

# Advanced Master's Degree

## Senior Management of Comprehensive Corporate Communications





## Advanced Master's Degree Senior Management of Comprehensive Corporate Communications

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

Website: [www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-comprehensive-corporate-communications](http://www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-comprehensive-corporate-communications)

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# 01

# Introduction

According to a new study by the International Communication Association, more than 70% of companies globally have experienced a crisis in the last year. This fact highlights the need for professionals to design and implement robust communication strategies that anticipate the effects of potential organizational crises. Only in this way, will experts be able to mitigate the negative impact on the reputation of companies and maintain consumer confidence. In this context, TECH presents an innovative online program focused on Senior Management of Comprehensive Corporate Communication, which will provide specialists with the most effective techniques to significantly strengthen the image of brands.





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*With this fully online Advanced Master's Degree, you will comprehensively manage the corporate image and reputation of any institution”*

Senior management of Comprehensive Corporate Communications is essential to align communication efforts with the company's global strategy, strengthening brand image, boosting organizational cohesion and effectively managing crises. However, in an increasingly interconnected society, companies must be able to convey consistent and clear messages to all their stakeholders, using both traditional and digital media. Therefore, it is vital that experts incorporate into their daily practice the most innovative techniques to design highly effective campaigns that resonate with consumers' minds.

With this in mind, TECH is launching a revolutionary Advanced Master's Degree in Senior Management of Comprehensive Corporate Communications. Designed by leaders in this sector, the academic itinerary will delve into areas ranging from the psychological foundations that influence the generation of public opinion or the fundamentals of the communication process in the digital environment to the most cutting-edge Marketing techniques to design impactful campaigns that build customer loyalty with brands in the long term. As a result, graduates will be able to successfully lead Corporate Communication departments, efficiently manage the image of brands and establish optimal relationships with stakeholders.

To consolidate all these contents, TECH uses its innovative Relearning method, which consists of the progressive reiteration of key concepts for their correct assimilation. In this sense, to access the educational resources nurses will only require an electronic device capable of connecting to the Internet. In addition, the program will have the collaboration of a distinguished International Guest Director, who will offer detailed Masterclasses to delve into the latest trends in Senior Management of Comprehensive Corporate Communications.

This **Advanced Master's Degree in Senior Management of Comprehensive Corporate Communications** contains the most complete and up-to-date program on the market.

The most important features include:

- ♦ The development of practical cases presented by experts in Senior Management of Comprehensive Corporate Communications
- ♦ Graphic, schematic, and practical contents which provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where the process of self-assessment can be used to improve learning
- ♦ Its special emphasis on innovative methodologies in business practice
- ♦ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



*A prestigious International Guest Director will offer a thorough Masterclass to delve into the latest trends in Senior Management of Comprehensive Corporate Communications”*

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*You will handle the latest technological tools to manage Corporate Communication, improving the visibility of brands in society”*

It includes in its teaching staff professionals belonging to the field of Comprehensive Corporate Communications Senior 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 be able to manage business crises and optimize strategic decision making in adverse situations, ensuring the protection of the corporate image.*

*A curriculum based on the unique Relearning method created by TECH, which will facilitate the assimilation of complex concepts in a fast and flexible way.*



02

# Why Study at TECH?

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



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

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

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

**Forbes**  
Mejor universidad  
online del mundo

**Plan**  
de estudios  
más completo

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

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

**The best top international faculty**

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

Profesorado  
**TOP**  
Internacional

La metodología  
más eficaz

**A unique learning method**

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

**The world's largest online university**

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

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

**The official online university of the NBA**

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

**Leaders in employability**

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



**Google Premier Partner**

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



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

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



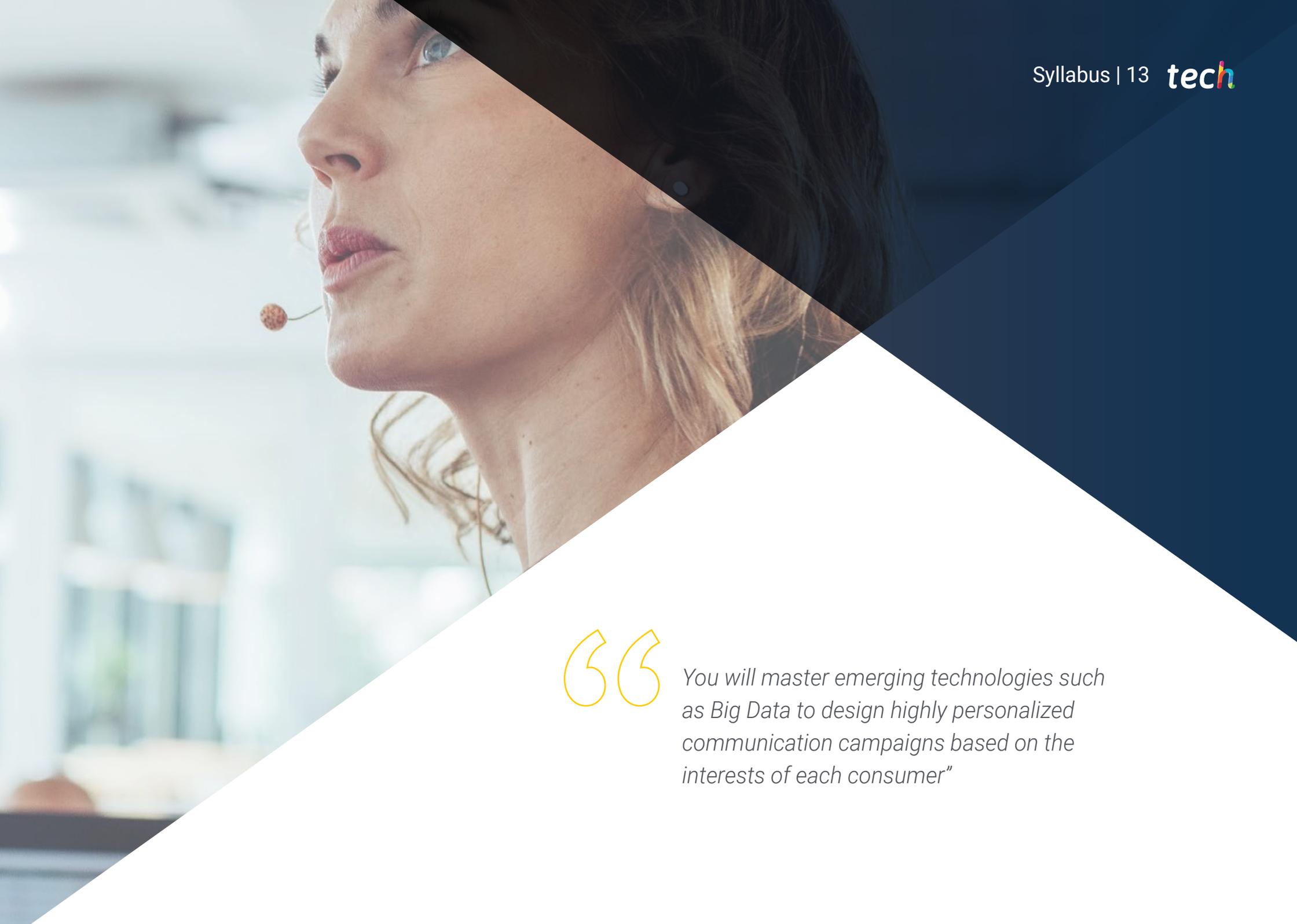
**Leaders in employability**

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

# 03 Syllabus

The specialization of professionals in the field of Comprehensive Corporate Communications is essential to keep abreast of the latest trends and, above all, to successfully lead the communication strategies of organizations. For this reason, TECH has created a pioneering Advanced Master's Degree focused on this informative field that will provide experts with the most disruptive strategies to achieve excellence in their profession and guarantee the long-term sustainability of institutions.





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*You will master emerging technologies such as Big Data to design highly personalized communication campaigns based on the interests of each consumer”*

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

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

- 1.8. Responsible Management Systems and Tools
  - 1.8.1. Corporate Social Responsibility
  - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 1.8.4. Tools and Standards of Corporate Social Responsibility
- 1.9. Multinationals and Human Rights
  - 1.9.1. Globalization, Multinational Corporations and Human Rights
  - 1.9.2. Multinational Corporations and International Law
  - 1.9.3. Legal Instruments for Multinationals in the 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: Typology
- 2.2. Corporate Strategy
  - 2.2.1. Competitive Corporate Strategy
  - 2.2.2. Growth Strategies: Typology
  - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Conceptual Framework
  - 2.3.2. Elements of Strategic Planning
  - 2.3.3. Strategic Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
  - 2.4.1. The Company as a System
  - 2.4.2. Organization Concept

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

### Module 3. People and Talent Management

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

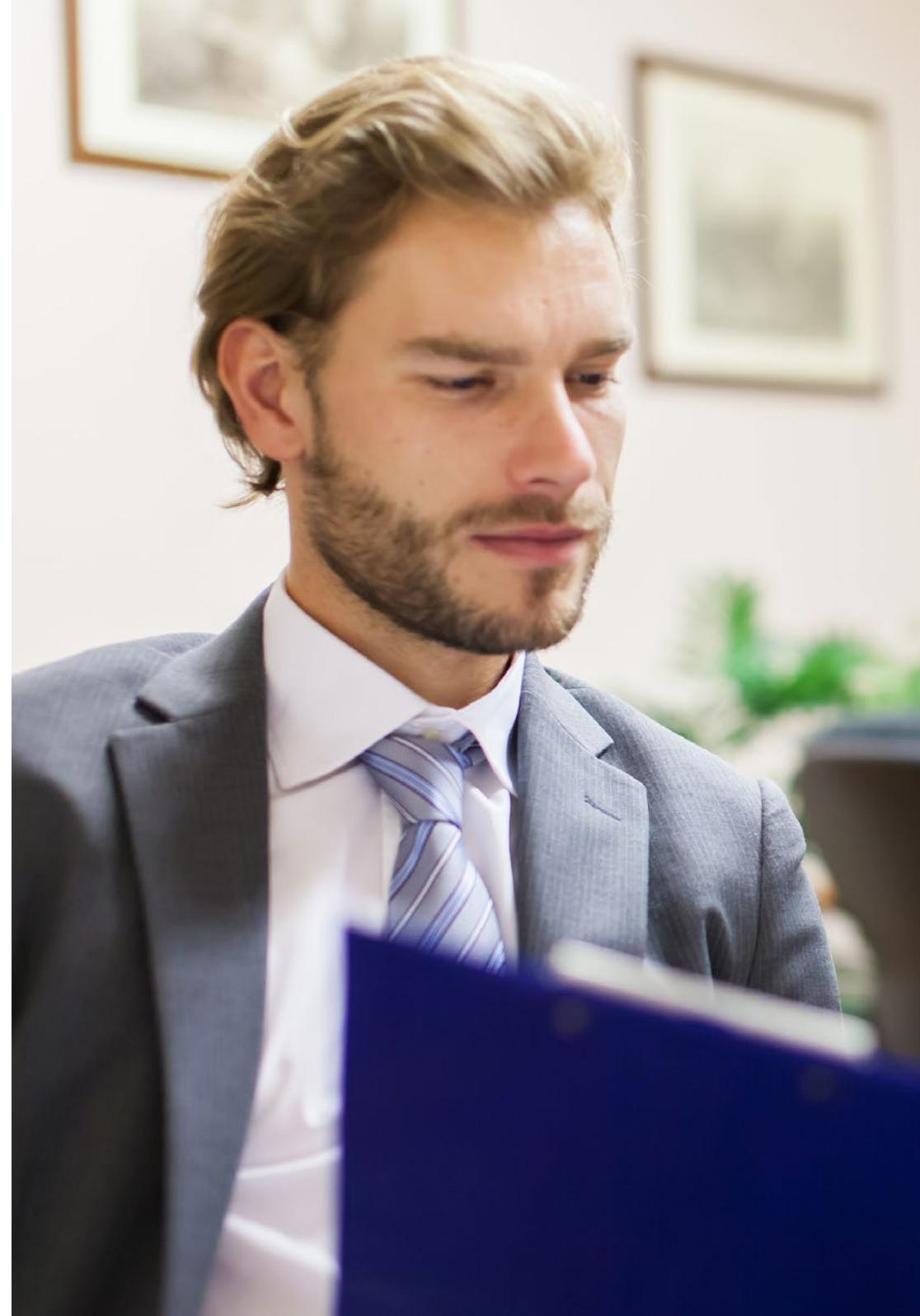
- 3.9. Talent Management
  - 3.9.1. Keys for Positive Management
  - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
  - 3.9.3. Map of Talent in the Organization
  - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
  - 3.10.1. Strategic Talent Management Models
  - 3.10.2. Talent Identification, Training and Development
  - 3.10.3. Loyalty and Retention
  - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
  - 3.11.1. The Nature of Motivation
  - 3.11.2. Expectations Theory
  - 3.11.3. Needs Theory
  - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
  - 3.12.1. Employer Branding in Human Resources
  - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
  - 3.13.1. High-Performance Teams: Self-Managed Teams
  - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
  - 3.14.1. What Are Manager Competencies?
  - 3.14.2. Elements of Competencies
  - 3.14.3. Knowledge
  - 3.14.4. Management Skills
  - 3.14.5. Attitudes and Values in Managers
  - 3.14.6. Managerial Skills
- 3.15. Time Management
  - 3.15.1. Benefits
  - 3.15.2. What Can Be the Causes of Poor Time Management?
  - 3.15.3. Time
  - 3.15.4. Time Illusions
  - 3.15.5. Attention and Memory
  - 3.15.6. State of Mind
  - 3.15.7. Time Management
  - 3.15.8. Being Proactive
  - 3.15.9. 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 Health and Safety 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. Results Research
- 4.4. Management Accounting to Cost Accounting
  - 4.4.1. Elements of Cost Calculation
  - 4.4.2. Expenses in General Accounting and Cost Accounting
  - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
  - 4.5.1. Fundamentals and Classification
  - 4.5.2. Cost Allocation Phases and Methods
  - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
  - 4.6.1. The Budget Model
  - 4.6.2. Capital Budget
  - 4.6.3. The Operating Budget
  - 4.6.5. Treasury Budget
  - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
  - 4.7.1. Accounting Working Capital and Required Working Capital
  - 4.7.2. Calculation of Operating Cash Requirements
  - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
  - 4.8.1. Basic Tax Concepts
  - 4.8.2. Corporate Income Tax
  - 4.8.3. Value Added Tax
  - 4.8.4. Other Taxes Related to Commercial Activity
  - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
  - 4.9.1. Analysis of Financial Statements
  - 4.9.2. The Company's Balance Sheet
  - 4.9.3. The Profit and Loss Statement
  - 4.9.4. The Statement of Cash Flows
  - 4.9.5. Ratio Analysis
- 4.10. Financial Management
  - 4.10.1. The Company's Financial Decisions
  - 4.10.2. Financial Department
  - 4.10.3. Cash Surpluses
  - 4.10.4. Risks Associated with Financial Management
  - 4.10.5. Financial Administration Risk Management

