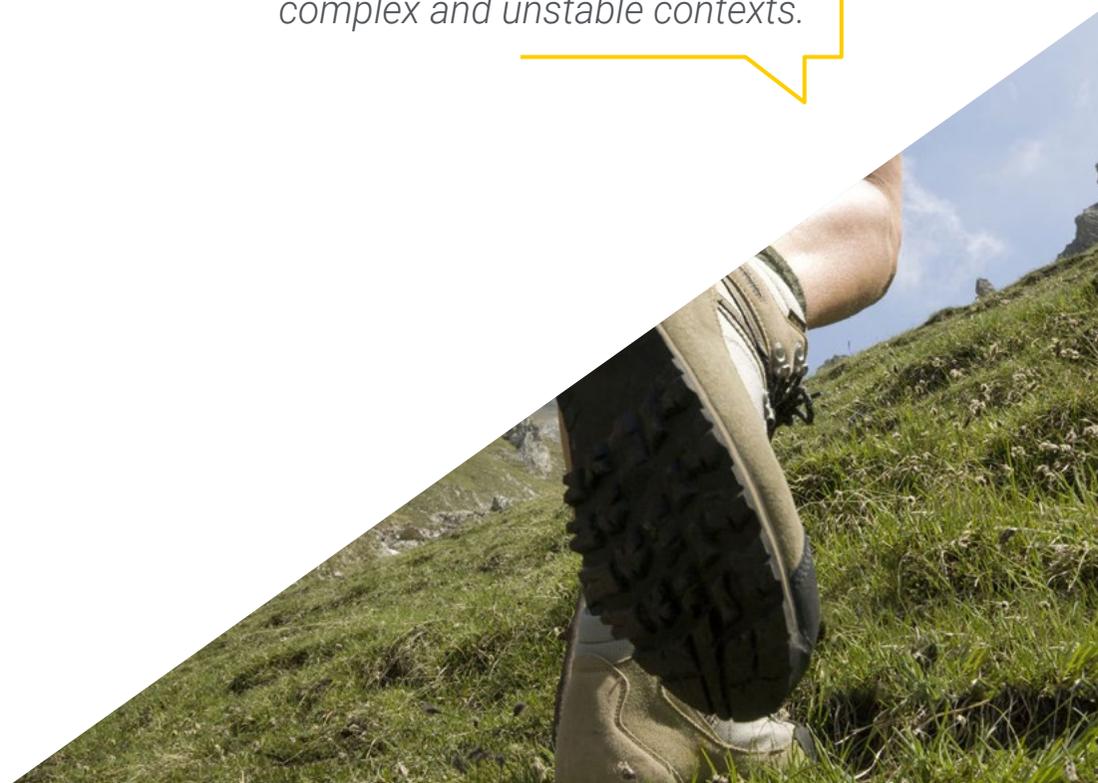
It includes in its teaching staff professionals belonging to the field of Sustainable Tourism Business Management, who pour into this program the experience of their work, in addition to recognized specialists from leading companies and prestigious universities.

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 delve into the latest trends in business management, being able to design effective strategies to make decisions in complex and unstable contexts. What are you waiting for to enroll?

You will delve into the latest trends in business management, being able to design effective strategies to make decisions in complex and unstable contexts.



02

Why Study at TECH?

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



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

The world's best online university, according to FORBES

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

Forbes

The best online university in the world

The most complete **syllabus**

The most complete syllabuses on the university scene

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

The best top international faculty

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

TOP
international faculty



The most effective methodology

A unique learning method

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

The world's largest online university

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

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

The official online university of the NBA

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

Leaders in employability

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



Google Premier Partner

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



The official online university of the NBA

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The top-rated university by its students

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



Leaders in employability

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03 Syllabus

Thanks to this complete academic itinerary, entrepreneurs will acquire the necessary skills to manage hotel and catering companies, as well as to organize large-scale events. They will also be able to apply the knowledge acquired in real projects, from the conception of a business idea to its execution and follow-up. In addition, effective communication strategies and the management of tourism distribution in the context of e-commerce and digital intermediation will be addressed. All this to prepare professionals to successfully lead in a constantly evolving tourism sector.



“

You will equip yourself with the tools to implement effective strategies that optimize the environmental, economic and social impact of your operations, thanks to an extensive library of multimedia resources”

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 Morality
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility



- 1.8. Responsible Management Systems and Tools
 - 1.8.1. CSR: Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. CSR Tools and Standards
- 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 Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
 - 1.10.1. International Rules on Importation and Exportation
 - 1.10.2. Intellectual and Industrial Property
 - 1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typologies
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Types of Growth Strategies
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. Strategy Formulation: Strategic Planning Process
- 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 HR
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and HR Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. 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 HR
 - 3.12.2. Personal Branding for HR 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. Being Clear About the Objective
- 3.15.10. Order
- 3.15.11. Planning
- 3.16. Change Management
 - 3.16.1. Change Management
 - 3.16.2. Type of Change Management Processes
 - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
 - 3.17.1. Negotiation
 - 3.17.2. Conflict Management
 - 3.17.3. Crisis Management
- 3.18. Executive Communication
 - 3.18.1. Internal and External Communication in the Corporate Environment
 - 3.18.2. Communication Departments
 - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Risk Prevention Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk 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. The Income Statement
- 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. The Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. Treasury Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Necessary 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
 - 4.21.2. 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. The Money Market
 - 4.15.2. The Fixed Income Market
 - 4.15.3. The Equity Market
 - 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. Analysis of the Income Statement
 - 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
 - 5.1.4. Operations Management

- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Logistics 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. 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



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- 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Systems and Corporate Strategy
 - 6.5.2. Strategic Planning of Information Systems
 - 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. Enterprise Business Intelligence
 - 6.8.1. The World of Data
 - 6.8.2. Relevant Concepts
 - 6.8.3. Main Characteristics
 - 6.8.4. Solutions in Today's Market
 - 6.8.5. Overall Architecture of a BI Solution
 - 6.8.6. Cybersecurity in BI and Data Science
 - 6.9. New Business Concept
 - 6.9.1. Why BI?
 - 6.9.2. Obtaining Information
 - 6.9.3. BI in the Different Departments of the Company
 - 6.9.4. Reasons to Invest in BI
 - 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
 - 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives

- 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning Systems or ERP
- 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. Design and Creation of a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. Branded Content and Storytelling
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies through the Internet
 - 7.8.2. Visitor Relationship Management
 - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
 - 7.9.1. What Is a Digital Advertising Campaign?
 - 7.9.2. Steps to Launch 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 to Create 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. Stages of Market Research Implementation
 - 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. Operational 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 Management
 - 9.5.1. Project Management: 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. Legal Aspects
- 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 Role of the CEO
 - 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. Planning and Managing Sustainable Tourism Sites

- 11.1. Tourist System and Tourist Sites
 - 11.1.1. Tourist System
 - 11.1.2. Tourism Territoriality
 - 11.1.3. Most Relevant Tourist Sites
- 11.2. Tourism Policy and Sustainability
 - 11.2.1. Tourism Policy Tools
 - 11.2.2. General Tourism Plan and Planning
 - 11.2.3. Sustainability in the Tourism Sector
- 11.3. Strategic Planning in the Tourism Sector
 - 11.3.1. Theoretical Analysis on Strategic Planning
 - 11.3.2. Developing a Strategic Tourism Plan on Site
 - 11.3.3. Outline and Content of a Strategic Plan
 - 11.3.4. Developmental Phases
- 11.4. Diagnosis, Development and Methodology
 - 11.4.1. Methodology for the Development of the Diagnosis
 - 11.4.2. Tourism Resources and Their Types
 - 11.4.3. Information and SWOT Analysis
- 11.5. Model Definition and Development Strategies
 - 11.5.1. Defining Objectives and Development Model
 - 11.5.2. Defining Strategies and Lines of Action

