

Postgraduate Certificate

Lean Management and Strategic
Purchasing Management





Postgraduate Certificate Lean Management and Strategic Purchasing Management

- » Modality: online
- » Duration: 6 weeks
- » Certificate: TECH Global University
- » Accreditation: 6 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/school-of-business/postgraduate-certificate/lean-management-strategic-purchasing-management

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01

Introduction to the Program

In the procurement environment, process efficiency is key to generating savings and optimizing resources. Various international studies confirm that applying Lean Management in Procurement allows more than 70% of time to be dedicated to strategic tasks, reducing administrative and operational activities. With this perspective, TECH Global University presents this university program, designed to drive the optimization of each phase of the procurement process and promote practices focused on continuous improvement. The qualification is delivered 100% online through the innovative Relearning methodology and is complemented by an exclusive Masterclass delivered by an expert of international prestige.





“

You will redefine your management approach by applying Lean Management principles to optimize processes and reduce waste in every area of Purchasing”

In an increasingly competitive and dynamic market, companies face significant challenges in maintaining control, transparency, and efficiency in their purchasing processes—factors that directly impact the profitability and stability of the supply chain. This Postgraduate Certificate addresses these challenges through the application of advanced Strategic Management tools and techniques, enabling data-driven decision-making, waste reduction, and continuous improvement in supplier collaboration. As a result, organizations optimize their procurement processes, creating sustainable value and developing the ability to adapt effectively to changing scenarios and market demands.

The curriculum of this Postgraduate Certificate delves into key concepts and tools to optimize Purchasing Management. It is structured into three modules covering the application of Lean Management and Lean Six Sigma in procurement processes, the role of Purchasing within the value chain, and the development of strategies aligned with business objectives. The program highlights the practical implementation of methodologies for continuous improvement, strategic planning, and risk analysis using tools such as the Kraljic Matrix, offering a comprehensive and updated approach. Additionally, it promotes the use of key performance indicators (KPIs) to measure the efficiency and effectiveness of processes, ensuring a results-driven, up-to-date, and holistic approach.

To support the comprehensive development of the program, TECH implements a 100% online methodology that combines flexibility and dynamism, facilitating the practical application of content through innovative resources and activities focused on real-world contexts. This model encourages constant updates and direct connection with professional management, optimizing knowledge utilization. Furthermore, the Postgraduate Certificate is complemented by an exclusive Masterclass delivered by a renowned International Guest Director, offering strategic insights and relevant experience in improving procurement processes.

This **Postgraduate Certificate in Lean Management and Strategic Purchasing Management** contains the most complete and up-to-date university program on the market. Its most outstanding features are:

- ♦ The development of practical cases presented by experts in Strategic Purchasing Management
- ♦ The graphic, schematic and eminently practical contents with which it is conceived gather scientific and practical information on those disciplines that are indispensable for professional practice
- ♦ Practical exercises where the self-assessment process can be carried out to improve learning
- ♦ Its special emphasis on innovative methodologies
- ♦ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



You will master the history, fundamentals, and Lean tools to drive continuous improvement and generate real value in the supply chain”

“

You will earn your degree 100% virtually, with complete flexibility to organize your schedule as you prefer”

The program includes a faculty of professionals from the field of Strategic Purchasing Management, who bring their practical experience to this program, along with recognized specialists from leading societies 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 apply Lean Six Sigma to perfect procurement processes, ensuring quality and efficiency from planning to execution.

You will enhance your profile by executing strategic purchasing plans aligned with the value chain and corporate vision.



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.



“

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.



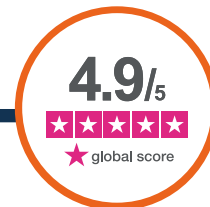
Google Premier Partner

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.



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03 Syllabus

The educational materials for the Postgraduate Certificate in Lean Management and Strategic Purchasing Management have been developed by experts in organizational management and process optimization. Throughout the program, the principles and tools of Lean Management and Lean Six Sigma applied to Purchasing are covered, as well as Strategic Management and planning aligned with the value chain. Competencies are developed to design and implement efficient purchasing strategies, analyze risks using specific matrices, and maximize profitability through key performance indicators. This comprehensive approach strengthens the ability to lead strategic processes that improve operational efficiency, reduce costs, and foster innovation in dynamic and competitive business environments.