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



**Module 5. Operations and Logistics Management**

- 5.1. Operations Direction and Management
  - 5.1.1. The Role of Operations
  - 5.1.2. The Impact of Operations on the Management of Companies
  - 5.1.3. Introduction to Operations Strategy
  - 5.1.4. 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. Supply Chain Typology
  - 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 Management of the Supply Chain
  - 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 4.0
- 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: Key Performance Indicator
  - 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 Focus: Business Process Mapping
  - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
  - 5.14.1. Distribution in the Supply Chain
  - 5.14.2. Transportation Logistics
  - 5.14.3. Geographic Information Systems as a Support to Logistics

- 5.15. Logistics and Customers
  - 5.15.1. Demand Analysis
  - 5.15.2. Demand and Sales Forecast
  - 5.15.3. Sales and Operations Planning
  - 5.15.4. Participatory planning, forecasting and replenishment
- 5.16. International Logistics
  - 5.16.1. Export and Import Processes
  - 5.16.2. Customs
  - 5.16.3. Methods and Means of International Payment
  - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
  - 5.17.1. Operations Management and Outsourcing
  - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
  - 5.18.1. Operations Management
  - 5.18.2. Operational Competitiveness
  - 5.18.3. Operations Strategy and Competitive Advantages
- 5.19. Quality Management
  - 5.19.1. Internal and External Customers
  - 5.19.2. Quality Costs
  - 5.19.3. Ongoing Improvement and the Deming Philosophy

## Module 6. Information Systems Management

- 6.1. Technological Environment
  - 6.1.1. Technology and Globalization
  - 6.1.2. Economic Environment and Technology
  - 6.1.3. Technological Environment and Its Impact on Companies
- 6.2. Information Systems in Companies
  - 6.2.1. The Evolution of the IT Model
  - 6.2.2. Organization and IT Departments
  - 6.2.3. Information Technology and Economic Environment

- 6.3. Corporate Strategy and Technology Strategy
  - 6.3.1. Creating Value for Customers and Shareholders
  - 6.3.2. Strategic IS/IT Decisions
  - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
- 6.4. Information Systems Management
  - 6.4.1. Corporate Governance of Technology and Information Systems
  - 6.4.2. Management of Information Systems in Companies
  - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
  - 6.5.1. Information 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. Balanced Scorecard (BSC)
- 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 Models
  - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
  - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Corporate Business Intelligence
  - 6.8.1. The World of Data
  - 6.8.2. Relevant Concepts
  - 6.8.3. Main Characteristics
  - 6.8.4. Solutions in Today's Market
  - 6.8.5. Overall Architecture of a BI Solution
  - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
  - 6.9.1. Why BI?
  - 6.9.2. Obtaining Information
  - 6.9.3. 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 or ERP Systems
- 6.13. Digital Transformation
  - 6.13.1. Conceptual Framework of Digital Transformation
  - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
  - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
  - 6.14.1. Main Trends in the Field of Technology that Are Changing Business Models
  - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
  - 6.15.1. Conceptual Framework of Outsourcing
  - 6.15.2. IT Outsourcing and Its Impact on the Business
  - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

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

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

- 7.14. Corporate Communication Strategy
  - 7.14.1. Motivational Programs, Social Action, Participation and Training with Human Resources
  - 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. Market Research: Historical Origin
  - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
  - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
  - 8.2.1. Sample Size
  - 8.2.2. Sampling
  - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
  - 8.3.1. Types of Qualitative Research
  - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
  - 8.4.1. Market Segmentation Concept
  - 8.4.2. Utility and Segmentation Requirements
  - 8.4.3. Consumer Market Segmentation
  - 8.4.4. Industrial Market Segmentation
  - 8.4.5. Segmentation Strategies
  - 8.4.6. Segmentation Based on Marketing Mix Criteria
  - 8.4.7. Market Segmentation Methodology
- 8.5. Research Project Management
  - 8.5.1. Market Research as a Process
  - 8.5.2. Planning Stages in Market Research
  - 8.5.3. Execution Stages in Marketing Research
  - 8.5.4. Managing a Research Project
- 8.6. International Market Research
  - 8.6.1. International Market Research
  - 8.6.2. International Market Research Process
  - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
  - 8.7.1. Concept and Usefulness
  - 8.7.2. Outline of a Feasibility Study
  - 8.7.3. Development of a Feasibility Study
- 8.8. Publicity
  - 8.8.1. Historical Background of Advertising
  - 8.8.2. Conceptual Framework of Advertising: Principles, Briefing Concept and Positioning
  - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
  - 8.8.4. Importance of Advertising in Business
  - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
  - 8.9.1. Marketing Plan Concept
  - 8.9.2. Situation Analysis and Diagnosis
  - 8.9.3. Strategic Marketing Decisions
  - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and Merchandising Strategies
  - 8.10.1. Integrated Marketing Communication
  - 8.10.2. Advertising Communication Plan
  - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
  - 8.11.1. Origin and Evolution of Media Planning
  - 8.11.2. Media
  - 8.11.3. Media Plan

- 8.12. Fundamentals of Commercial Management
  - 8.12.1. The Role of Commercial Management
  - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
  - 8.12.3. Commercial Planning Systems of the Company
  - 8.12.4. Main Competitive Strategies
- 8.13. Commercial Negotiation
  - 8.13.1. Commercial Negotiation
  - 8.13.2. Psychological Issues in Negotiation
  - 8.13.3. Main Negotiation Methods
  - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
  - 8.14.1. Commercial Strategy and Competitive Strategy
  - 8.14.2. Decision Making Models
  - 8.14.3. Decision-Making Analytics and Tools
  - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
  - 8.15.1. Sales Management
  - 8.15.2. Networks Serving Commercial Activity
  - 8.15.3. Salesperson Recruitment and Training Policies
  - 8.15.4. Remuneration Systems for Own and External Commercial Networks
  - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
  - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
  - 8.16.2. Controlling Commercial Activity
  - 8.16.3. The Code of Ethics of Sales Personnel
  - 8.16.4. Compliance with Legislation
  - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
  - 8.17.1. Concept of Key Account Management
  - 8.17.2. The Key Account Manager
  - 8.17.3. Key Account Management Strategy

- 8.18. Financial and Budgetary Management
  - 8.18.1. The Break-Even Point
  - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
  - 8.18.3. Financial Impact of Strategic Sales Decisions
  - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
  - 8.18.5. Income Statement

## Module 9. Innovation and Project Management

- 9.1. Innovation
  - 9.1.1. Introduction to Innovation
  - 9.1.2. Innovation in the Entrepreneurial Ecosystem
  - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation from Strategy
  - 9.2.1. Strategic Intelligence and Innovation
  - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
  - 9.3.1. Startup Concept
  - 9.3.2. Lean Startup Philosophy
  - 9.3.3. Stages of Startup Development
  - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
  - 9.4.1. Conceptual Framework of a Business Model
  - 9.4.2. Business Model Design and Validation
- 9.5. Project Direction and Management
  - 9.5.1. Project Direction and 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. Change Management in Projects: Management of Training
  - 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 General Manager's Action
  - 10.1.3. The CEO and Their Responsibilities
  - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions: Organizational Culture and Approaches
  - 10.2.1. Manager Functions: Organizational Culture and Approaches

- 10.3. Operations Management
  - 10.3.1. The Importance of Management
  - 10.3.2. Value Chain
  - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Education
  - 10.4.1. Interpersonal Communication
  - 10.4.2. Communication Skills and Influence
  - 10.4.3. Communication Barriers
- 10.5. Personal and Organizational Communications Tools
  - 10.5.1. Interpersonal Communication
  - 10.5.2. Interpersonal Communication Tools
  - 10.5.3. Communication in the Organization
  - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
  - 10.6.1. Crisis
  - 10.6.2. Phases of the Crisis
  - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
  - 10.7.1. Analysis of Possible Problems
  - 10.7.2. Planning
  - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
  - 10.8.1. Emotional Intelligence and Communication
  - 10.8.2. Assertiveness, Empathy and Active Listening
  - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
  - 10.9.1. Strategies for Personal Brand Development
  - 10.9.2. Personal Branding Laws
  - 10.9.3. Tools for Creating Personal Brands

- 10.10. Leadership and Team Management
  - 10.10.1. Leadership and Leadership Styles
  - 10.10.2. Leader Capabilities and Challenges
  - 10.10.3. Managing Change Processes
  - 10.10.4. Managing Multicultural Teams

## Module 11. Social Communication Theory

- 11.1. Introduction. Communication Science as a Social Science
  - 11.1.1. Introduction: The Study of Communication as a Social Science
  - 11.1.2. Knowledge
  - 11.1.3. The Scientific Method
  - 11.1.4. Common Concepts in Scientific Research
- 11.2. Elements of Communication. Scientific Fields of Social Communication
  - 11.2.1. Empirical Research on Communicative Phenomena
  - 11.2.2. Communication Concept
  - 11.2.3. Scientific Fields of Communication
- 11.3. Trajectories of Research in Social Communications
  - 11.3.1. The Origins of the Study of Communication
  - 11.3.2. The Modern Period: the Split Between the Theory of Argumentation and the Art of Pronunciation
  - 11.3.3. The 20th Century: The Rhetoric of the Mass Media
- 11.4. Communicative Behavior
  - 11.4.1. An Outline of the Concept of Communicative Behavior
  - 11.4.2. Animal Ethology and the Study of Human Communication
  - 11.4.3. The Biological Background of Communication
  - 11.4.4. Intrapersonal Communication
  - 11.4.5. Patterns of Communicative Behavior
  - 11.4.6. The Study of Non-Verbal Communicative Behavior
- 11.5. The Communicative Transaction
  - 11.5.1. Symbolic Exchange and Human Culture
  - 11.5.2. Transactional Analysis
  - 11.5.3. Conciliatory Analysis