Module 12. Cultural Heritage Management

- 12.1. Introduction to Cultural Heritage
- 12.2. Heritage Preservation Policies
- 12.3. Cultural Heritage as an Argument for Tourism
- 12.4. Tourism Resources, Sites and Markets
- 12.5. The Importance of the Tourist Guide and Heritage Interpretation

Module 13. Fundamentals of Marketing

- 13.1. Basic Concepts
 - 13.1.1. Introduction
 - 13.1.2. Basic Concepts of Marketing
 - 13.1.3. Stages and Approaches of Marketing
 - 13.1.4. Utility, Satisfaction and Quality
 - 13.1.5. Exchanges, Transactions and Relationships
 - 13.1.6. Concept and Tasks in Commercial Management
 - 13.1.7. Marketing Tools
- 13.2. The Market
 - 13.2.1. The Concept of Market and Setting
 - 13.2.2. Market Classification
 - 13.2.3. Micro-Settings and Specific Settings
 - 13.2.4. Micro-Settings and General Settings
 - 13.2.5. The Market and Setting in Marketing Plans
- 13.3. Segmentation and Positioning
 - 13.3.1. Fundamentals and Objectives in Segmentation
 - 13.3.2. Segmentation Criteria
 - 13.3.3. Stages in the Segmentation Process
 - 13.3.4. Commercial Strategy and Segmentation
 - 13.3.5. Positioning
- 13.4. Information Systems and Commercial Research
 - 13.4.1. The Concept and Application of Commercial Research
 - 13.4.2. Commercial Research Stages
 - 13.4.3. Sources of Information
 - 13.4.4. Types of Commercial Research
 - 13.4.5. Questionnaires and Sampling

- 13.5. Consumer Behavior
 - 13.5.1. Introduction
 - 13.5.2. The Process in Purchasing Decisions
 - 13.5.3. Internal Factors
 - 13.5.4. External Factors
 - 13.5.5. Type of Purchase
 - 13.5.6. Consumer Response
 - 13.5.7. Consumer Behavior Modeling

Module 14. Structure of Tourism Markets

- 14.1. Introduction to Tourism
 - 14.1.1. Definition of Tourism, Origin and Evolution
 - 14.1.2. Tourism Definitions
 - 14.1.3. Types of Tourism
 - 14.1.4. Tourism Product Life Cycle
 - 14.1.5. Sustainable Tourism
- 14.2. Tourism Over Time
 - 14.2.1. History of Tourism up to the 20th Century
 - 14.2.2. Contemporary Tourism (20th and 21st Centuries)
- 14.3. Tourism Planning
 - 14.3.1. The Planning Process for Tourist Sites
 - 14.3.2. Tourism Planning Tools: Tourism Development Plans (TDPs)
 - 14.3.3. Sustainability as a Criteria for Tourism Planning
- 14.4. Economics of Tourism
 - 14.4.1. The Tourism Production Process
 - 14.4.2. The Importance of the Economic Effects of Tourism
 - 14.4.3. Tourism Balance of Payments
- 14.5. Tourist Arrivals and Departures
 - 14.5.1. International Tourist Arrivals and Departures
 - 14.5.2. Tourist Destinations and Issuing Markets

- 14.6. Tourism Demand
 - 14.6.1. Calculation of Tourism Demand
 - 14.6.2. Inbound Tourism
 - 14.6.3. Outbound Tourism
 - 14.6.4. Factors Conditioning Tourist Demand
 - 14.6.5. Seasonality of Demand
 - 14.6.6. Trends in Tourism Demand
- 14.7. The Tourist Offer
 - 14.7.1. Analyzing Tourism Supply
 - 14.7.2. Tourism Resource Supply: Natural and Cultural
 - 14.7.3. Tourism Supply Related to Technological Innovations: New Business Models
 - 14.7.4. Sustainable Tourism Applied to Tourism Supply
- 14.8. The Company in the Tourism Industry
 - 14.8.1. Concept of the Tourist Company
 - 14.8.2. Types of Tourist Companies
 - 14.8.3. The Tourism Business Environment
- 14.9. Introduction to the Main Tourism Sub-Sectors
 - 14.9.1. Hotel Sector
 - 14.9.2. Catering Sector
 - 14.9.3. Travel Agencies and Tour Operators
 - 14.9.4. Air Transportation
 - 14.9.5. Complementary Services
- 14.10. Structure of the Tourism Market
 - 14.10.1. Structure of the World Tourism Market: Globalization
 - 14.10.2. Structure of the International Tourism Market

Module 15. Interactive Tourism Advertising and Communication

- 15.1. Introduction: A General Vision of the Internet
 - 15.1.1. The Transformation of Tourism Business Models
 - 15.1.2. Digital Marketing Fundamentals: Digital Strategy
 - 15.1.3. Digital Marketing Strategies for Tourism Companies

- 15.2. Social Media and Networks: Facebook. Twitter. Instagram
- 15.3. Strategy and Content Management: Bloggers. Wordpress. Medium. About.me
- 15.4. Digital Metrics: Web 2.0 Analytics 15.5. Mobile and Apps
- 15.6. Advertising and Digital Media
- 15.7. Search Engines SEO. SEM. Google AdSense. Google AdWords
- 15.8. Communication 2.0. Online Reputation. Community Management
- 15.9. E-Mail Marketing

Module 16. Quality Management and Innovation in Tourism

- 16.1 Service and Quality Management
 - 16.1.1. Quality of Service
 - 16.1.2. Characteristics and Dimensions of Service Quality
 - 16.1.3. Quality from the Customers' Perspective. Quality Levels
- 16.2. Tourism Quality Management
 - 16.2.1. Quality Management Basics
 - 16.2.2. Quality Management Systems
 - 16.2.3. Quality as a Management Tool
 - 16.2.4. Quality Management Systems
 - 16.2.5. Total Quality Management Systems
 - 16.2.5. National and International Quality Standards
- 16.3. Introduction to Quality: Concepts and Evolution
 - 16.3.1. Service Quality in the Tourism Sector
 - 16.3.2. Concepts of Quality
 - 16.3.3.1. Evolution of the Concept of Quality
 - 16.3.4. Dimensions and Principles of the Concept of Quality
 - 16.3.5. The Quality Process for Internal and External Customers
- 16.4. Main Quality Theories
 - 16.4.1. Quality Theories Applied to the Tourism Industry
 - 16.4.2. Total Quality Management (Deming)
 - 16.4.3. Total Quality Management (Juran)
 - 16.4.4. Total Quality Management (Crosby)
 - 16.4.5. Total Quality Management (Feigenbaum)
 - 16.4.6. Total Quality Management (Ishikawa)
 - 16.4.7. Total Quality Management (Taguchi)
 - 16.4.8. Total Quality Management (TQM) Applied to the Tourism Sector
- 16.5. Quality Costs in Tourism Companies
 - 16.5.1. Concept and Classification of Costs Associated with Quality
 - 16.5.2. Costs Arising from Failures
 - 16.5.3. Reversal of Preventive Activities
 - 16.5.4. Costs Generated by Monitoring and Evaluations
 - 16.5.5. The Curve of Total Costs Associated with Quality
 - 16.5.6. The Importance of the Management of Costs Derived from Quality in the Tourist Industry
- 16.6. Analysis, Diagnosis, Planning and Quality Control in the Tourism Industry
 - 16.6.1. The Process of a Quality Tourism Service
 - 16.6.2. Design and Implementation of a Quality System in the Tourism Industry
 - 16.6.3. Phases in the process of Implementing a Quality System
- 16.7. Processes for the Implementation of a Quality and Environmental System
 - 16.7.1. Interpretation of the Standard
 - 16.7.2. Implementation of Processes and Quality Manuals
 - 16.7.3. Quality Tools
 - 16.7.4. Improvement Plans
 - 16.7.5. Internal and External Audit
- 16.8. Tourism Quality
 - 16.8.1. Quality in State and Regional Tourism Policy
 - 16.8.2. UNE and ISO Standards in Tourism Quality
 - 16.8.3. International Tourism Quality Standards
- 16.9. Quality Management in Tourism Services
 - 16.9.1. Tourism Service Quality and Customer Perception
 - 16.9.2. Techniques to Ascertain Customer Satisfaction
 - 16.9.3. Online Reputation Management of Suggestions and Complaints
 - 16.9.4. SERQUAL Model Applied to the Tourist Company
 - 16.9.5. HOTELQUAL Model