“

You will develop robust purchasing strategies using analytical methodologies such as Porter's value chain and the 5 A's”

Module 1. Project and Quality Management for Buyers

- 1.1. Lean Management
 - 1.1.1. What is Lean Management?
 - 1.1.2. History of the Lean Methodology
 - 1.1.3. Foundations of Lean Methodology
 - 1.1.4. Principles of Lean Management
 - 1.1.5. Stages in Lean Implementation
 - 1.1.6. Lean Management Tools
 - 1.1.7. Recommendations for Implementing a Lean Management System
 - 1.1.8. Lean Activities
 - 1.1.9. Benefits of the Lean System
- 1.2. Lean Six Sigma in Purchasing Processes
 - 1.2.1. Lean Six Sigma
 - 1.2.1.1. Six Sigma Principles
 - 1.2.1.2. Six Sigma Human Structure
 - 1.2.1.3. Six Sigma Process
 - 1.2.2. Lean Six Sigma in Purchasing

Module 2. Purchasing and Supply Management

- 2.1. Purchasing and the Value Chain
 - 2.1.1. The 5 A's
 - 2.1.2. The Retail Cycle
 - 2.1.3. Michael Porter's Value Chain
 - 2.1.4. Purchasing and Supply in the Luxury Sector
- 2.2. Purchasing Strategy Development
 - 2.2.1. Example of a Purchasing Plan
 - 2.2.2. Variations in the Purchasing Plan
 - 2.2.3. Specific Tasks for Developing a Purchasing Plan
 - 2.2.4. The Casanovas Criteria





Module 3. Strategic Purchasing Management

- 3.1. Strategic Purchasing Management
 - 3.1.1. Business Strategy
 - 3.1.2. Strategic Planning
 - 3.1.2.1. Levels of Strategic Management
 - 3.1.3. Purchasing Strategy
 - 3.1.3.1. Function and Alignment of Purchasing
 - 3.1.3.2. Factors for Strategic Purchasing Management
 - 3.1.3.3. Purchasing Policy
 - 3.1.3.4. Value of Purchasing
 - 3.1.3.5. Strategic Purchasing Plan
- 3.2. Lean Management in Purchasing Processes
 - 3.2.1. Lean Management
 - 3.2.2. Lean Management in Purchasing
 - 3.2.2.1. Main Lean Concepts in Purchasing
 - 3.2.3. Benefits of Implementing Lean in Purchasing
 - 3.2.4. Key Indicators in a Lean Purchasing Model
- 3.3. Designing a Purchasing Strategy
 - 3.3.1. Strategic Purchasing Plan
 - 3.3.2. Principles of Strategic Purchasing Management
 - 3.3.2.1. Internal Analysis
 - 3.3.2.2. Defining Strategy
 - 3.3.2.3. Strategy Implementation
 - 3.3.3. Kraljic Matrix
 - 3.3.3.1. Types of Products
 - 3.3.3.2. Applicable Strategies
 - 3.3.3.3. Risk Calculation

04

Teaching Objectives

The content of this university program has been developed by specialists with extensive experience in Strategic Management and process optimization. The proposal addresses the fundamentals of Lean Management and its application in Purchasing, with an emphasis on methodologies such as Lean Six Sigma to maximize operational efficiency. Additionally, it delves into the role of Purchasing within the value chain and the development of strategies aligned with business objectives. The Postgraduate Certificate provides tools for designing effective purchasing plans, managing risks, and evaluating key indicators, promoting agile decision-making based on data. This comprehensive approach facilitates Strategic Management that is adaptable to the current challenges in the commercial and industrial sectors.