- 11.6. Identity, Self-Concept and Communication
  - 11.6.1. Transactional Micropolitics and Self-Concept: Interaction as Negotiation of Identities
  - 11.6.2. The Presentation of Oneself in Everyday Rituals
  - 11.6.3. 1.6.3 The Construction of the Self-Concept and its Expression
  - 11.6.4. Self-Concept Motivated to Interact
  - 11.6.5. Conversational Pragmatics
- 11.7. Communication in Groups and Organizations
  - 11.7.1. The Social Group
  - 11.7.2. Social Networks, Sociometry and Intra- and Intergroup Communication
  - 11.7.3. Units and Levels of Analysis of Group Communication
  - 11.7.4. The Theory of Diffusion of Innovations
  - 11.7.5. Communication in Organizations
- 11.8. Media Communication (I). Theories on the Powerful Effects of the Media
  - 11.8.1. Media Communication
  - 11.8.2. Characteristics of the Media and Its Messages
  - 11.8.3. The Powerful Effects of the Mass Media
- 11.9. Media Communication (II). Limited Effects
  - 11.9.1. General Approach to the Relative Safety of the Media
  - 11.9.2. Selective Processing
  - 11.9.3. The Uses and Gratifications of Mass Communications
- 11.10. Computerized Communication and Virtual Reality as Emerging Objects of Study
  - 11.10.1. Computer-Mediated Communication: the Problem of its Theoretical Integration
  - 11.10.2. Progress Towards the Consolidation of a Theoretical Corpus of Computer-Mediated Communication
  - 11.10.3. Evolution of the Theory of Uses and Gratifications
  - 11.10.4. Virtual Reality as an Emerging Object of Study

## Module 12. Introduction to Communication Psychology

- 12.1. History of Psychology
  - 12.1.1. We Begin with the Study of Psychology
  - 12.1.2. Science in Evolution. Historical and Paradigmatic Changes
  - 12.1.3. Paradigms and Stages in Psychology
  - 12.1.4. Cognitive Science

- 12.2. Introduction to Social Psychology
    - 12.2.1. Beginning with the Study of Social Psychology: Influence
    - 12.2.2. Empathy, Altruism and Helping Behavior
  - 12.3. Social Cognition: The Processing of Social Information
    - 12.3.1. Thinking and Knowing, Vital Necessities
    - 12.3.2. Social Cognition
    - 12.3.3. Organizing Information
    - 12.3.4. Thought: Prototypical or Categorical
    - 12.3.5. Mistakes We Make in Thinking: Inferential Biases
    - 12.3.6. Automatic Information Processing
  - 12.4. Personality Psychology
    - 12.4.1. What Is the Self? Identity and Personality
    - 12.4.2. Self-Awareness
    - 12.4.3. Self-Esteem
    - 12.4.4. Self-Knowledge
    - 12.4.5. Interpersonal Variables in Personality Shaping
    - 12.4.6. Macro-Social Variables in the Configuration of Personality
  - 12.5. Emotions
    - 12.5.1. What Do We Talk about When We Get Excited?
    - 12.5.2. The Nature of Emotions
    - 12.5.3. Emotions and Personality
    - 12.5.4. From Another Perspective. Social Emotions
  - 12.6. Psychology of Communication. Persuasion and Attitude Change
    - 12.6.1. Introduction to Communication Psychology
    - 12.6.2. Attitudes
    - 12.6.3. Historical Models in the Study of Persuasive Communication
    - 12.6.4. The Probability of Elaboration Model
    - 12.6.5. Communication Processes through the Media
  - 12.7. The Sender
    - 12.7.1. The Source of Persuasive Communication
    - 12.7.2. Source Characteristics. Credibility
    - 12.7.3. Source Characteristics. The Appeal
    - 12.7.4. Emitter Characteristics. The Power
    - 12.7.5. Processes in Persuasive Communication. Mechanisms Based on Primary Cognition
  - 12.8. The Message
    - 12.8.1. We Begin by Studying the Composition of the Message
    - 12.8.2. Types of Messages: Rational vs. Emotional Messages
    - 12.8.3. Emotional Messages and Communication: Fear-Inducing Messages
    - 12.8.4. Rational Messages and Communication
  - 12.9. The Receiver
    - 12.9.1. The Role of the Recipient according to the Elaboration Probability Model
    - 12.9.2. Recipient Needs and Motives: Their Impact on Changing Attitudes
  - 12.10. New Perspectives in the Study of Communication
    - 12.10.1. Unconscious Processing of Information. Automatic Processes
    - 12.10.2. Measuring Automatic Processes in Communication
    - 12.10.3. First Steps in the New Paradigms
    - 12.10.4. Theories of Dual Processing Systems
- Module 13. Fundamentals of Communication in the Digital Environment**
- 13.1. 360° Communication
    - 13.1.1. Introduction
    - 13.1.2. What Is 360° Communication?
    - 13.1.3. Consumer Insights
    - 13.1.4. Conventional and Non-Conventional Media
    - 13.1.5. Communicate, Always Communicate
    - 13.1.6. Business Case: Drink Fanta
  - 13.2. Online Advertising Techniques and Web Presence
    - 13.2.1. Introduction
    - 13.2.2. Online Advertising
    - 13.2.3. E-Mail Marketing
    - 13.2.4. The Corporate Website

- 13.3. Social Communication in the Network
  - 13.3.1. Introduction
  - 13.3.2. Blogs and the Blogosphere
  - 13.3.3. Types of Blogs
  - 13.3.4. Microblogs or Nanoblogs
  - 13.3.5. Social Networks
  - 13.3.6. Web 3.0
  - 13.3.7. Business Case: Johnnie Walker
- 13.4. Viral Communication and Buzz Marketing
  - 13.4.1. Introduction
  - 13.4.2. Word of Mouth Communication
  - 13.4.3. Techniques Based on Word-of-Mouth Communication
  - 13.4.4. Ways to Generate Word-of-Mouth Communication
  - 13.4.5. Sub-Viral Marketing
  - 13.4.6. Prankvertising
  - 13.4.7. Buzz Marketing
  - 13.4.8. Aspects to Take into Account When Carrying out a Buzz Marketing or Viral Communication Campaign
  - 13.4.9. Business Case: Campofrío or the art of Making a Campaign Become a Viral Hit
- 13.5. Communication Techniques on Mobile Devices
  - 13.5.1. Introduction
  - 13.5.2. Internet in Your Pocket
  - 13.5.3. Tablet: Touch Revolution
  - 13.5.4. Messaging as a Communication Tool
  - 13.5.5. Proximity Marketing
  - 13.5.6. Play and Communicate
  - 13.5.7. The Multiscreen Phenomenon and Other Forms of Mobile Communication
  - 13.5.8. The Present of Mobile Communication: *Location Based Advertising*
  - 13.5.9. Augmented Reality: Fiction or Reality?
- 13.6. New Trends in Internal Communication
  - 13.6.1. Introduction
  - 13.6.2. New Internal Communication Challenges: Multidirectional Interaction and Collaborative Work
  - 13.6.3. Internal Communication: A Tool with a High Strategic Value for the Company
  - 13.6.4. Recruitment Through Social Networks
  - 13.6.5. Social Networks as Engagement Drivers
  - 13.6.6. Business Case: Dell. Be The Reason
- 13.7. Communication and Content Marketing
  - 13.7.1. Introduction
  - 13.7.2. What Is Content Marketing?
  - 13.7.3. *Branded Content*
  - 13.7.4. *Inbound Marketing*
  - 13.7.5. Native Publicity
  - 13.7.6. Storytelling and Transmedia Narrative
  - 13.7.7. Business Case: Coca-Cola and Content Marketing
- 13.8. The Importance of Advergaming as an Advertising Tool
  - 13.8.1. Introduction: The Video Game Market
  - 13.8.2. What Is Advergaming? Delimitation with Respect to Related Figures: Ingame Advertising
  - 13.8.3. Evolution of Advergaming
  - 13.8.4. Advergaming as an Advertising Tool
  - 13.8.5. Case Study: *Magnum Pleasure Hunt*
- 13.9. Big Data and Communication
  - 13.9.1. Introduction
  - 13.9.2. What Is Big Data?
  - 13.9.3. How Do You Create Value with Big Data?
  - 13.9.4. Big Data Analyst Profile
  - 13.9.5. Big Data Techniques
  - 13.9.6. Business Case: Netflix

- 13.10. Emerging Trends in Communication
  - 13.10.1. Introduction
  - 13.10.2. Tryvertising: Product Testing in Real Situations
  - 13.10.3. Advertorial: The Advertisement that Simulates an Editorial Content
  - 13.10.4. Artvertising: Art in Advertisements
  - 13.10.5. Radical Marketing: The Evolution of Guerrilla Marketing
  - 13.10.6. Engagement Marketing: Commitment Marketing
  - 13.10.7. Advertainment: Entertainment Advertising
  - 13.10.8. Ambush Marketing: Ambush or Parasitic Marketing
  - 13.10.9. Business Case: Advertainment and Fashion Films

## Module 14. Written Communication

- 14.1. Oral and Written Communication
  - 14.1.1. Introduction
  - 14.1.2. Oral and Written Codes
  - 14.1.3. The Text and Its Linguistics
  - 14.1.4. Text and Its Properties: Coherence and Cohesion
- 14.2. Planning or Prewriting
  - 14.2.1. Introduction
  - 14.2.2. Writing Processes
  - 14.2.3. Planning
  - 14.2.4. Documentation
- 14.3. The Act of Writing
  - 14.3.1. Introduction
  - 14.3.2. Style
  - 14.3.3. Lexicon
  - 14.3.4. Sentence
  - 14.3.5. Paragraph
  - 14.3.6. Connectors
- 14.4. Rewriting
  - 14.4.1. Introduction
  - 14.4.2. The Review
  - 14.4.3. How to Use the Computer to Improve the Text
- 14.5. Spelling and Grammar Issues
  - 14.5.1. Introduction
  - 14.5.2. Most Common Accentuation Problems
  - 14.5.3. Capitalization
  - 14.5.4. Punctuation Marks
  - 14.5.5. Abbreviations and Acronyms
  - 14.5.6. Other Signs
- 14.6. Textual Models: Description
  - 14.6.1. Introduction
  - 14.6.2. Definition
  - 14.6.3. Types of Description
  - 14.6.4. Description Types
  - 14.6.5. Techniques
  - 14.6.6. Linguistic Elements
- 14.7. Textual Models: Narration
  - 14.7.1. Introduction
  - 14.7.2. Definition
  - 14.7.3. Features
  - 14.7.4. Components: Action, Characters, Complication and Moral
  - 14.7.5. The Narrator
  - 14.7.6. Linguistic Elements
- 14.8. Textual Models: The Exposition and the Epistolary Genre
  - 14.8.1. Introduction
  - 14.8.2. The Exposition
  - 14.8.3. The Epistolary Genre
- 14.9. Textual Models: The Argumentation
  - 14.9.1. Introduction
  - 14.9.2. What Is Argumentation?
  - 14.9.3. Elements and Structure of Argumentation
  - 14.9.4. Types of Arguments

- 14.9.5. Fallacies
- 14.9.6. Structure
- 14.9.7. Linguistic Features
- 14.10. Academic Writing
  - 14.10.1. Introduction
  - 14.10.2. Scientific Work
  - 14.10.3. Summary
  - 14.10.4. The Review
  - 14.10.5. The Trial
  - 14.10.6. Appointments
  - 14.10.7. Writing on the Internet

### Module 15. Structure of Communication

- 15.1. Theory, Concept and Method of the Structure of Communication
  - 15.1.1. Autonomy of the Discipline and Relationships with Other Subjects
  - 15.1.2. The Structuralist Method
  - 15.1.3. Definition and Object of the Structure of Communication
  - 15.1.4. Guide to the Analysis of Communication Structure
- 15.2. New International Communication Order
  - 15.2.1. Control and Ownership of Communication
  - 15.2.2. Communication Commercialization
  - 15.2.3. Cultural Dimension of Communication
- 15.3. Major Information Agencies
  - 15.3.1. What Is an Information Agency?
  - 15.3.2. Information and News. Importance of the Journalist
  - 15.3.3. Before the Internet, the Great Unknowns
  - 15.3.4. A Globalized Map. From Local to Transnational
  - 15.3.5. News Agencies Can Be Seen Thanks to the Internet
  - 15.3.6. The World's Major Agencies
- 15.4. The Advertising Industry and Its Relationship with the Media System
  - 15.4.1. Advertising Industry, Consciousness Industries
  - 15.4.2. The Need of Advertising for the Media
  - 15.4.3. Structure of the Advertising Industry
  - 15.4.4. The Media and its Relationship with the Advertising Industry
  - 15.4.5. Advertising Regulation and Ethics