- 16.10. Innovation in the Tourism Industry
 - 16.10.1. Innovation Management
 - 16.10.2. Introduction to Innovation
 - 16.10.3. Types of Innovation. Innovation in Management Processes
 - 16.10.4. Innovation Management: Strategies
 - 16.10.5. Standardization in R&D&I

Module 17. Consumer Behavior

- 17.1. Consumer Behavior and Marketing
 - 17.1.1. Marketing and Consumer Behavior
 - 17.1.2. The Study of Consumer Behavior
 - 17.1.3. The Concept of Consumer Behavior
 - 17.1.4. The Consumer
 - 17.1.5. Consumer Behavior and Marketing Mix
 - 17.1.6. Models of Consumer Behavior
- 17.2. External Factors
 - 17.2.1. External Factors: Macroenvironment vs. Microenvironment
 - 17.2.2. Demographic Environment
 - 17.2.3. Economic Environment
 - 17.2.4. Political-Legal, Environmental and Technological Environment
 - 17.2.5. Social and Cultural Environment
 - 17.2.6. Social Classes
 - 17.2.7. Social Groups
 - 17.2.8. The Family
 - 17.2.9. Situational Factors
- 17.3. Internal Factors
 - 17.3.1. Needs, Desires and Motivations
 - 17.3.2. Perceptions
 - 17.3.3. Experience and Lessons Learned
 - 17.3.4. Memory
 - 17.3.5. Attitudes
 - 17.3.6. Personal Characteristics

- 17.4. The Process in Purchasing Decisions
 - 17.4.1. The Decision Process
 - 17.4.2. Recognizing Needs
 - 17.4.3. Information Search
 - 17.4.4. The Process of Assessing Alternatives
- 17.5. Purchase Decisions and Post-Purchase Behavior
 - 17.5.1. Deciding a Purchase
 - 17.5.2. Choosing an Establishment and a Brand
 - 17.5.3. Post-Purchase Processes
 - 17.5.4. Determining Factors in Satisfaction/Dissatisfaction
- 17.6. Trends in Consumer Behavior
 - 17.6.1. New Social Scenario for a New Consumer
 - 17.6.2. Types of Buying Behavior
 - 17.6.3. Styles in Purchasing Decisions
 - 17.6.4. Level of Consumer Involvement
 - 17.6.5. Shopping
 - 17.6.6. Impulse Buying and Compulsive Buying
 - 17.6.7. The Online Consumer
 - 17.6.8. Consumerism and Protecting the Consumer

Module 18. Advertising and Public Relations

- 18.1. Advertising and Public Relations: Conceptual Foundations
 - 18.1.1. What Is Persuasive Communication?
 - 18.1.2. Concept and Dimensions of Advertising and Public Relations
- 18.2. Historical Approach to the Phenomenon of Advertising and Public Relations
 - 18.2.1. New and Current Advertising Trends: Current Areas of PR Application
 - 18.2.2. Sponsorship, Patronage, Lobbying, and Publicity
- 18.3. Fundamentals in the Advertising System and Process
 - 18.3.1. The Advertising Issuer: The Advertiser and the Advertising Agency
 - 18.3.2. General Process Features
- 18.4. The Message in Advertising
 - 18.4.1. Advertising Messages in Conventional Media
- 18.5. The Advertising Channel: Media, Support and Forms of Advertising
 - 18.5.1. Conventional Media and Below the Line

- 18.6. The Receiver in Advertising: The Target Audience
 - 18.6.1. Consumer Behavior: Conditioning Factors
- 18.7. Foundations of the Advertising Process
 - 18.7.1. Strategic Planning in Advertising
 - 18.7.2. Preliminary Phase: Briefing and Advertising Objectives
 - 18.7.3. Creative Strategy: Media Strategy
- 18.8. Foundations of Public Relations Systems and Processes
 - 18.8.1. The Public Relations Broadcaster
 - 18.8.2. Public Relations in Organizations
 - 18.8.3. The Public Relations Company
- 18.9. The Message in Public Relations
 - 18.9.1. Writing in Public Relations
 - 18.9.2. Oral Expression in Public Relations
- 18.10. The Channel in Public Relations
 - 18.10.1. Personal and Mass Media
 - 18.10.2. The Receptor in Public Relations
 - 18.10.3. Strategic Audiences in Public Relations

Module 19. Tourism and Local Development Cooperation

- 19.1. Approaching the Problem of Development
 - 19.1.1. Basic Concepts
 - 19.1.2. Poverty and Development.
 - 19.1.3. Types of Tourism and Sustainability
 - 19.1.4. North/South Imbalances: Concept of Development
 - 19.1.5. Millennium Development Goals (MDGs) Human rights
- 19.2. Aid, Actors and Legal Framework for International Development Cooperation
 - 19.2.1. Historical Evolution of International Development Cooperation
 - 19.2.2. Introduction to International Development Cooperation
 - 19.2.3. Brief History of Development Cooperation Systems

- 19.3. Tourism: A Tool for International Cooperation
 - 19.3.1. The Role of Women in International Cooperation Policies
 - 19.3.2. Women's Rights and Integrating Them into AECID's Cooperation Policies
 - 19.3.3. Differences and Similarities between MED and GED
 - 19.3.4. World Women's Conferences
- 19.4. Management in the Non-Profit Sector
 - 19.4.1. Growth in the Non-Profit Sector and Associationism on a Global Scale
 - 19.4.2. The Non-Profit Sector and Its Organizations: A Classification
 - 19.4.3. Managing Non-Profit Organizations as Cooperation for Local Tourism Development
- 19.5. Strategic Planning in Non-profit Organizations
 - 19.5.1. Conceptualization
 - 19.5.2. Step-by-Step Strategic Planning
- 19.6. The Impact of Associations on Society
 - 19.6.1. Contributions to Country Visa Quality and Governance
 - 19.6.2. Negative Consequences of Third Sector Action
 - 19.6.3. Collaboration in the Non-Profit Sector
- 19.7. Ecotourism as a Cooperation Strategy for Local Development
 - 19.7.1. Origins of Ecotourism
 - 19.7.2. Integrating Elements in Ecotourism
 - 19.7.3. Economic Aspects in Ecotourism
 - 19.7.4. Participation of the Local Population
- 19.8. Ecotourism Planning
 - 19.8.1. Project Design
 - 19.8.2. Ecotourism Marketing
 - 19.8.3. Distribution Channels
 - 19.8.4. Ecotourist Responsibility

- 19.9. Case Studies
 - 19.9.1. Ethnic Community-Based Tourism: A Case Study in Chiang Rai
 - 19.9.2. Community Development for Sustainable Tourism
 - 19.9.3. Tourism in Thailand: Community Approaches and Policies
 - 19.9.4. Integrating Social Policy Development by the Local Community
 - 19.9.5. Developing Local Plans: Problems and Benefits of Local Involvement