“

You will design flexible purchasing plans that proactively respond to market fluctuations and end-customer demands”



General Objectives

- ◆ Apply Lean Management principles and tools to optimize processes and improve efficiency in procurement management
- ◆ Integrate Lean Six Sigma methodology into supply chain processes to reduce waste and increase quality
- ◆ Analyze the purchasing function within the value chain and develop strategies aligned with organizational objectives
- ◆ Develop strategic purchasing plans based on internal and external analysis to maximize value and minimize risks
- ◆ Design and implement purchasing management policies and strategies considering the business environment and key market factors
- ◆ Use indicators and strategic matrices, such as the Kraljic Matrix, to segment products and define efficient sourcing tactics



You will optimize key purchasing tasks by applying expert criteria, such as Casanovas', to maximize results"





Specific Objectives

- ♦ Analyze the principles and foundations of Lean Management to optimize purchasing processes
- ♦ Identify the key stages and tools for the effective implementation of Lean systems
- ♦ Apply Lean techniques to improve efficiency and reduce waste in procurement processes
- ♦ Evaluate Lean Six Sigma methodology and its application in procurement management
- ♦ Describe the human structure and processes that support Six Sigma in the context of procurement
- ♦ Implement practical recommendations for managing quality projects based on Lean
- ♦ Examine the relationship between Purchasing and the value chain to increase added value
- ♦ Apply the retail cycle and the 5 A's in the efficient management of procurement
- ♦ Analyze Michael Porter's Value Chain in the context of procurement and supply management
- ♦ Develop specific strategies for the purchasing function in specialized sectors, such as luxury goods
- ♦ Develop and adjust purchasing plans using specific criteria and tasks for Strategic Management
- ♦ Implement Casanovas' criteria to optimize the development and monitoring of the purchasing plan
- ♦ Analyze the concepts and levels of strategic planning applied to the purchasing function
- ♦ Design purchasing strategies aligned with business objectives and key management factors
- ♦ Apply Lean Management to improve efficiency in strategic purchasing processes
- ♦ Define and implement key performance indicators to measure the performance of Lean models in purchasing
- ♦ Use strategic tools such as the Kraljic Matrix to segment products and manage risks
- ♦ Plan, define, and implement purchasing strategies based on internal analysis and strategic criteria

05

Study Methodology

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

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



“

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

The student: the priority of all TECH programs

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

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

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

“

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



The most comprehensive study plans at the international level

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

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

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

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

Case Studies and Case Method

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

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

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



Relearning Methodology

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

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

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

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



A 100% online Virtual Campus with the best teaching resources

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

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

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

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



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

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

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

The university methodology top-rated by its students

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

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

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

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



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



Study Material

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

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



Practicing Skills and Abilities

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



Interactive Summaries

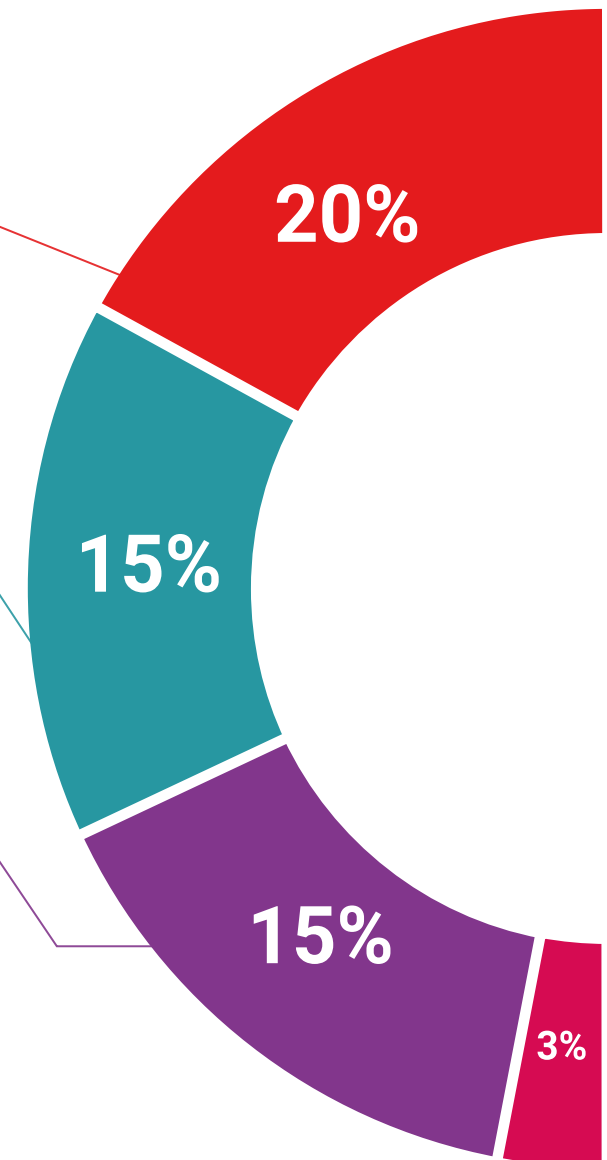
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