- 15.5. Cinema and the Culture and Leisure Market
  - 15.5.1. Introduction
  - 15.5.2. The Complex Nature of Cinema
  - 15.5.3. The Origin of the Industry
  - 15.5.4. Hollywood, the Film Capital of the World
  - 15.5.5. The Power of Hollywood
  - 15.5.6. From the Golden Hollywood Oscars to the Photocall of New Platforms
  - 15.5.7. New Displays
- 15.6. Political Power and the Media
  - 15.6.1. Influence of the Media in the Formation of Society
  - 15.6.2. Media and Political Power
  - 15.6.3. (Political) Manipulation and Power
- 15.7. Media Concentration and Communication Policies
  - 15.7.1. Theoretical Approach to External Growth Processes
  - 15.7.2. Competition and Communication Policies in the European Union
- 15.8. Communication Structure in Latin America
  - 15.8.1. Introduction
  - 15.8.2. Historical Approach
  - 15.8.3. Bipolarity of the Latin American Media System
  - 15.8.4. U.S. Hispanic Media
- 15.9. A Prospective of the Structure of Communication and Journalism
  - 15.9.1. Digitalization and the New Media Structure
  - 15.9.2. The Structure of Communication in Democratic Countries

### Module 16. Business Strategy

- 16.1. Strategic Management
  - 16.1.1. The Concept of Strategy
  - 16.1.2. The Process of Strategic Management
  - 16.1.3. Approaches in Strategic Management
- 16.2. Planning and Strategy
  - 16.2.1. The Plan in a Strategy
  - 16.2.2. Strategic Positioning
  - 16.2.3. Strategy in Companies
  - 16.2.4. Planning

- 16.3. Strategy Implementation
  - 16.3.1. Indicator Systems and Process Approach
  - 16.3.2. Strategic Map
  - 16.3.3. Differentiation and Alignment
- 16.4. Corporate Strategy
  - 16.4.1. The Concept of Corporate Strategy
  - 16.4.2. Types of Corporate Strategies
  - 16.4.3. Corporate Strategy Definition Tools
- 16.5. Digital Strategy
  - 16.5.1. Technology Strategy and Its Impact on Digital Innovation
  - 16.5.2. Strategic Planning of Information Technologies
  - 16.5.3. Strategy and the Internet
- 16.6. Corporate Strategy and Technology Strategy
  - 16.6.1. Creating Value for Customers and Shareholders
  - 16.6.2. Strategic IS/IT Decisions
  - 16.6.3. Corporate Strategy vs. Technology and Digital Strategy
- 16.7. Competitive Strategy
  - 16.7.1. The Concept of Competitive Strategy
  - 16.7.2. Competitive Advantage
  - 16.7.3. Choosing a Competitive Strategy
  - 16.7.4. Strategies based on the Strategic Clock Model
  - 16.7.5. Types of Strategies according to the Industrial Sector Life Cycle
- 16.8. Marketing Strategy Dimensions
  - 16.8.1. Marketing Strategies
  - 16.8.2. Types of Marketing Strategies
- 16.9. Sales Strategy
  - 16.9.1. Sales Methods
  - 16.9.2. Acquisition Strategies
  - 16.9.3. Service Strategies
- 16.10. *Social Business*
  - 16.10.1. Web 2.0 Strategic Vision and Its Challenges
  - 16.10.2. Convergence Opportunities and ICT Trends
  - 16.10.3. How to Monetize Web 2.0 and Social Media
  - 16.10.4. Mobility and Digital Business

## Module 17. Corporative Communication, Brand Strategy and Reputation

- 17.1. Corporate Identity and Strategic Vision
  - 17.1.1. Identity and Redefining Business Values
  - 17.1.2. Corporate Business Culture
  - 17.1.3. Communication Department Challenges
  - 17.1.4. Public Image and Projection
- 17.2. Corporate Brand Strategy
  - 17.2.1. Public Image and Stakeholders
  - 17.2.2. Corporate Branding Strategy and Management
  - 17.2.3. Corporate Communication Strategy in Line With Brand Identity
- 17.3. Reputation Theory
  - 17.3.1. Reputation as a Paradigm of a Good Company
  - 17.3.2. The Concept of Corporate Reputation
  - 17.3.3. Internal Reputation
  - 17.3.4. Influence of Internationalization on Corporative Reputation
- 17.4. Reputation Evaluation
  - 17.4.1. Corporative Reputation Audit
  - 17.4.2. *Listed Companies Reputation Monitor*
  - 17.4.3. Reputational Good Governance Index
  - 17.4.4. Analysis of Sectorial Reputation
- 17.5. Reputation Management
  - 17.5.1. Corporative Reputation Management
  - 17.5.2. Focus on Brand Reputation
  - 17.5.3. Leadership Reputation Management
- 17.6. Reputation Risk and Crisis Management
  - 17.6.1. Listening to and Managing Feedback
  - 17.6.2. Procedures, Crisis Manual and Contingency Plans
  - 17.6.3. Spokesperson Training in Emergency Situations
- 17.7. Ethical Sustainability
  - 17.7.1. Sustainable Criteria and Strategies
  - 17.7.2. Communication Campaigns with Sustainability Criteria
  - 17.7.3. Sustainable Brand Positioning and Image

- 17.8. Brand Metrics and Analysis and Reputation
  - 17.8.1. Introduction to the Metrics of Corporative Branding
  - 17.8.2. Internal and External Measurement Indexes
  - 17.8.3. Brand Management Tools
  - 17.8.4. Brand Assessment and Rankings

## Module 18. Management Aspects of Corporate Communication

- 18.1. Communication in Organizations
  - 18.1.1. Organizations, People and Society
  - 18.1.2. Historical Evolution of Organizational Behavior
  - 18.1.3. Bidirectional Communication
  - 18.1.4. Communication Barriers
- 18.2. Structure, Management and Challenges of the Communication Department
  - 18.2.1. Departmental Structure in Communication Management
  - 18.2.2. Current Trends in Management Models
  - 18.2.3. Integration of Intangibles
  - 18.2.4. Communication Department Challenges
- 18.3. Integral Communication Plans
  - 18.3.1. Audit and Diagnosis
  - 18.3.2. Elaboration of Communication Plan
  - 18.3.3. Measurement of the Results: Key Performance Indicators and Return on Investment
- 18.4. Effects of the Media
  - 18.4.1. Efficiency of Commercial and Advertising Communication
  - 18.4.2. Theories on the Effects of the Media
  - 18.4.3. Social and Co-Creation Models
- 18.5. Press Offices and Their Relationship with Communication Media
  - 18.5.1. Identifying Opportunities and Information Needs
  - 18.5.2. Management of Reports and Interviews with Spokespersons
  - 18.5.3. Virtual Press Room and e-Communication
  - 18.5.4. Buying Advertising Space
- 18.6. Public Relations
  - 18.6.1. Public Relations Strategy and Practice
  - 18.6.2. Protocol and Ceremonial Rules
  - 18.6.3. Event Organization and Creative Management

- 18.7. Lobbies and Pressure Groups
  - 18.7.1. Opinion Groups and Their Actions in Businesses and Institutions
  - 18.7.2. Institutional Relations and Lobbying
  - 18.7.3. Areas of Intervention, Regulatory Instruments, Diffusion Strategies and Media
- 18.8. Internal Communication
  - 18.8.1. Motivational Programs, Social Action, Participation and Training with Human Resources
  - 18.8.2. Internal Communication Support and Tools
  - 18.8.3. Internal Communication Plan
- 18.9. *Branding & Naming*
  - 18.9.1. Brand Management and Coordination in Launching of New Products
  - 18.9.2. Brand Repositioning
- 18.10. Audience Forecasting and Data Sources
  - 18.10.1. Measurement Units and Audience Profiles
  - 18.10.2. Affinity, Sharing, Rating and GrP's
  - 18.10.3. Current Suppliers in the Advertising Market

## Module 19. Communication in Specialized Sectors

- 19.1. Financial Communication
  - 19.1.1. Value of Intangibles
  - 19.1.2. Financial Communication in Listed Companies
  - 19.1.3. The Issuers of the Financial Communication
  - 19.1.4. Public Objective in Financial Operations
- 19.2. Political and Electoral Communication
  - 19.2.1. Image in Political and Electoral Campaigns
  - 19.2.2. Political Advertising
  - 19.2.3. Political and Electoral Communication Plan
  - 19.2.4. Electoral Communication Audits
- 19.3. Communication and Health
  - 19.3.1. Journalism and Health Information
  - 19.3.2. Interpersonal and Group Communication in the Field of Health
  - 19.3.3. Communication Risk and Communicative Management in a Health Crisis

- 19.4. Digital Culture and Hypermedia Museography
  - 19.4.1. Production and Diffusion of Art in the Digital Era
  - 19.4.2. Cultural Spaces as a Paradigm of Hypermedia and Transmedia Convergences
  - 19.4.3. Constructive Participation in the Digital Culture
- 19.5. Communication at the Forefront of Public Organizations
  - 19.5.1. Communication in the Public Sector
  - 19.5.2. Strategy and Creation in Public Organization Communications
  - 19.5.3. Intangible Assets in the Public Sector
  - 19.5.4. Information Policy of Public Organizations
- 19.6. Communications in Non-Profit Organizations
  - 19.6.1. NPO and Relationship with Government Agencies
  - 19.6.2. Corporative Reputation in Non-Profit Organizations
  - 19.6.3. Diagnosis, Evaluation and Development in Communication Plans for These Types of Organizations
  - 19.6.4. Different Figures and Communication Media

## Module 20. Institutional Marketing

- 20.1. Product Placement and Branded Content
  - 20.1.1. Unique Forms of Communication and Brand Placement
  - 20.1.2. Concepts, Products and Services in User-Friendly Media
- 20.2. Digital Media Planning and Contracting
  - 20.2.1. *Real Time Bidding*
  - 20.2.2. Integrated Digital Campaign Planning
  - 20.2.3. Advertising Investment Control Scorecard
- 20.3. Promotional Marketing
  - 20.3.1. Consumer Promotions
  - 20.3.2. Sales Force, Channel, Point of Sale and Special Promotions
  - 20.3.3. Success and Cost-Effectiveness of Promotional Actions
- 20.4. Planning, Execution and Measurement of SEM Campaigns
  - 20.4.1. Search Engine Marketing
  - 20.4.2. Conversion of Traffic to Qualified Traffic
  - 20.4.3. SEM Project Management

- 20.5. Metrics and Results Analysis in Public Digital Campaigns
  - 20.5.1. *Ad Servers*
  - 20.5.2. Traditional Metrics and Digital GrPs
  - 20.5.3. Crossmedia and Interactions
- 20.6. Display Advertising, Rich Media and Viral Publicity
  - 20.6.1. Media, Formats and Supports
  - 20.6.2. Conversion Funnel
  - 20.6.3. Buzz Marketing and WOM
- 20.7. Mobile Marketing, Geo-Localization and Internet TV
  - 20.7.1. New Mobile Marketing Applications
  - 20.7.2. Geo-Localization
  - 20.7.3. Applications which Integrate Websites, Geotagging and Mobile
- 20.8. Advertising Effectiveness
  - 20.8.1. Research Techniques and Tracking Campaigns
  - 20.8.2. Coverage and Effective Frequency Analysis
  - 20.8.3. Notoriety and Time Distribution Patterns of Advertising Pressure

## Module 21. Communication Company Management

- 21.1. The Industries of Communication
  - 21.1.1. Mediamorphosis
  - 21.1.2. Digital Transformation
  - 21.1.3. Cybermedia
- 21.2. Legal and Economic Structure of Communication Enterprises
  - 21.2.1. Individual Entrepreneur
  - 21.2.2. Trading Companies
  - 21.2.3. Media Conglomerates
- 21.3. Structure, Administration and Challenges of Management
  - 21.3.1. Departmental Structure in Communication Management
  - 21.3.2. Current Trends in Management Models
  - 21.3.3. Integration of Intangibles
  - 21.3.4. Communication Department Challenges