Module 20. Tourism Distribution Channels

- 20.1. Tourist Distribution
 - 20.1.1. Specificity of the Tourism Sector
 - 20.1.2. The Prosumer
 - 20.1.3. Factors in Today's Tourism Distribution: Competitive Forces
- 20.2. Introduction to Tourism Distribution
 - 20.2.1. Tourism Marketing: Commercial Intermediaries
 - 20.2.2. The Distribution System of the Tourism Sector
 - 20.2.3. Roles of Intermediaries in the Tourism Distribution System
- 20.3. Distribution Channels in the Tourism Sector
 - 20.3.1. Nature of Distribution Channels
 - 20.3.2. Functions of Distribution Channels
 - 20.3.3. Distribution Channels Selection Criteria
 - 20.3.4. Types of Intermediaries in the Tourism Sector
- 20.4. Commercial Intermediaries
 - 20.4.1. Travel Agencies in Tourism Distribution
 - 20.4.2. Typology of Travel Agencies.
 - 20.4.3. Changes in the Positioning of Travel Agencies.
- 20.5. Tour Operators in Tourism Distribution
 - 20.5.1. Tour Operator Role in Tourism Distribution
 - 20.5.2. Types of Tour Operators
 - 20.5.3. Current Situation
- 20.6. GDS and CRS in Tourism Distribution
 - 20.6.1. The Role of GDS and CRS in Tourism Distribution
 - 20.6.2. SPMs as a Paradigm of the Current Situation

- 20.7. Reservation Centers in Tourism Distribution
 - 20.7.1. The Role of Reservation Centers in Tourism Distribution
 - 20.7.2. Typology of Reservation Centers
 - 20.7.3. Current Situation
- 20.8. Tourism Intermediation Today
 - 20.8.1. The Impact of e-Commerce on the Structure of the Tourism Industry
 - 20.8.2. Impact of New Technologies on Tourism Providers
 - 20.8.3. Tourism Intermediaries: Challenges and Strategies in the Face of E-Commerce
 - 20.8.4. The Tourism Consumer and E-Commerce
- 20.9. Integration in Tourism Distribution
 - 20.9.1. Modalities in Business Integration
 - 20.9.2. Vertical Integration in the Tourism Sector
 - 20.9.3. Horizontal Integration in the Tourism Sector
- 20.10. Strategies in the Intermediation of Leisure-Tourism services
 - 20.10.1. Strategic Variables: Supplier and Customer Orientation
 - 20.10.2. Supplier Orientation
 - 20.10.3. Customer Orientation

Module 21. Hotel Management and Catering

- 21.1. Housing Yesterday and Today
 - 21.1.1. Ancient History
 - 21.1.2. From the Middle Ages to the 21st Century
 - 21.1.3. The Hotel Industry Today
- 21.2. Tourist Accommodations
 - 21.2.1. Concept and Types of Tourist Accommodation
 - 21.2.2. Non-Hotel Establishments
 - 21.2.3. Hotel Establishments
 - 21.2.4. European Hotel Classification System
- 21.3. Structure of Hotel Companies
 - 21.3.1. Hotel Organization Chart
 - 21.3.2. Hotel Typology
 - 21.3.3. Hotel Chains
 - 21.3.4. Basic Hotel Management Operations
 - 21.3.5. Departmental Analysis of the Hotel

- 21.4. Reception, Flooring and Maintenance Departments
 - 21.4.1. Reception and Concierge Departments
 - 21.4.2. Flooring and Laundry Departments
 - 21.4.3. Maintenance Department
- 21.5. Commercial Management
 - 21.5.1. Commercial Department
 - 21.5.2. Communication Department
 - 21.5.3. *Revenue Management*
 - 21.5.4. Technology Applied to Accommodation Companies.
- 21.6. Administration and Accounting Department
 - 21.6.1. Budgeting and Budget Control
 - 21.6.2. Investment Analysis
 - 21.6.3. Hotel Ratings
- 21.7. Catering Department within the Tourist Accommodation
 - 21.7.1. Restaurant, Kitchen and Commissary
 - 21.7.2. Gastronomy and Oenology
 - 21.7.3. Supply and Storage
 - 21.7.4. Kitchen Organization and Service
 - 21.7.5. Conference Room Organization and Service
- 21.8. Catering Companies
 - 21.8.1. Definition and Types of Catering Businesses
 - 21.8.2. Product and Facilities of Catering Companies
 - 21.8.3. Restoration Costs
 - 21.8.4. The Actual or Physical and Financing Subsystems in the Restaurant Businesses
 - 21.8.5. Catering Company Administration and Personnel Management
- 21.9. Catering Services
 - 21.9.1. Restaurant Service Basics
 - 21.9.2. Relationship Between Market, Concept and Menu
 - 21.9.3. Commercial Concepts of Restaurant Service
 - 21.9.4. Commercial Restaurants within Other Businesses

- 21.10. Sales and Meeting Planning in the Foodservice Industry
 - 21.10.1. Marketing
 - 21.10.2. Group Sales
 - 21.10.3. Group Service: Catering/Banquets
 - 21.10.4. Individual Sales
 - 21.10.5. Trends

Module 22. Tourism Operations Management

- 22.1. The Tourist Company as a System
 - 22.1.1. The Internal and External Universe of the Company
 - 22.1.2. Concept of System and Subsystems
 - 22.1.3. Production
 - 22.1.4. Different Approaches to the Concept of Production
 - 22.1.5. Production Function
 - 22.1.6. Company Objectives vs. Production
 - 22.1.7. The Production of Service Companies
 - 22.1.8. Industry and Services: The Reason for Differentiation
 - 22.1.9. Five Characteristics of Production in the Service Company
 - 22.1.10. Production in Tourist Companies
- 22.2. Operations and Production Processes in the Tourism Industry
 - 22.2.1. Essential Concepts: Operations, Processes, Methods, Procedimientos, Systems, Modeling and Forecasting
 - 22.2.2. Two Essential Variables for Tourism: Space and Time
 - 22.2.3. Map of the Four Influencing Factors: Environment, Establishment, Management Model and Romania Resources

- 22.3. Production Processes in Transportation Companies
 - 22.3.1. Transportation and its Positioning in the Tourist Area
 - 22.3.2. Types of Transportation Companies: Commercial Aviation, Rail, Road and Water Transportation
 - 22.3.3. The Operations of the Transportation Sub-Sector. Analysis of the Main Activities: Characteristics and Peculiarities
- 22.4. Cruise Operations Management
 - 22.4.1. Introduction, Tourism Context. Evolution of Cruise Tourism
 - 22.4.2. Reasons for Becoming a Tourism Product
 - 22.4.3. Water Transportation: Characteristics, Ports and Types of Ports
 - 22.4.4. Modalities and Services in Maritime Transportation, Main Shipping Companies
 - 22.4.5. Regular Shipping. Discretionary or Tourist Transportation
 - 22.4.6. Cruise Ship Product Features, Nautical Terms and Class 2e Boats. Features of Cruise Ships
 - 22.4.7. Nautical Terms
 - 22.4.8. Cruises: Features, Services, Reservations and Rates
 - 22.4.9. Main Shipping Lines, Classification. Classification of Shipping Lines
 - 22.4.10. Cruise Tourism Trends
- 22.5. Operating Procedures for In-Port Cruise Ships
 - 22.5.1. Specific Vocabulary
 - 22.5.2. Shipping Agents
 - 22.5.3. Port Service to Cruise Passengers in Transit
 - 22.5.4. Vessel Operating Procedures: Mooring and Unmooring Operations
 - 22.5.5. Itinerary Design and Composition Processes
 - 22.5.6. Distribution Channels
 - 22.5.7. International Maritime Conventions: Regulations
- 22.6. Airports and Airline Operations Management
 - 22.6.1. Introduction to Aerial Activities
 - 22.6.2. Traditional Airlines and Low-Cost Airlines
 - 22.6.3. Air Operations: Loading, Unloading and Passenger Manifests
 - 22.6.4. Airports: Classification
 - 22.6.5. Navigation Aids: VOR, ILS (Instrumented Landing System), GWPS
 - 22.6.6. Features, Aeronautic Terms and Types of Aircrafts
 - 22.6.7. ICAO. *International Civil Aviation Organization*
 - 22.6.8. Aviation Accidents. Investigation Operations. Boards of Inquiry
- 22.7. Complementary Tourism Offer
 - 22.7.1. Concept and Types of Complementary Tourism Services
 - 22.7.2. Sports Service: Ski Resorts, Marinas, and Golf Courses
 - 22.7.3. Nature Reserves
 - 22.7.4. Theme Parks
 - 22.7.5. Companies Specialized in Cultural Offer, Conventions and Fairs (MICE)
- 22.8. Production Processes in Leisure Companies
 - 22.8.1. Sports Tourism Companies: Ski Resorts, Marinas, Sailing Resorts, and Golf Courses
 - 22.8.2. Adventure Tourism Companies
 - 22.8.3. Tourism in Protected Natural Spaces
 - 22.8.4. Theme Parks
 - 22.8.5. Cultural Offer
- 22.9. Operations Management in Sports Resorts
 - 22.9.1. The Sports Industry as a Tourist Attraction
 - 22.9.2. Sports Resorts. Categories
 - 22.9.3. Sport Resort Organization. Departments
 - 22.9.4. Managing a Golf Course: Tactical and Operational Decisions
 - 22.9.5. The Importance of Talent Management
 - 22.9.6. Golf Department Operations and Processes
 - 22.9.7. Football Department Operations and Processes
 - 22.9.8. Other Sports Department Operations and Processes
 - 22.9.9. Maintaining Sports Facilities
 - 22.9.10. Intelligent and Sustainable Water Management at Sports Facilities