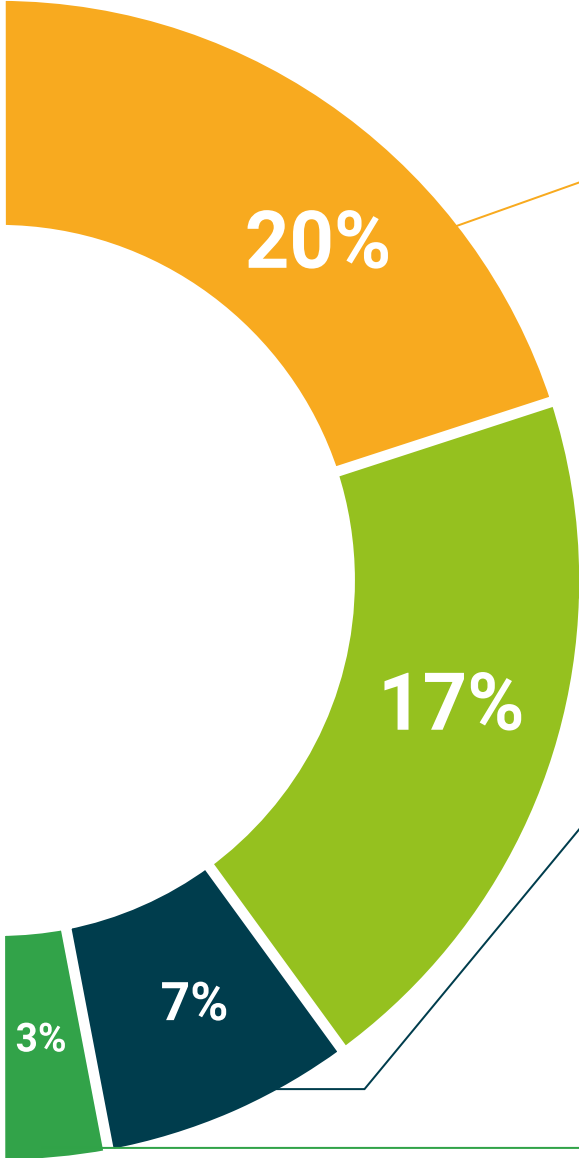
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

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





Case Studies

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



Testing & Retesting

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



Classes

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



Quick Action Guides

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



06

Teaching Staff

TECH Global University is distinguished by having outstanding faculty teams in each academic program. These experts bring a strong track record in their respective fields and have driven significant improvements through applied research and field projects. Furthermore, they play a key role in selecting up-to-date content and innovative methodologies to integrate them into the curriculum. In addition, they develop interactive resources and multimedia materials that ensure a practical experience, tailored to the real market needs. In the case of the Postgraduate Certificate in Lean Management and Strategic Purchasing Management, this academic support contributes to optimizing decision-making, boosting operational efficiency, and strengthening the competitiveness of organizations in highly dynamic environments.





“

You will enhance your profile with top-tier experts, accessing innovative content that will optimize decision-making, efficiency, and competitiveness”

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 process and workflow management improvements 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, United States
- Senior Manager, B2B Analytics and Technology, Google, United States
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, United Kingdom
- Supply Chain Manager at Airbus, Germany

“

Choose TECH! You will have access to the best didactic materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field”

07

Certificate

The Postgraduate Certificate in Lean Management and Strategic Purchasing Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate issued by TECH Global University.



“

Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork"

This private qualification will allow you to obtain a **Postgraduate Certificate in Lean Management and Strategic Purchasing 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: **Postgraduate Certificate in Lean Management and Strategic Purchasing Management**

Modality: **online**

Duration: **6 weeks**

Accreditation: **6 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.

future
health confidence people
education information tutors
guarantee accreditation teaching
institutions technology learning
community commitment
personalized service innovation
knowledge present
development language
classroom



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