- 21.4. Strategic Analysis and Competitiveness Factors
  - 21.4.1. Analysis of the Competitive Environment
  - 21.4.2. Competitiveness Determinants
- 21.5. Business Ethics
  - 21.5.1. Ethical Conduct in the Company
  - 21.5.2. Deontology and Ethical Codes
  - 21.5.3. Fraud and Conflicts of Interest
- 21.6. The Importance of Marketing in Communication Companies
  - 21.6.1. Marketing Strategies in Traditional Media
  - 21.6.2. Impact of Social Networks on the Media Agenda
- 21.7. Strategic Thinking and Systems
  - 21.7.1. The Company as a System
  - 21.7.2. Strategic Thinking Derived from Corporate Culture
  - 21.7.3. The Strategic Approach From a People Management Perspective
- 21.8. Branding
  - 21.8.1. The Brand and Its Functions
  - 21.8.2. Brand Creation (Branding)
  - 21.8.3. Brand Architecture
- 21.9. Creative Strategy Formulation
  - 21.9.1. Explore Alternative Strategies
  - 21.9.2. Counterbriefing or Creative Briefing
  - 21.9.3. Branding and Positioning
- 21.10. Design of a Crisis Manual/Crisis Communication Plan
  - 21.10.1. Preventing the Crisis
  - 21.10.2. Managing Crisis Communication
  - 21.10.3. Recovering from the Crisis

## Module 22. Communication Methods

- 22.1. Introduction to the Media
  - 22.1.1. What Is the Media?
  - 22.1.2. Characteristics of the Media
  - 22.1.3. Media Utility
- 22.2. Press
  - 22.2.1. Introduction and Brief History of the Media
  - 22.2.2. Main Features
  - 22.2.3. From Paper to Digital
- 22.3. Radio
  - 22.3.1. Introduction and Brief History of the Media
  - 22.3.2. Main Features
- 22.4. Television
  - 22.4.1. Introduction and Brief History of the Media
  - 22.4.2. Traditional Television
  - 22.4.3. New Forms of Television Consumption
- 22.5. Social Networks as a Means of Communication
  - 22.5.1. The Network as a New Communication Environment
  - 22.5.2. Communicative Possibilities of Social Networks
- 22.6. New Platforms and Devices
  - 22.6.1. A Multi-Screen Environment
  - 22.6.2. Second Television Screens
  - 22.6.3. The Multitasker Consumer
- 22.7. Glocalization
  - 22.7.1. Local Media
  - 22.7.2. Proximity Journalism
- 22.8. Effects of the Media
  - 22.8.1. Efficiency of Commercial and Advertising Communication
  - 22.8.2. Theories on the Effects of the Media
  - 22.8.3. Social and Co-Creation Models
- 22.9. Media Convergence
  - 22.9.1. A New Media Ecosystem
  - 22.9.2. Convergence Culture
- 22.10. User-Generated Content
  - 22.10.1. From Consumer to Prosumer
  - 22.10.2. Participatory Culture
  - 22.10.3. Collective Intelligence

**Module 23. Information Product Management**

- 23.1. Information Product Definition
  - 23.1.1. Concept
  - 23.1.2. Features
  - 23.1.3. Types
- 23.2. Information Product Development Process
  - 23.2.1. Phases of Information Production
  - 23.2.2. Agenda Setting
- 23.3. Strategies for Launching New Information Products
  - 23.3.1. Tangible Strategies
  - 23.3.2. Intangible Strategies
  - 23.3.3. Product Portfolio Strategy
- 23.4. Competitor Strategy Study
  - 23.4.1. Benchmarking
  - 23.4.2. Types of Benchmarking
  - 23.4.3. Advantages
- 23.5. Information Product Portfolio Innovation Process
  - 23.5.1. Transmedia Narratives
  - 23.5.2. Fan Phenomenon
- 23.6. Innovation in Strategic Positioning
  - 23.6.1. Gamification
  - 23.6.2. New Narrative World
- 23.7. Journalistic Documentation
  - 23.7.1. Essential Guides to Cultural Journalism Documentation
  - 23.7.2. Historical Documentation
  - 23.7.3. Current Documentation
  - 23.7.4. The Raging News
- 23.8. Designing and Planning an Online Reputation Plan
  - 23.8.1. Brand Reputation Plan
  - 23.8.2. General Metrics, ROI and Customer Relationship Management
  - 23.8.3. Online Crisis and Reputational SEO

- 23.9. The Importance of Communication in Today's Organizations
  - 23.9.1. Mechanisms and Systems for Communication with the Media
  - 23.9.2. Errors in Organizational Communication
- 23.10. Inbound Marketing
  - 23.10.1. Effective Inbound Marketing
  - 23.10.2. The Benefits of Inbound Marketing
  - 23.10.3. Measuring the Success of Inbound Marketing

**Module 24. Market and Communication Environments**

- 24.1. Company's Macro-Environment
  - 24.1.1. Concept of Macro-Environment
  - 24.1.2. Macro-Environment Variables
- 24.2. Company's Micro-Environment
  - 24.2.1. Approach to the Concept of Micro-Environment
  - 24.2.2. Actors in the Micro-Environment
- 24.3. New Competitive Environment
  - 24.3.1. Technological Innovation and Economic Impact
  - 24.3.2. Knowledge Society
  - 24.3.3. The New Consumer Profile
- 24.4. Knowing the Market and the Consumer
  - 24.4.1. Open Innovation
  - 24.4.2. Competitive Intelligence
  - 24.4.3. Competitive Economy
- 24.5. Developing the Marketing Plan
  - 24.5.1. Marketing Plan Concept
  - 24.5.2. Situation Analysis and Diagnosis
  - 24.5.3. Strategic Marketing Decisions
  - 24.5.4. Operating Marketing Decisions
- 24.6. Market Segmentation
  - 24.6.1. Market Segmentation Concept
  - 24.6.2. Utility and Segmentation Requirements
  - 24.6.3. Consumer Market Segmentation
  - 24.6.4. Industrial Market Segmentation
  - 24.6.5. Segmentation Strategies
  - 24.6.6. Segmentation Based on Marketing Mix Criteria

- 24.7. Competitive Positioning
  - 24.7.1. Positioning Concept on the Market
  - 24.7.2. The Positioning Process
- 24.8. Commercial Segmentation
  - 24.8.1. Analysis of Distribution Channels, Sales Areas and Products
  - 24.8.2. Preparing Commercial Areas
  - 24.8.3. Implementing the Visiting Plan
- 24.9. Corporate Social Responsibility
  - 24.9.1. Social Commitment
  - 24.9.2. Sustainable Organizations
  - 24.9.3. Business Ethics

## Module 25. Advertising Language

- 25.1. Thinking and Writing: Definition
  - 25.1.1. Definition of Copywriting
  - 25.1.2. Historical Background of Advertising Copywriting and Phases of Professionalization
- 25.2. Copywriting and Creativity
  - 25.2.1. Conditions of the Copywriting Process
  - 25.2.2. Linguistic Competence
  - 25.2.3. Functions of the Copywriter
  - 25.2.4. Definition of the Functions of the Copywriter
- 25.3. The Principle of Coherence and Campaign Conceptualization
  - 25.3.1. The Principle of Campaign Unity
  - 25.3.2. The Creative Team
  - 25.3.3. The Conceptualization Process: Hidden Creativity
  - 25.3.4. What Is a Concept?
  - 25.3.5. Applications of the Conceptualization Process
  - 25.3.6. The Advertising Concept
  - 25.3.7. Utility and Advantages of the Advertising Concept
- 25.4. Advertising and Rhetoric
  - 25.4.1. Copywriting and Rhetoric
  - 25.4.2. Placing Rhetoric
  - 25.4.3. The Phases of Rhetoric
    - 25.4.3.1. Advertising Discourse and Classical Rhetorical Discourse
    - 25.4.3.2. Topoi and Reason Why as Argumentation
- 25.5. Fundamentals and Characteristics of Copywriting
  - 25.5.1. Correction
  - 25.5.2. Adaptation
  - 25.5.3. Efficiency
  - 25.5.4. Characteristics of Copywriting
    - 25.5.4.1. Morphological: Nominalization
    - 25.5.4.2. Syntax: Deconstructing
    - 25.5.4.3. Graphics: Emphatic Punctuation
- 25.6. Argumentation Strategies
  - 25.6.1. Description
  - 25.6.2. The Enthymeme
  - 25.6.3. Narration
  - 25.6.4. Intertextuality
- 25.7. Styles and Slogans in Copywriting
  - 25.7.1. The Length of the Sentence
  - 25.7.2. The Styles
  - 25.7.3. The Slogan
  - 25.7.4. A Phrase of Wartime Origin
  - 25.7.5. The Characteristics of the Slogan
  - 25.7.6. The Elocution of the Slogan
  - 25.7.7. The Forms of the Slogan
  - 25.7.8. The Functions of the Slogan
- 25.8. Principles of Applied Copywriting and the Reason Why+USP Pairing
  - 25.8.1. Rigor, Clarity, Accuracy
  - 25.8.2. Synthesis and Simplicity
  - 25.8.3. Advertising Text Constraints
  - 25.8.4. Application of the Reason Why + USP Pairing

- 25.9. Copywriting in Conventional and Non-Conventional Media
  - 25.9.1. The Division Above-the-Line/Below-the-Line
  - 25.9.2. Integration: Overcoming the ATL- BTL Controversy
  - 25.9.3. Television Copywriting
  - 25.9.4. Radio Copywriting
  - 25.9.5. Press Copywriting
  - 25.9.6. Copywriting for Outdoor Media
  - 25.9.7. Copywriting in Non-Conventional Media
  - 25.9.8. Direct Marketing Copywriting
  - 25.9.9. Interactive Media Copywriting
- 25.10. Criteria for the Evaluation of an Advertising Text and Other Writing Cases
  - 25.10.1. Classical Models of Advertising Analysis
  - 25.10.2. Impact and Relevance
  - 25.10.3. The Writer's Checklist
  - 25.10.4. Translation and Adaptation of Advertising Texts
  - 25.10.5. New Technologies, New Languages
  - 25.10.6. Writing in Web 2.0
  - 25.10.7. Naming, Guerrilla Advertising and Other Copywriting Cases

## Module 26. Creativity in Communication

- 26.1. To Create Is to Think
  - 26.1.1. The Art of Thinking
  - 26.1.2. Creative Thinking and Creativity
  - 26.1.3. Thought and Brain
  - 26.1.4. The Lines of Research on Creativity: Systematization
- 26.2. Nature of the Creative Process
  - 26.2.1. Nature of Creativity
  - 26.2.2. The Notion of Creativity: Creation and Creativity
  - 26.2.3. The Creation of Ideas for Persuasive Communication
  - 26.2.4. Nature of the Creative Process in Advertising
- 26.3. The Invention
  - 26.3.1. Evolution and Historical Analysis of the Creation Process
  - 26.3.2. Nature of the Classical Canon of Invention
  - 26.3.3. The Classical View of Inspiration in the Origin of Ideas
  - 26.3.4. Invention, Inspiration, Persuasion
- 26.4. Rhetoric and Persuasive Communication
  - 26.4.1. Rhetoric and Advertising
  - 26.4.2. The Rhetorical Parts of Persuasive Communication
  - 26.4.3. Rhetorical Figures
  - 26.4.4. Rhetorical Laws and Functions of Advertising Language
- 26.5. Creative Behavior and Personality
  - 26.5.1. Creativity as a Personal Characteristic, as a Product and as a Process
  - 26.5.2. Creative Behavior and Motivation
  - 26.5.3. Perception and Creative Thinking
  - 26.5.4. Elements of Creativity
- 26.6. Creative Skills and Abilities
  - 26.6.1. Thinking Systems and Models of Creative Intelligence
  - 26.6.2. Three-Dimensional Model of the Structure of the Intellect According to Guilford
  - 26.6.3. Interaction Between Factors and Intellectual Capabilities
  - 26.6.4. Creative Skills
  - 26.6.5. Creative Capabilities
- 26.7. The Phases of the Creative Process
  - 26.7.1. Creativity as a Process
  - 26.7.2. The Phases of the Creative Process
  - 26.7.3. The Phases of the Creative Process in Advertising
- 26.8. Troubleshooting
  - 26.8.1. Creativity and Problem Solving
  - 26.8.2. Perceptual Blocks and Emotional Blocks
  - 26.8.3. Invention Methodology: Programs and Creative Methods
- 26.9. The Methods of Creative Thinking
  - 26.9.1. The Brainstorming as a Model for the Creation of Ideas
  - 26.9.2. Vertical Thinking and Lateral Thinking
- 26.10. Creativity and Advertising Communication
  - 26.10.1. The Creative Process as a Specific Product of Advertising Communication
  - 26.10.2. Nature of the Creative Process in Advertising: Creativity and Process of Advertising Creation
  - 26.10.3. Methodological Principles and Effects of Advertising Creation
  - 26.10.4. Advertising Creation: From Problem to Solution
  - 26.10.5. Creativity and Persuasive Communication