- 22.10. Sports Resort Marketing
 - 22.10.1. Marketing Focused on Top-Level Sports Teams, Clubs and Franchises
 - 22.10.2. International Fairs and Events
 - 22.10.3. Social Media. Original Content Production for Sports Events
 - 22.10.4. Sports Resorts Innovation
 - 22.10.5. Commercial Department Operations in Sports Resorts
 - 22.10.6. Golf Course Commercialization. Organizing Tournaments
 - 22.10.7. Football Team Commercialization. Lodging, Stadiums and Food
 - 22.10.8. Other Sports Commercialization

Module 23. Organization of Conferences, Events and Protocol

- 23.1. General Considerations
 - 23.1.1. The Role of the Event Manager
 - 23.1.2. Characteristics of Association and Business Meetings
 - 23.1.3. The Administrative Meeting Process
- 23.2. The Event Organizer Administration Process
 - 23.2.1. Forecast
 - 23.2.2. Planning
 - 23.2.3. Organization
 - 23.2.4. Management
 - 23.2.5. Control
- 23.3. Event Planning
 - 23.3.1. Checklists
 - 23.3.2. Areas and Stages of Registration and Control
 - 23.3.3. Types of Events
 - 23.3.4. Main Areas of Responsibility
- 23.4. The Organization of a Protocol Event
 - 23.4.1. Phases in the Organization of an Event.
 - 23.4.2. Elaboration of Posters and Invitations.
 - 23.4.3. The Program and its Elements.

- 23.5. The Current Perception of the Organization of Events, Protocol and Institutional Relations
 - 23.5.1. The Head of Protocol of an Institution
 - 23.5.2. Basic Functions and Criteria in the Performance of the Event Production and/or Protocol Department
- 23.6. The Organization of Events in Companies
 - 23.6.1. Reasons for the Emergence of the Company Protocol
 - 23.6.2. Mixed Management
- 23.7. The Internal Manual for the Event Organization in the Company
 - 23.7.1. Basic Criteria of the Company Protocol Manual
- 23.8. Organization of University Events
 - 23.8.1. Origins of University Ceremonies.
 - 23.8.2. Basic Elements of Symbology and Ceremonials at Universities
 - 23.8.3. University Precedents
- 23.9. Meals and Receptions
 - 23.9.1. Organization Techniques
 - 23.9.2. Types of Tables and Mealtime Codes of Conduct
 - 23.9.3. Assembly and Diagrams

Module 24. Business Organization and Management

- 24.1. The Company and Its Components.
 - 24.1.1. The Concept of Business
 - 24.1.2. Functions and Classifications of Business Objectives
 - 24.1.3. Entrepreneurship
 - 24.1.4. Types of Companies
- 24.2. The Company as a System
 - 24.2.1. Concepts of the System
 - 24.2.2. The Models
 - 24.2.3. Company Subsystems
 - 24.2.4. Subsystem of Values

- 24.3. The Company Setting
 - 24.3.1. Setting and Value
 - 24.3.2. General Environment
 - 24.3.3. Specific Environment
 - 24.3.4. Analysis Tools
- 24.4. Management Function
 - 24.4.1. Basic Concepts
 - 24.4.2. What Does It Mean to Manage a Company?
 - 24.4.3. Decision-Making
 - 24.4.4. Leadership
- 24.5. Business Planning
 - 24.5.1. Business Plan
 - 24.5.2. Elements of Planning
 - 24.5.3. Stages
 - 24.5.4. Planning Tools
- 24.6. Business Control
 - 24.6.1. Concept, Types and Terminology
 - 24.6.2. Management Control
 - 24.6.3. Quality Control
 - 24.6.4. Balanced Scorecard
- 24.7. Business Organization
 - 24.7.1. Basic Concepts
 - 24.7.2. Organizational Structure
 - 24.7.3. Cultural Dimensions
 - 24.7.4. Model Structures

- 24.8. Management of Human Resources
 - 24.8.1. Motivation
 - 24.8.2. Recruitment and Selection
 - 24.8.3. Personnel Training
 - 24.8.4. Performance Assessment
- 24.9. Elements of Marketing and Finance
 - 24.9.1. Concept and Stages
 - 24.9.2. Marketing and the Markets
 - 24.9.3. Strategic Marketing
 - 24.9.4. Relationship and Synergies

Module 25. Fundamentals of Accounting

- 25.1. Overview
 - 25.1.1. Origin and Evolution
 - 25.1.2. Definition
 - 25.1.3. Purpose
 - 25.1.4. Features
 - 25.1.5. Importance
 - 25.1.6. Application
 - 25.1.7. Origin and Evolution of Recording Systems
- 25.2. Financial Resources and Income
 - 25.2.1. Definition
 - 25.2.2. Purpose
 - 25.2.3. Classification
 - 25.2.4. Assets and Rights
 - 25.2.5. Obligations and Debts
 - 25.2.6. Capital or Equity
 - 25.2.7. Revenues, Costs and Expenses