## Module 27. Creative Advertising I: Copywriting

- 27.1. Writing Concept
  - 27.1.1. Writing and Editing
- 27.2. Fundamentals of Copywriting
  - 27.2.1. Correction
  - 27.2.2. Adaptation
  - 27.2.3. Efficiency
- 27.3. Characteristics of Copywriting
  - 27.3.1. Nominalization
  - 27.3.2. Destructuring
- 27.4. Text and Image
  - 27.4.1. From Text to Image
  - 27.4.2. Text Functions
  - 27.4.3. Image Functions
  - 27.4.4. Relationship Between Text and Imaging
- 27.5. Brand and Slogan
  - 27.5.1. The Brand
  - 27.5.2. Brand Characteristics
  - 27.5.3. The Slogan
- 27.6. Press Advertising: The Long-Format Advertisement
  - 27.6.1. Newspapers and Magazines
  - 27.6.2. Superstructure
  - 27.6.3. Formal Characteristics
  - 27.6.4. Editorial Characteristics
- 27.7. Press Advertising: Other Formats
  - 27.7.1. Word Advertisements
  - 27.7.2. Superstructure
  - 27.7.3. The Claim
  - 27.7.4. Superstructure
- 27.8. Outdoor Advertising
  - 27.8.1. Formats
  - 27.8.2. Formal Characteristics
  - 27.8.3. Editorial Characteristics

- 27.9. Radio Advertising
  - 27.9.1. Radio Language
  - 27.9.2. The Radio Spot
  - 27.9.3. Superstructure
  - 27.9.4. Wedge Types
  - 27.9.5. Formal Characteristics
- 27.10. Audiovisual Advertising
  - 27.10.1. The Image
  - 27.10.2. The Text
  - 27.10.3. Music and Sound Effects
  - 27.10.4. Advertising Formats
  - 27.10.5. The Script
  - 27.10.6. The Storyboard

## Module 28. Creative Advertising II: Art Management

- 28.1. Subjects and Object of Advertising Graphic Design
  - 28.1.1. Related Professional Profiles
  - 28.1.2. Academic Context and Competencies
  - 28.1.3. Advertiser and Agency
  - 28.1.4. Creative Direction and Creative Idea
  - 28.1.5. Art Direction and Formal Idea
- 28.2. The Role of the Art Director
  - 28.2.1. What is Art Direction?
  - 28.2.2. How Art Direction Works?
  - 28.2.3. The Creative Team
  - 28.2.4. The Role of the Art Director
- 28.3. Fundamentals of Advertising Graphic Design
  - 28.3.1. Design Concepts and Design Standards
  - 28.3.2. Trends and Styles
  - 28.3.3. Design Thinking, Process and Management
  - 28.3.4. Scientific Metaphor

- 28.4. Methodology of Advertising Graphics
  - 28.4.1. Graphic Creativity
  - 28.4.2. Design Process
- 28.5. Graphic Strategy
  - 28.5.1. Formal Apprehension
  - 28.5.2. Graphic Message
- 28.6. Graphic Architecture
  - 28.6.1. Typometry
  - 28.6.2. Graphic Spaces
  - 28.6.3. Reticle
  - 28.6.4. Pagination Standards
- 28.7. Final Arts
  - 28.7.1. Processes and Systems
- 28.8. Creation of Advertising Graphic Supports
  - 28.8.1. Publigrphy
  - 28.8.2. Organizational Visual Image (OVI)
  - 28.8.3. Graphic Advertisements
  - 28.8.4. *Packaging*
  - 28.8.5. Websites
- 28.9. Fundamentals of Video Editing
  - 28.10. Tools of Video Editing

## Module 29. Corporate Identity

- 29.1. The Importance of Image in Businesses
  - 29.1.1. What Is Corporate Image?
  - 29.1.2. Differences between Corporate Identity and Corporate Image
  - 29.1.3. Where Can the Corporate Image Be Manifested?
  - 29.1.4. Situations of Corporate Image Change. Why Get a Good Corporate Image?
- 29.2. Research Techniques in Corporate Image
  - 29.2.1. Introduction
  - 29.2.2. The Study of the Company's Image
  - 29.2.3. Corporate Image Research Techniques
  - 29.2.4. Qualitative Image Study Techniques
  - 29.2.5. Types of Quantitative Techniques

- 29.3. Image Audit and Strategy
  - 29.3.1. What Is Image Auditing?
  - 29.3.2. Guidelines
  - 29.3.3. Audit Methodology
  - 29.3.4. Strategic Planning
- 29.4. Corporate Culture
  - 29.4.1. What Is Corporate Culture?
  - 29.4.2. Factors Involved in Corporate Culture
  - 29.4.3. Functions of Corporate Culture
  - 29.4.4. Types of Corporate Culture
- 29.5. Corporate Social Responsibility and Corporate Reputation
  - 29.5.1. CSR: Concept and Application of the Company
  - 29.5.2. Guidelines for Integrating CSR into Businesses
  - 29.5.3. CSR Communication
  - 29.5.4. Corporate Reputation
- 29.6. Examples of the Internationally Most Relevant Corporate Identities
- 29.7. Brand Image and Positioning
  - 29.7.1. The Origins of Trademarks
  - 29.7.2. What Is a Brand?
  - 29.7.3. The Need to Build a Brand
  - 29.7.4. Brand Image and Positioning
  - 29.7.5. The Value of Brands
- 29.8. Image Management through Crisis Communication
  - 29.8.1. Strategic Communication Plan
  - 29.8.2. When It All Goes Wrong: Crisis Communication
  - 29.8.3. Cases
- 29.9. The Influence of Promotions on Corporate Image
  - 29.9.1. The New Advertising Industry Landscape
  - 29.9.2. Promotional Marketing
  - 29.9.3. Features
  - 29.9.4. Dangers
  - 29.9.5. Promotional Types and Techniques

## Module 30. Public Opinion

- 30.1. The Concept of Public Opinion
  - 30.1.1. Introduction
  - 30.1.2. Public Opinion as an Individual and Collective Phenomenon
  - 30.1.3. Public Opinion as a Rational Phenomenon and as a Form of Social Control
  - 30.1.4. Phases in the Growth of Public Opinion as a Discipline
  - 30.1.5. The 20th Century: The Century of Public Opinion
  - 30.1.6. Main Public Concerns that Maintain It as a Discipline
- 30.2. Theoretical Framework of Public Opinion
  - 30.2.1. Main Orientations and Perspectives of the Discipline of Public Opinion in the 20th Century
  - 30.2.2. 20th Century Authors: Robert E. Park and the Spatial Conception of Public Opinion
  - 30.2.3. Walter Lippmann: Biased Public Opinion
  - 30.2.4. Jürgen Habermas: Political-Valuative Perspective
  - 30.2.5. Niklas Luhmann: Public Opinion as a Communicative Modality
- 30.3. Social Psychology and Public Opinion
  - 30.3.1. Introduction: Psychosociological Characteristics and Public Opinion
  - 30.3.2. Psychosocial Variables in the Relationship of Persuasive Entities with Their Public
  - 30.3.3. Adaptation of Public Opinion to Persuasive Messages: Conformism Conformism
- 30.4. Media Influence Models
  - 30.4.1. Types of "Effects" of the Media
  - 30.4.2. Research on Media Effects
  - 30.4.3. The Return to Media Power (Models from 1970 Onwards)
- 30.5. Public Opinion and Political Communication
  - 30.5.1. Introduction: Public Opinion and Political Communication
  - 30.5.2. Electoral Political Communication. Propaganda
  - 30.5.3. Government Political Communication
- 30.6. Public Opinion and Elections
  - 30.6.1. Do Election Campaigns Influence Public Opinion?
  - 30.6.2. The Effect of the Media in Election Campaigns as a Reinforcement of Opinions Treatment Plants: The Theory of Selective Exposure

- 30.6.3. Bandwagon and Underdog Effects
- 30.6.4. The Perception of Media Influence on Others: The Effects of the Third Person
- 30.6.5. The Influence of Electoral Debates and Television Commercials
- 30.7. Government and Public Opinion
  - 30.7.1. Introduction
  - 30.7.2. Representatives and their Constituents
  - 30.7.3. Political Parties and Public Opinion
  - 30.7.4. Public Policies as an Expression of the Government's Action
- 30.8. The Political Intermediation of the Press
  - 30.8.1. Introduction
  - 30.8.2. Journalists as Political Intermediaries
  - 30.8.3. Dysfunctions of Journalistic Intermediation
  - 30.8.4. Reliance on Journalists as Intermediaries
- 30.9. Public Sphere and Emerging Models of Democracy
  - 30.9.1. Introduction: The Democratic Public Sphere
  - 30.9.2. The Public Sphere in the Information Society
  - 30.9.3. Emerging Models of Democracy
- 30.10. Methods and Techniques for Public Opinion Research
  - 30.10.1. Introduction
  - 30.10.2. Opinion Polls
  - 30.10.3. Quantitative Content Analysis
  - 30.10.4. The In-Depth Interview
  - 30.10.5. Focus Groups

## Module 31. Integrated Marketing Communication

- 31.1. Below the Line Advertising
  - 31.1.1. Introduction
  - 31.1.2. Importance
  - 31.1.3. Advantages
  - 31.1.4. Disadvantages
  - 31.1.5. Channels of Use and Strategies
  - 31.1.6. Differences with Above the Line

- 31.1.7. Combining Below the Line + Above the Line
- 31.1.8. Marketing Strategy
- 31.1.9. Steps for the Creation and Development of Advertising
- 31.2. Direct and Interactive Marketing
  - 31.2.1. Direct Marketing
  - 31.2.2. Interactive Marketing
  - 31.2.3. Combination of Direct and Interactive Marketing
  - 31.2.4. Features
  - 31.2.5. Objectives
  - 31.2.6. Variable Mix
  - 31.2.7. Main Channels
  - 31.2.8. Advantages
  - 31.2.9. Disadvantages
- 31.3. Point-of-Sale Marketing Techniques
  - 31.3.1. What Is Point-of-Sale Marketing?
  - 31.3.2. Objectives
  - 31.3.3. Techniques
  - 31.3.4. Advantages
  - 31.3.5. Disadvantages
  - 31.3.6. Types of Purchases by Consumer
  - 31.3.7. Types of Merchandising
- 31.4. Importance of Public Relations
  - 31.4.1. Importance
  - 31.4.2. Functions
  - 31.4.3. Main Components
  - 31.4.4. Advantages
  - 31.4.5. Disadvantages
  - 31.4.6. Campaign Process
- 31.5. Branded Entertainment Marketing Trends
  - 31.5.1. Features
  - 31.5.2. Available Formats
  - 31.5.3. Advantages
  - 31.5.4. Differences with Conventional Advertising
  - 31.5.5. Differences with Content Marketing?
  - 31.5.6. Trends
- 31.6. Digital Communication Strategy
  - 31.6.1. Importance
  - 31.6.2. Objectives
  - 31.6.3. Steps in Their Creation
  - 31.6.4. Typology
  - 31.6.5. Advantages
  - 31.6.6. Disadvantages
  - 31.6.7. Why Develop a Digital Communication Strategy?
- 31.7. Digital Communication Metrics
  - 31.7.1. Importance
  - 31.7.2. Types
  - 31.7.3. Advantages
- 31.8. Importance of Social Networks
  - 31.8.1. What Are Social Networks?
  - 31.8.2. Types
  - 31.8.3. Advantages
  - 31.8.4. Disadvantages at the Corporate and Personal Level
  - 31.8.5. Designing a Social Media Strategy
  - 31.8.6. Importance
- 31.9. Effective Segmentation and Social Media Tools
  - 31.9.1. Concept of Segmentation
  - 31.9.2. Segmentation Objectives
  - 31.9.3. What Is Achieved by Audience Segmentation
  - 31.9.4. Advantages of Segmentation
  - 31.9.5. How to Perform Segmentation
- 31.10. Advantages of Mobile Marketing
  - 31.10.1. Concept of Mobile Marketing
  - 31.10.2. Importance of Mobile Marketing
  - 31.10.3. Types of Mobile Marketing Campaigns
  - 31.10.4. Disadvantages of Mobile Marketing
  - 31.10.5. How to Achieve an Effective Mobile Marketing Strategy

## Module 32. Lobbying and Persuasion

- 32.1. Introduction to Lobbying
  - 32.1.1. Public Affairs Strategies
- 32.2. The Lobbyist
  - 32.2.1. A Day in the Life of a Professional Lobbyist
  - 32.2.2. Lobbyist, Vocation or Training
  - 32.2.3. Ten Qualities of a Good Lobbyist
- 32.3. The Basics of Lobbying
  - 32.3.1. Mobilization in Digital Environments
  - 32.3.2. Clients
- 32.4. Lobbying in Small Businesses
- 32.5. Study Cases
  - 32.5.1. Case Studies The Case of Foropp
  - 32.5.2. A Success Story: Introduction to Hybrid Technology
- 32.6. Lobbying Strategies
  - 32.6.1. A View of Lobbies from the Pre-Legislative Administration
  - 32.6.2. The Butterfly Effect
  - 32.6.3. Light and Stenographers
- 32.7. Lobbies in the Media
  - 32.7.1. Lobbying on the Internet and Social Media
  - 32.7.2. Social Networks Most Used by the Lobbies
  - 32.7.3. Lobbies in Conventional Media
- 32.8. Types of Groups
  - 32.8.1. Opinion Groups
  - 32.8.2. Stakeholders
  - 32.8.3. Power Groups
- 32.9. Types of Lobbying
  - 32.9.1. According to their Organizational Aspect
  - 32.9.2. According to their Legal Nature
  - 32.9.3. According to Their Goals, Objectives and Interests

## 32.10. Positive and Negative Aspects of the Lobby

- 32.10.1. Positive Aspects
- 32.10.2. Negative Aspects
- 32.10.3. Lobbyists' Vision

## Module 33. Research in Digital Media

- 33.1. The Scientific Method and Its Techniques
  - 33.1.1. Scientific Method and Methodological Techniques
  - 33.1.2. Research Design and Phases
  - 33.1.3. Basic Rules for Bibliographic Selection, Verification, Citation and Referencing
  - 33.1.4. Research Approaches and Perspectives
  - 33.1.5. Ethical and Deontological Standards
- 33.2. Measurable Aspects: Quantitative Method
  - 33.2.1. Quantitative Techniques
  - 33.2.2. The Survey: Design and Procedures
  - 33.2.3. Types of Surveys
  - 33.2.4. Preparation of the Questionnaire
  - 33.2.5. Field Work and Presentation of Results
- 33.3. Measurable Aspects: Qualitative Method
  - 33.3.1. Qualitative Techniques
  - 33.3.2. Individual Interviews and Their Typology
  - 33.3.3. Life History
  - 33.3.4. The Group Interview and Its Variants: Focus Groups
  - 33.3.5. Other Conversational Techniques: Philips 66, Brainstorming, Delphi, Participatory Intervention Cores, Problem and Solution Trees
  - 33.3.6. Participatory – Action Research
- 33.4. Revealing Communicative Behaviors and Interactions: Observation and Its Variants
  - 33.4.1. Observation as a Scientific Method
  - 33.4.2. The Procedure: Planning Systematic Observation
  - 33.4.3. Different Types of Observation
  - 33.4.4. Online Observation: Virtual Ethnography
- 33.5. Revealing the Content of Messages: Content and Discourse Analysis
  - 33.5.1. Introduction to Quantitative Content Analysis
  - 33.5.2. Sample Selection and Category Design
  - 33.5.3. Data Processing

- 33.5.4. Critical Discourse Analysis
- 33.5.5. Other Techniques for the Analysis of Media Texts
- 33.6. Knowing the Reactions: Experiment in Communication
  - 33.6.1. Introduction to Experiments
  - 33.6.2. What is an Experiment in Communication
  - 33.6.3. Experimentation and Its Types
  - 33.6.4. The Practical Design of the Experiment
- 33.7. Digital Information
  - 33.7.1. Problems and Methodological Proposals
  - 33.7.2. The Online Press: Characteristics and Approach to Its Analysis
- 33.8. The Internet as an Object of Study: Criteria for Evaluating the Quality and Reliability of Its Content
  - 33.8.1. The Internet as an Object of Study
  - 33.8.2. Criteria for Evaluating the Quality and Reliability of Content on the Internet
- 33.9. Research on the Internet and Digital Platforms
  - 33.9.1. Searching and Browsing in the Online Environment
  - 33.9.2. Approach to Research on Digital Formats: Blogs
  - 33.9.3. Approach to Social Network Research Methods
  - 33.9.4. Hyperlink Research
- 33.10. Research Trends in Communication
  - 33.10.1. Introduction to the Contemporary Environment of Research in Communication
  - 33.10.2. The Readaptation of the Classic Objects of Communication Research
  - 33.10.3. The Emergence of New Research Objects
  - 33.10.4. Towards Interdisciplinarity and Methodological Hybridization

## Module 34. Advertising Law

- 34.1. Basic Notions of the Advertising Law
  - 34.1.1. Concept and Emergence of the Law of Advertising
  - 34.1.2. Subjects of the Advertising Relationship
  - 34.1.3. Personality Rights
  - 34.1.4. Advertising Work, Intellectual and Industrial Property
  - 34.1.5. Other Forms of Protection of Advertising Work

- 34.2. Sources of Advertising Law
  - 34.2.1. Legal System and Rules
  - 34.2.2. Sources of Advertising Law
  - 34.2.3. Limits to the Effectiveness of Rules
- 34.3. Unfair Advertising
  - 34.3.1. Misleading Advertising
  - 34.3.2. Unfair Advertising
  - 34.3.3. Covert Advertising
  - 34.3.3. Aggressive Advertising
  - 34.3.4. Comparative Advertising
- 34.4. Advertising Agreement
  - 34.4.1. Legal Regime
  - 34.4.2. Birth of the Contract
  - 34.4.3. Ineffectiveness
  - 34.4.4. Noncompliance
  - 34.4.5. Common Provisions Specific to Advertising Agreements
- 34.5. The Advertising Creation Agreement
  - 34.5.1. Concept
  - 34.5.2. Characters
  - 34.5.3. Content
  - 34.5.4. Noncompliance
  - 34.5.5. Extinction
- 34.6. The Advertising Broadcasting Agreement
  - 34.6.1. Concept
  - 34.6.2. Characters
  - 34.6.3. Content
  - 34.6.4. Noncompliance
  - 34.6.5. Extinction

- 34.8. The Sponsorship Agreement
  - 34.8.1. Concept
  - 34.8.2. Characters
  - 34.8.3. Content
  - 34.8.4. Noncompliance
  - 34.8.5. Extinction
- 34.9. Advertising Ethics and Self-Regulation
  - 34.9.1. Advertising Deontology: Concept, Purpose and Value of Codes of Conduct
  - 34.9.2. Self Control
- 34.10. The Importance of Advertising and the Need for Its Regulation
  - 34.10.1. The Alternative to Self-Regulation
  - 34.10.2. Benefits and Advantages of Self-Regulation
  - 34.10.3. The Current Status of Self-Regulation





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*The interactive summaries of each Module will allow you to consolidate in a dynamic way the concepts related to the Psychology of Communication”*

04

# Teaching Objectives

With this Advanced Master's Degree in Senior Management of Comprehensive Corporate Communications at TECH, professionals will become strategic leaders capable of efficiently managing the information processes of organizations. In line with this, students will acquire advanced skills to manage crisis situations efficiently, ensuring the protection of the reputation of institutions. Likewise, experts will design highly original advertising campaigns, thus connecting with the minds of consumers. In addition, they will handle technological tools such as Big Data to optimize strategic decision-making based on the analysis of large volumes of data.





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*You will implement technological solutions that improve the reach and efficiency of Corporate Communications on different platforms such as social networks”*



## General Objectives

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- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies for making decisions in a complex and unstable environment
- ♦ Define the best way to manage the company's Human Resources, achieving a better performance
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately
- ♦ Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up
- ♦ Acquire the necessary knowledge to communicate adequately in all areas, channels and networks, using the appropriate languages for each communication style
- ♦ Learn to manage organizational and corporate communications in times of crisis.
- ♦ Perform appropriate communication advertising using the most advanced digital tools
- ♦ Understand the main debates and media events arising from the current situation and how they are generated and disseminated according to communicative strategies
- ♦ Relate advertising and public relations in a coherent manner with other social and human sciences
- ♦ Use informative and communicative technologies and techniques, in the different media or combined and interactive media systems
- ♦ Have the ability to analyze, process, interpret, elaborate and structure digital communication
- ♦ Encourage creativity and persuasion through different media and communication media.



*You will study at your own pace, with updated content and dynamic resources. What are you waiting for to boost your professional future? Join the world's largest online university according to Forbes now”*



## Specific Objectives

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

- ◆ Develop responsible leadership skills, integrating ethical and sustainability principles into business decision making
- ◆ Train in the implementation of social responsibility policies that contribute to the wellbeing of the community and the environment

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

- ◆ Delve into the creation and execution of business strategies improve organizational performance
- ◆ Develop skills in team management and key decision making in senior management

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

- ◆ Acquire skills to manage and develop human talent in the organization
- ◆ Encourage the development of effective policies and practices for attracting, retaining and motivating employees

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

- ◆ Be able to make strategic economic and financial decisions, optimizing the organization's resources
- ◆ Delve into financial planning and the management of economic risks affecting the company

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

- ◆ Perform efficient management of a company's logistics and operational processes
- ◆ Develop skills in supply chain optimization, with a focus on cost reduction and efficiency improvement

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

- ♦ Implement and manage information technologies that boost organizational competitiveness
- ♦ Investigate the strategic management of information systems as a key support for business decision making

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

- ♦ Design and implement commercial and marketing strategies that align the business offer with market demands
- ♦ Train in the effective management of Corporate Communication in order to improve the image of the brand

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

- ♦ Acquire skills to conduct market research to guide commercial decisions
- ♦ Delve into the management of advertising and commercial activities oriented to maximize revenues and strengthen the brand

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

- ♦ Promote the development of competencies to lead innovative projects that improve business processes and organizational competitiveness
- ♦ Train in project management from planning to execution, ensuring alignment with strategic objectives

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

- ♦ Develop management skills at the executive level, focused on decision making and oversight of organizational processes
- ♦ Lead multidisciplinary teams and ensure efficient performance aligned with the business vision

### **Module 11. Social Communication Theory**

- ♦ Have a theoretical framework on Social Communication and its impact on society
- ♦ Analyze the processes and actors involved in the production and dissemination of messages in Social Communication

### **Module 12. Introduction to Communication Psychology**

- ♦ Acquire a basic understanding of the psychological processes involved in human communication
- ♦ Examine how psychological factors influence the perception and understanding of communicative messages

### **Module 13. Fundamentals of Communication in the Digital Environment**

- ♦ Apply innovative and effective communication strategies in digital environments and social networks
- ♦ Manage digital tools that improve interaction with online audiences

### **Module 14. Written Communication**

- ♦ Improve writing skills and written expression in various professional contexts
- ♦ Train in the preparation of reports, memories and contents that communicate clear messages

### **Module 15. Structure of Communication**

- ♦ Develop skills to identify and analyze the structural components of communication in different contexts
- ♦ Be able to convey messages clearly and coherently on different platforms

**Module 16. Business Strategy**

- ♦ Implement business strategies that ensure the sustainability and growth of the organization
- ♦ Perform strategic diagnostics and make decisions aligned with the company's objectives

**Module 17. Corporate Communication, Brand Strategy and Reputation**

- ♦ Develop skills in corporate communication management to strengthen the company's brand image and reputation
- ♦ Address the implementation of communication strategies that reinforce corporate identity and values

**Module 18. Management Aspects of Corporate Communication**

- ♦ Delve into the key aspects of Corporate Communication from a managerial perspective
- ♦ Lead the Corporate Communication department and manage its impact on the organization

**Module 19. Communication in Specialized Sectors**

- ♦ Delve into the adaptation of communication strategies to specific sectors such as health, technology or education
- ♦ Develop communication plans that respond to the particular needs of each sector

**Module 20. Institutional Marketing**

- ♦ Develop skills in the integration of Marketing and Communication strategies to achieve organizational objectives
- ♦ Create marketing campaigns using effective communication tools

**Module 21. Communication Company Management**

- ♦ Delve into the knowledge and skills necessary to manage communication companies effectively
- ♦ Train in the management of communication teams and in the implementation of strategies that generate value in the market

**Module 22. Communication Methods**

- ♦ Develop skills to manage the different means of communication in the company, ensuring its effectiveness in the transmission of messages
- ♦ Analyze the planning and execution of communication strategies involving traditional and digital media