- 25.3. Business Transactions
 - 25.3.1. Definition
 - 25.3.2. Purpose
 - 25.3.3. Features
 - 25.3.4. Classification
 - 25.3.5. Importance
 - 25.3.6. Commercial Operations
 - 25.3.7. Documents and Vouchers
- 25.4. The Account and Its Nature
 - 25.4.1. Definition of the Account
 - 25.4.2. Purpose of the Account
 - 25.4.3. Account Characteristics
 - 25.4.4. Content of the Account
 - 25.4.5. Nature of Asset Accounts
 - 25.4.6. Nature of Liability and Stockholders' Equity Accounts
 - 25.4.7. Nature of Income Statement Accounts
- 25.5. Balance Sheet Accounts
 - 25.5.1. Definition
 - 25.5.2. Purpose
 - 25.5.3. Features
 - 25.5.4. Asset Accounts
 - 25.5.5. Liability Accounts
 - 25.5.6. Stockholders' Equity Accounts
 - 25.5.7. Movements and Balances of the Accounting Accounts
- 25.6. Income Statement Accounts
 - 25.6.1. Definition
 - 25.6.2. Purpose
 - 25.6.3. Features
 - 25.6.4. Revenue Accounts
 - 25.6.5. Cost Accounts
 - 25.6.6. Expense Accounts
 - 25.6.7. Movements and Balances of the Accounting Accounts
- 25.7. Accounting Records
 - 25.7.1. Definition
 - 25.7.2. Purpose
 - 25.7.3. Features
 - 25.7.4. Debit and Credit Rules and Theory of Double Entries
 - 25.7.5. Chart of Accounts and Accounting Guide
 - 25.7.6. Accounting Books
 - 25.7.7. Balance Sheet
- 25.8. Regulations Applicable to the Financial Statements Procedure
 - 25.8.1. Definition of Financial Reporting Standards
 - 25.8.2. Purpose of Financial Reporting Standards
 - 25.8.3. Features of Financial Reporting Standards
 - 25.8.4. Classification of Financial Reporting Standards
 - 25.8.5. Financial Reporting Standards Applicable to Accounting
 - 25.8.6. Financial Reporting Standards Applicable to the Statement of Financial Position
 - 25.8.7. Financial Reporting Standards Applicable to the Income Statement

- 25.9. Income Statement
 - 25.9.1. Definition
 - 25.9.2. Purpose
 - 25.9.3. Features
 - 25.9.4. Gross Profit
 - 25.9.5. Operating Expenses
 - 25.9.6. Operating Profit or Loss
 - 25.9.7. Completion of the Form
- 25.10. Balance Sheet or Statement of Financial Position
 - 25.10.1. Definition
 - 25.10.2. Purpose
 - 25.10.3. Features
 - 25.10.4. Formulas to Obtain Assets, Liabilities and Stockholders' Equity
 - 25.10.5. Presentation in the Form of an Account
 - 25.10.6. Presentation in the Form of a Report
 - 25.10.7. Completion of the Form



You will have access to a library of multimedia resources 7 days a week, 24 hours a day”

04

Teaching Objectives

Through this university program, entrepreneurs will be able to develop innovative strategies to improve the efficiency and competitiveness of their companies, while promoting environmentally and socially responsible practices. It will also provide key tools for decision making in complex and unstable contexts, optimize the management of tourism destinations and resources, and foster customer loyalty through effective and sustainable marketing. In addition, you will acquire the necessary skills to anticipate market changes, integrate new technologies and design sustainable tourism policies that ensure long-term success.





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You will manage different types of tourism destinations, understanding the conditioning factors that affect their development and formulating innovative policies that improve business efficiency and competitiveness”



General Objectives

- ◆ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ◆ Develop strategies to carry out decision-making in a complex and unstable environment
- ◆ Know the different types of spaces and tourist destinations, their value and conditioning factors
- ◆ Differentiate the skills required to manage business activities strategically
- ◆ Work more effectively, agilely and aligned with today's new technologies and tools
- ◆ Design innovative strategies and policies to improve management and business efficiency
- ◆ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- ◆ Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ◆ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring
- ◆ Discover the constraints to be imposed for the sustainable development of tourism





Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ♦ Develop ethical leadership skills that integrate corporate social responsibility principles in decision making
- ♦ Train in the implementation of social responsibility policies that generate a positive impact on the community and the environment

Module 2. Strategic Management and Executive Management

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Obtain skills in the management of management teams to improve organizational performance

Module 3. People and Talent Management

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

Module 4. Economic and Financial Management

- ♦ Manage innovative tools for making strategic financial decisions that optimize resources and ensure the company's profitability
- ♦ Train in the preparation and management of budgets, financial reports and project feasibility analysis

Module 5. Operations and Logistics Management

- ♦ Develop skills in the planning, coordination and control of logistics operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with business logistics

Module 6. Information Systems Management

- ♦ Optimize information systems management to improve organizational efficiency
- ♦ Develop skills to make decisions on the implementation of information systems aligned to business objectives

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- ♦ Train in the creation and execution of commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in corporate communication management to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master the use of tools and methodologies to conduct market research to identify business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management

- ♦ Develop the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management

- ♦ Obtain skills to lead management teams in dynamic and globalized business environments
- ♦ Train to make strategic decisions that optimize resources and improve organizational performance

Module 11. Planning and Managing Sustainable Tourism Sites

- ♦ Develop skills to plan, manage and evaluate tourism spaces that promote sustainability
- ♦ Balance tourism development with the preservation of the environment, local culture and natural resources

Module 12. Cultural Heritage Management

- ♦ Train in the preservation, management and promotion of cultural heritage in the field of tourism
- ♦ Ensure that tourism practices contribute to the protection and enhancement of cultural property without compromising its integrity

Module 13. Fundamentals of Marketing

- ♦ Have a solid understanding of marketing principles and strategies, applying them to the tourism sector
- ♦ Create campaigns that attract and retain tourists, adapting to their preferences and needs

Module 14. Structure of Tourism Markets

- ♦ Analyze the different structures of the tourism market, understanding the key players, supply and demand
- ♦ Delve into the economic and social factors that influence the evolution of tourist destinations

Module 15. Interactive Tourism Advertising and Communication

- ♦ Develop skills in the creation of advertising campaigns and interactive communication strategies
- ♦ Use digital platforms and social networks to engage tourists and encourage active participation in tourism experiences

Module 16. Quality Management and Innovation in Tourism

- ♦ Train in the implementation of quality management systems in the tourism sector
- ♦ Integrate innovative practices that improve the tourist experience and optimize the operational efficiency of tourism services



Module 17. Consumer Behavior

- ♦ Examine the psychological, social and cultural factors that affect the decisions of tourism consumers
- ♦ Apply this knowledge to design marketing strategies that are aligned with customer expectations and desires

Module 18. Advertising and Public Relations

- ♦ Develop skills in the planning and execution of advertising and public relations campaigns in the tourism sector
- ♦ Improve the visibility of tourism destinations and establish positive relations with tourists and stakeholders

Module 19. Tourism and Local Development Cooperation

- ♦ Analyze the interactions between tourism and local development
- ♦ Delve into how tourism policies can contribute to the economic, social and cultural development of local communities, promoting inclusive and responsible tourism

Module 20. Tourism Distribution Channels

- ♦ Delve into the various distribution channels in the tourism sector, including travel agencies, online platforms and tour operators
- ♦ Manage these channels to maximize tourist arrivals to tourism destinations and products

Module 21. Hotel Management and Catering

- ♦ Train in the integrated management of hotel and restaurant establishments, covering areas such as operations management, service quality, marketing and human resources
- ♦ Delve into the optimization of business profitability

Module 22. Tourism Operations Management

- ♦ Obtain skills in operations management within the tourism industry
- ♦ Delve into the planning, execution and control of tourism services, ensuring quality and efficiency in the delivery of experiences

Module 23. Organization of Conferences, Events and Protocol

- ♦ Train in the organization of congresses, events and tourist activities, managing all the necessary logistical, financial and protocol aspects
- ♦ Be able to ensure the success of large-scale events in the tourism sector



Module 24. Business Organization and Management

- ◆ Delve into organizational planning and management within the tourism sector
- ◆ Ensure that human, financial and operational resources are aligned with the strategic and growth objectives of the tourism company

Module 25. Fundamentals of Accounting

- ◆ Provide a solid foundation in essential accounting principles, training in the preparation and analysis of financial statements, budgets and cash flows
- ◆ Carry out correct financial management of tourism organizations

05

Career Opportunities

Professionals will be able to work as general directors, managers of sustainable tourism destinations, tourism sustainability consultants and operations managers in hospitality companies, travel agencies and tour operators. In addition, they will be able to work in planning and public management of destinations, collaborate with non-profit entities in local and sustainable development projects, as well as manage large tourist complexes, resorts and events. They will also have the option of becoming involved in the field of ecotourism and responsible tourism, areas in constant expansion that demand experts capable of integrating the best sustainability practices into the industry.



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The career paths of this Advanced Master's Degree will offer employers the opportunity to access a wide variety of leadership and management positions within the tourism sector”

Graduate Profile

This profile will be characterized by their ability to develop innovative strategies that integrate responsible practices, optimizing both the profitability and the environmental and social impact of their organizations. As a result, graduates will possess in-depth knowledge of the different types of tourism destinations, resource management and public policies related to sustainable tourism. In addition, they will be equipped with decision-making skills in complex contexts, an advanced understanding of marketing and customer loyalty, as well as skills to integrate new technologies into their operations.

You will master the management of tourism destinations publicly and privately, understanding the evolution of tourism markets, as well as their social, economic and environmental impacts”

- ♦ **Leadership and Strategic Decision Making:** Make informed and strategic decisions in complex and unstable contexts, leading teams effectively and promoting the vision of sustainability within the organization
- ♦ **Adaptation and Innovation Management:** Adapt quickly to market changes and integrate new technologies and trends into operations, ensuring the long-term competitiveness and efficiency of companies
- ♦ **Effective Communication and Relationship Management:** Convey ideas clearly and persuasively, both within the organization and with customers, collaborators and partners, strengthening loyalty and Relationship Marketing
- ♦ **Sustainable Resource and Process Management:** Planning and management of tourism resources in a responsible manner, implementing sustainable practices that optimize social, economic and environmental impacts





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

1. **General Manager of a Tourism Company:** Responsible for the comprehensive management of a tourism company, making strategic decisions to ensure its growth and profitability, while promoting sustainable practices in the organization.
2. **Sustainable Destinations Manager:** Responsible for the planning, management and development of sustainable tourism destinations, implementing strategies that favor economic development without compromising environment or cultures.
3. **Sustainable Tourism Consultant:** Advises companies and entities in the tourism sector in the implementation of responsible and sustainable practices, helping to improve operational efficiency and competitiveness.
4. **Head of Marketing and Communication in Tourism:** Designs and implements Marketing strategies that promote sustainable tourism products, using digital and traditional tools to strengthen brand image.
5. **Ecotourism Project Manager:** Leads ecotourism initiatives, managing projects that link environmental conservation with local economic development, ensuring viability and sustainability.
6. **Tourism Public Policy Manager:** Develops and oversees public policies related to the planning and sustainability of tourism destinations, working in conjunction with local authorities and international agencies.
7. **Director of Operations in Hospitality Businesses:** Manages the daily operations of a hotel or hotel chain, optimizing internal processes to improve efficiency, service quality and sustainability.
8. **Manager of Sustainable Travel Agencies:** Manages a travel agency specialized in offering responsible tour packages, ensuring that itineraries and services respect environmental, social and economic sustainability.
9. **Sustainable Events Coordinator:** Organizes and manages tourism events, congresses or fairs, implementing sustainable practices in all stages of the event, from planning to execution.
10. **Head of Cultural and Natural Heritage Management:** Leads projects dedicated to the conservation and promotion of cultural and natural heritage in tourist destinations, preserving the historical and ecological resources of the region.

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.



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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

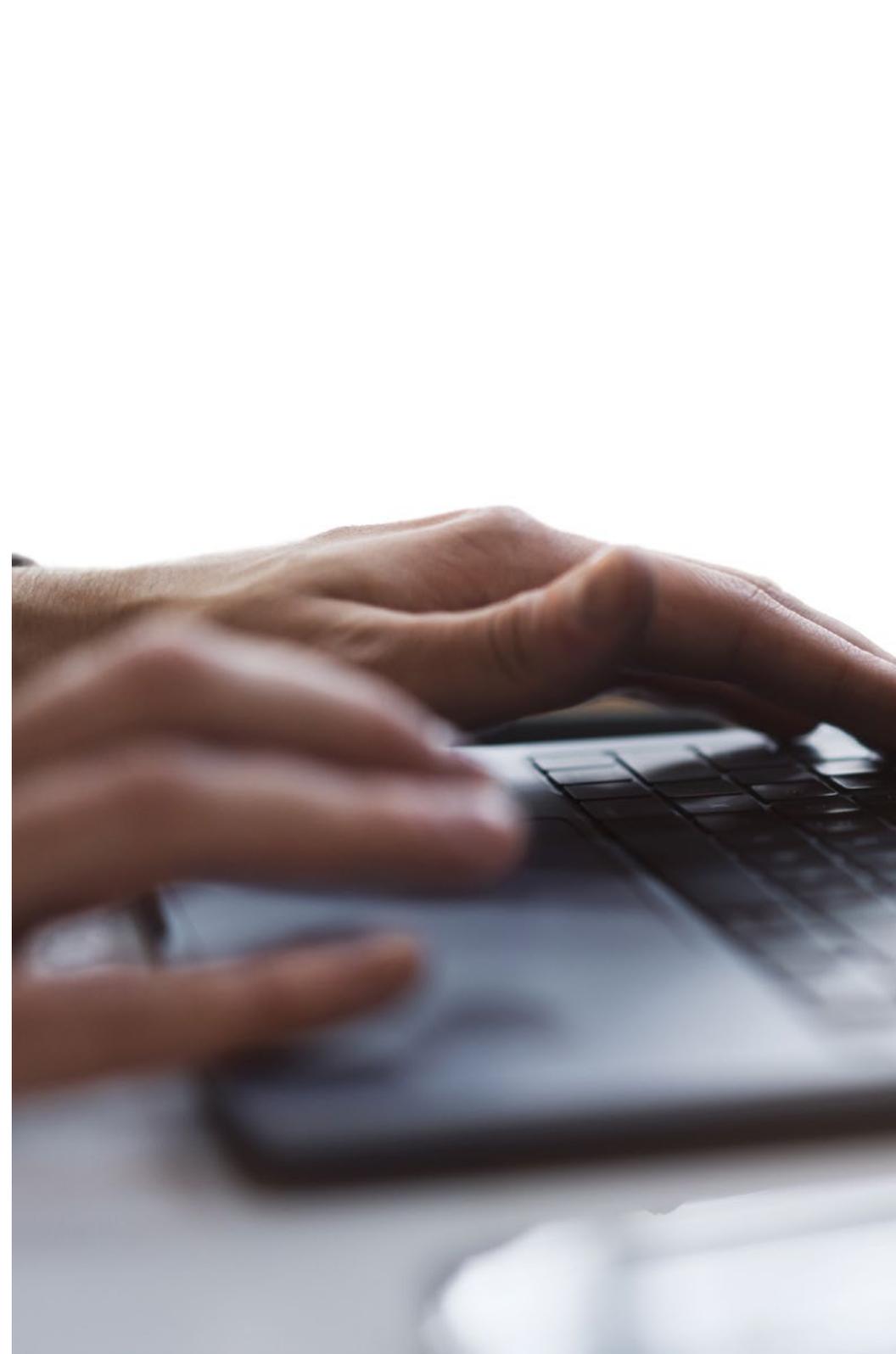
In TECH's study methodology, the student is the main protagonist.

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.

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



The most comprehensive study plans at the international level

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

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

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

“

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

Case Studies and Case Method

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

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

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



Relearning Methodology

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

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

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

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



A 100% online Virtual Campus with the best teaching resources

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

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

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

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



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

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

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

The university methodology top-rated by its students

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

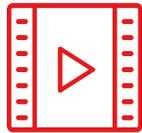
The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

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

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



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



Study Material

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

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



Practicing Skills and Abilities

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



Interactive Summaries

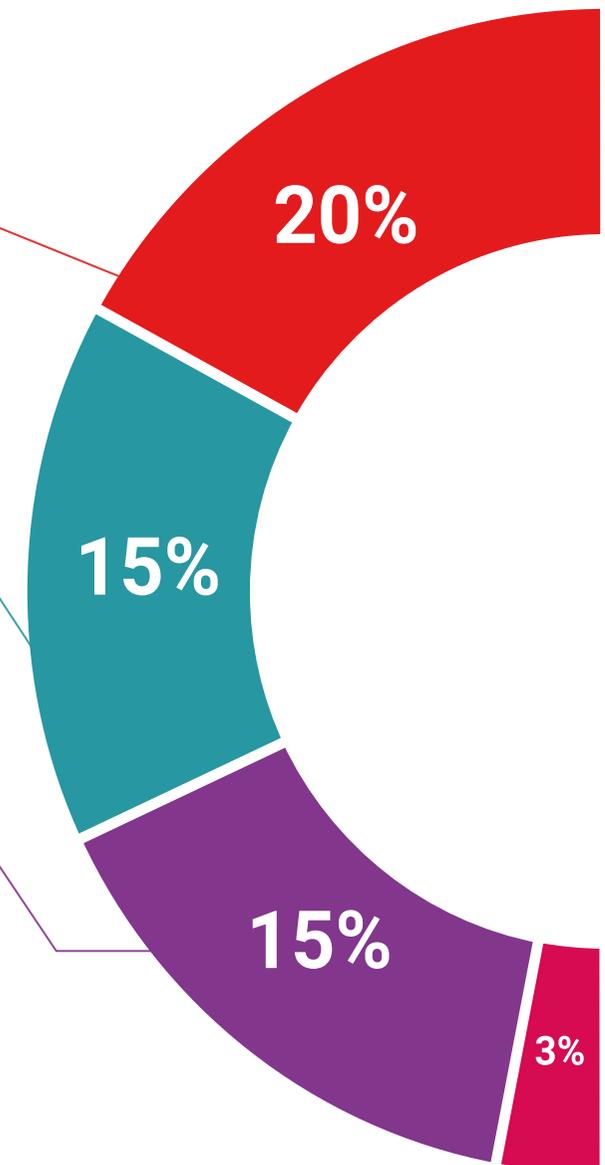
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

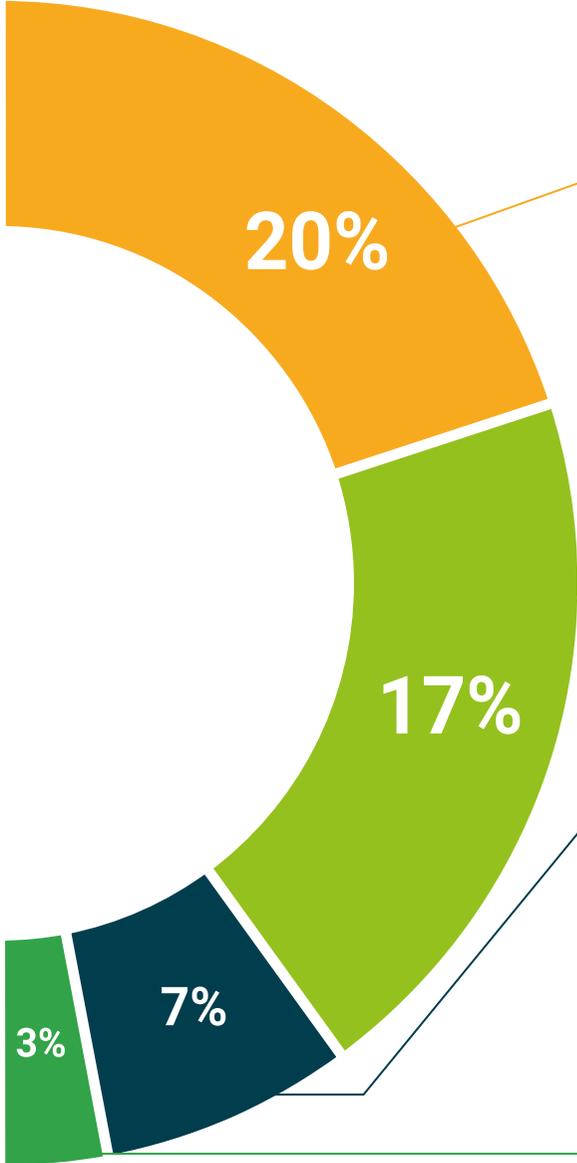
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

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





Case Studies

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



Testing & Retesting

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



Classes

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



Quick Action Guides

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



07

Teaching Staff

The teaching staff is composed of a group of highly qualified professionals with vast experience, both in academia and in the tourism sector at an international level. As such, they include recognized experts in sustainability, business management and marketing, having held leadership positions in institutions and companies in the sector. In addition, the program includes professionals with a solid background in public management and tourism policy planning, which will provide graduates with a comprehensive perspective on the current challenges and opportunities of sustainable tourism.





“

The combination of practical and theoretical knowledge of the faculty will ensure you receive cutting-edge training, applied to global trends and adapted to the needs of the market”

International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition** teams, Jennifer Dove is an expert in **recruitment** and **technology 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 **Human Resources** 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, she has been recognized for her 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

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

“

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

International Guest Director

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

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

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



Mr. Gauthier, Rick

- 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

“

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

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

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

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International Guest Director

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

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

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

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



Mr. Arens, Manuel

- 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

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

“

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International Guest Director

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

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

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

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



Mr. Gram, Mick

- ♦ 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

- 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

- ♦ 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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International Guest Director

Khalid Amiri is an outstanding leader in the **Hotel Industry** and the field of **Finance**, with a career marked by his strategic focus and management skills at an international level. In this regard, he has held the position of **Director of Hotel Operations at Marriott International, in Houston, Texas**, where he has been responsible for overseeing and optimizing the operations of several hotels, ensuring excellence in **customer service** and **profitability** of the properties under his leadership. In fact, his experience in the **hotel industry** has been fundamental to the global success of **Marriott**, one of the largest and most prestigious hotel chains in the world. He has held a variety of roles within the **hotel industry**, most notably as **Director of Finance and Accounting**, also at **Marriott International**. In addition, he has demonstrated an exceptional ability to lead high-impact teams and projects, implementing strategies that have improved **operational efficiency** and profitability in multiple locations. Likewise, his ability to adapt to global markets and manage complex operations has established him as a benchmark in the **international hotel industry**. Not to mention his focus on **results, innovation and quality**, which has been fundamental to his rise within **Marriott** and the industry in general.

Khalid Amiri has a solid academic background, which complements his extensive professional experience. He has completed an **Executive MBA** at the University of Texas, which has allowed him to combine his technical knowledge with advanced **leadership** skills. He also holds a degree in **Finance** from the University of Houston, which has strengthened his analytical and strategic approach.



Mr. Amiri, Khalid

- Director of Hotel Operations at Marriott International, Texas, United States
- Director of Finance and Accounting at Marriott International
- Executive MBA from the University of Texas
- B.S. in Finance from the University of Houston

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08

Certificate

This Advanced Master's Degree in Sustainable Tourism Business Management guarantees, in addition to the most rigorous and up-to-date program, access to an Advanced Master's Degree diploma issued by TECH Global University.



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The completion of this Advanced Master's Degree will give you access to a high-level qualification that will be essential to improve your employability"

This private qualification will allow you to obtain an **Advanced Master's Degree diploma in Sustainable Tourism Business Management** endorsed by **TECH Global University**, the world's largest online university.

TECH Global University, is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** private qualification, is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in Sustainable Tourism Business Management**

Modality: **Online**

Duration: **2 years**

Accreditation: **120 ECTS**



*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.



Advanced Master's Degree Sustainable Tourism Business Management

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

Advanced Master's Degree Sustainable Tourism Business Management