**Module 23. Information Product Management**

- ♦ Delve into the management of news products, from production to distribution
- ♦ Ensure that news products are relevant, accurate and of interest to the audience

**Module 24. Market and Communication Environments**

- ♦ Delve into the identification of market environments and their relationship with communication strategies
- ♦ Be able to analyze markets and adapt communication strategies to the trends and needs of the environment

**Module 25. Advertising Language**

- ♦ Develop skills in the use of persuasive and attractive language for the creation of effective advertising campaigns
- ♦ Develop advertising messages that connect emotionally with the audience

**Module 26. Creativity in Communication**

- ◆ Encourage the development of creativity as a key tool in organizational and advertising communication
- ◆ Train in the generation of innovative ideas that improve the effectiveness of communication campaigns

**Module 27. Creative Advertising I: Copywriting**

- ◆ Develop skills in the creation of effective advertising copy that communicates the message clearly and attractively
- ◆ Manage copywriting techniques that capture the attention of the target audience and generate action

**Module 28. Creative Advertising II: Art Management**

- ◆ Delve into the artistic direction of advertising campaigns, ensuring coherence between the message and the visual image
- ◆ Design visual concepts that support and reinforce advertising communication

**Module 29. Corporate Identity**

- ◆ Create and manage a strong corporate identity that reflects both the company's values and mission
- ◆ Analyze the implementation of strategies that strengthen the image and consistency of the brand

**Module 30. Public Opinion**

- ◆ Delve into the analysis and management of public opinion, identifying the perceptions and attitudes of different social groups
- ◆ Manage public opinion through effective communication strategies





### **Module 31. Integrated Marketing Communication**

- ◆ Implement integrated marketing campaigns that combine various communication and marketing tactics
- ◆ Create strategies that ensure a consistent message across all communication channels

### **Module 32. Lobbying and Persuasion**

- ◆ Delve into the use of persuasion strategies to influence the opinion of pressure groups and other stakeholders
- ◆ Develop skills to manage the relationship with stakeholders through strategic communication

### **Module 33. Research in Digital Media**

- ◆ Delve into digital media research to better understand the dynamics of communication in online environments
- ◆ Develop skills in digital data analysis to improve communication strategies in digital platforms

### **Module 34. Advertising Law**

- ◆ Examine the legal regulations governing advertising and the protection of consumer rights
- ◆ Manage advertising campaigns in accordance with current laws and regulations

05

# Career Opportunities

Upon completion of this Advanced Master's Degree in Comprehensive Corporate Communications, professionals will have a solid understanding of effective communication strategies to strengthen the image and reputation of organizations. At the same time, graduates will design and implement integrated campaigns that align corporate objectives with the needs of the public. In this way, experts will enhance their career prospects and assume specialized roles such as Corporate Communication Director, Public Relations Manager or Communication Strategist.





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*You will master the most modern marketing strategies to promote brands and their products or services on different platforms such as social networks”*

### Graduate Profile

Graduates of the Advanced Master's Degree in Comprehensive Corporate Communications are highly qualified to develop and manage communication strategies that strengthen the image and reputation of organizations. They have a deep knowledge of the tools and methodologies of modern communication, necessary to design and implement integrated campaigns that respond to the needs of the target audience. In addition, you are prepared to lead multidisciplinary teams, coordinate with different departments and act as a bridge between the company, the media and the community, promoting effective and coherent communication.

*You will design communication plans to manage crisis situations, protecting the reputation of institutions.*

- ♦ **Communication Project Management:** A crucial skill is the ability to manage communication projects effectively, including time management, organization of resources and coordination of multidisciplinary teams
- ♦ **Strategic Thinking and Problem Solving:** Professionals develop the ability to apply strategic thinking to analyze communication situations, identify problems and generate creative solutions that align with business objectives
- ♦ **Digital Competence in Communication:** In the current context, it is essential that professionals handle digital tools to optimize communication strategies, from the use of social media management platforms to the implementation of emerging technologies such as artificial intelligence
- ♦ **Corporate Reputation Management:** Professionals develop skills to manage and protect the company's reputation, implementing public relations and crisis management strategies to ensure a positive image with stakeholders





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

- 1. Director of Corporate Communications:** Expert in managing an organization's internal and external communication of an organization, ensuring a coherent and positive image
- 2. Public Relations Manager:** Professional in charge of building and maintaining strategic relationships with media, stakeholders and the general public
- 3. Specialist in Digital Communication:** Focuses on developing and managing communication strategies on digital platforms, including social media and online marketing
- 4. Internal Communications Coordinator:** Responsible for designing and executing communication strategies within the organization to foster employee cohesion and engagement
- 5. Strategic Communication Consultant:** Advises companies in the development and implementation of communication plans aligned with their business objectives
- 6. Marketing and Communication Manager:** In charge of integrating marketing and communication strategies to promote the brand and its products or services
- 7. Branding Director:** Specialist in the creation and management of the brand identity, ensuring that all aspects of communication reflect the company's values and mission
- 8. Crisis Management Specialist:** Professional in charge of designing and executing communication plans to handle crisis situations, protecting the organization's reputation
- 9. Content Manager:** In charge of developing and managing strategic content for different communication channels, ensuring the coherence and effectiveness of the message
- 10. Corporate Events Manager:** Responsible for planning and executing events that strengthen communication and relationships with clients, partners or employees

06

# Study Methodology

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

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



“

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

## The student: the priority of all TECH programs

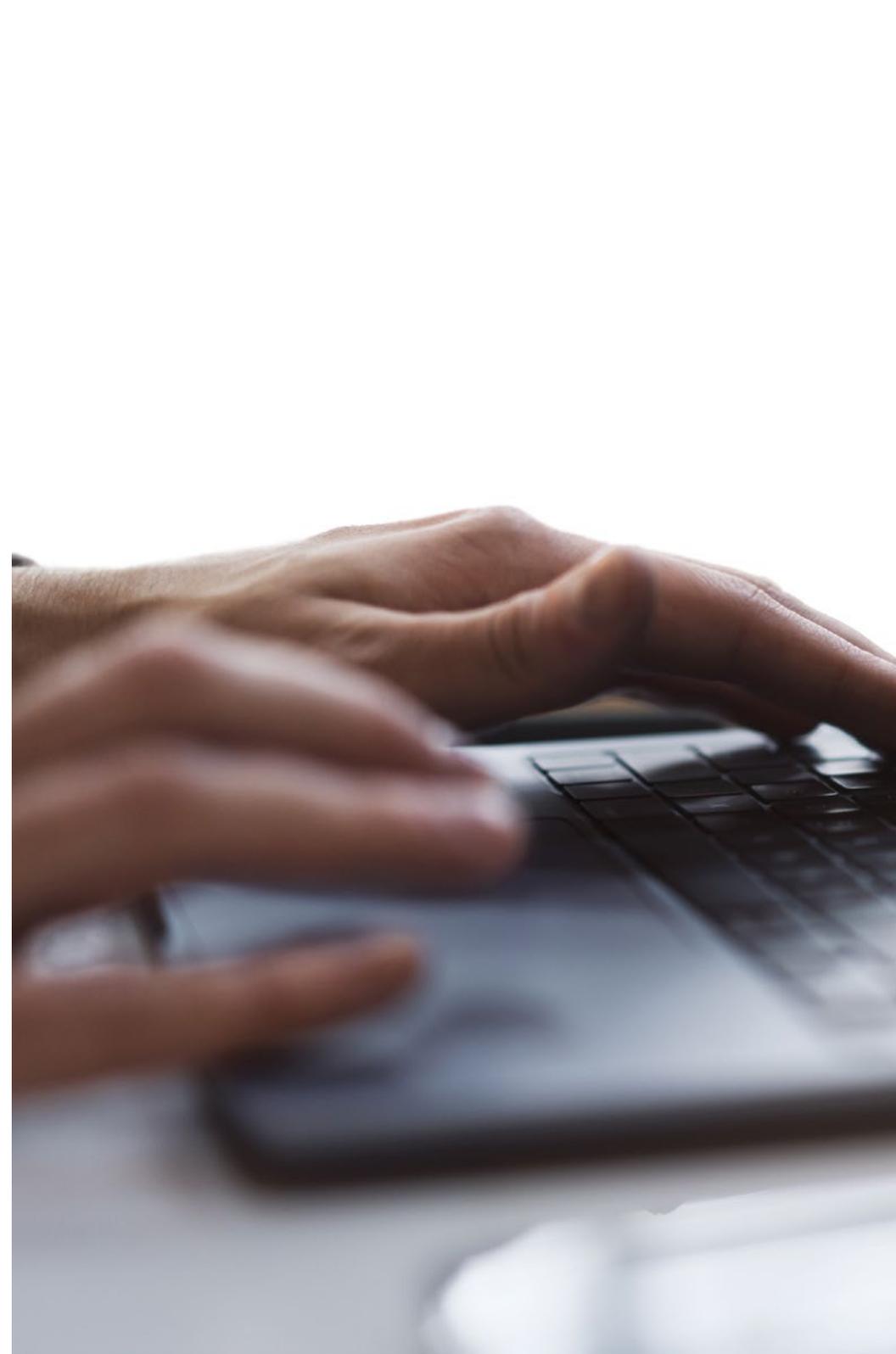
In TECH's study methodology, the student is the main protagonist.

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

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

“

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



## The most comprehensive study plans at the international level

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

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

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

“

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

## Case Studies and Case Method

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

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

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



## Relearning Methodology

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

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

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

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



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

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

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

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

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



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

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

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

## The university methodology top-rated by its students

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

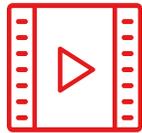
The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

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

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



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



### Study Material

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

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



### Practicing Skills and Abilities

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



### Interactive Summaries

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

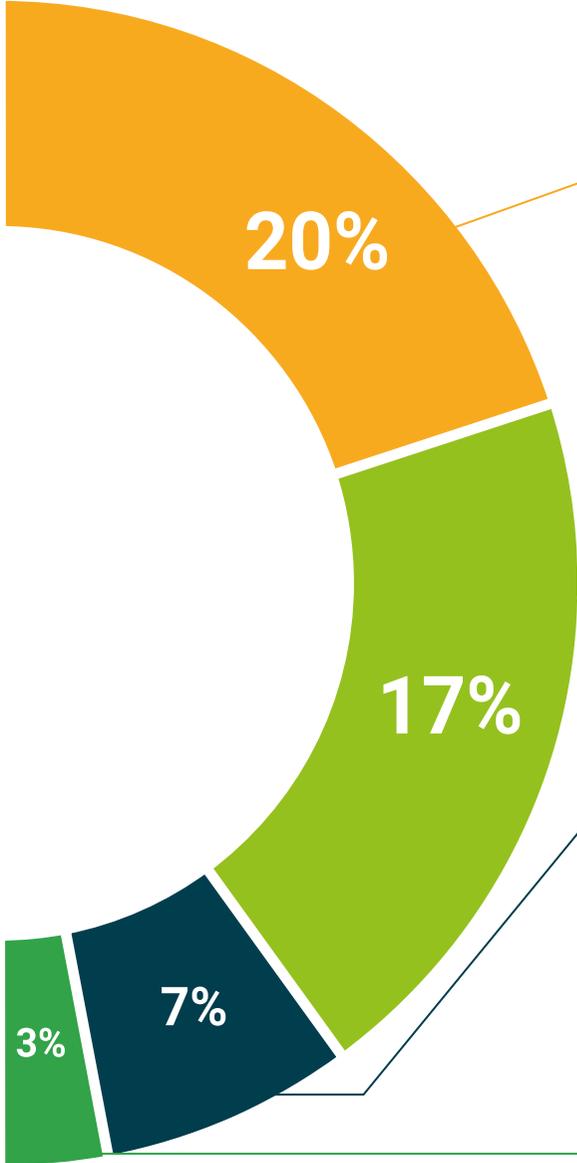
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### Additional Reading

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





**Case Studies**

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



**Testing & Retesting**

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



**Classes**

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



**Quick Action Guides**

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



07

# Teaching Staff

TECH's priority is to make available to everyone the most up-to-date and holistic university programs on the educational scene, which is why it carefully selects its teaching staff. For this Advanced Master's Degree, TECH has enlisted the services of true references in the field of Comprehensive Corporate Communications Senior Management. These specialists have created various teaching materials that stand out for their excellent quality and for meeting the demands of today's labor market. As a result, students will enter an immersive experience that will considerably broaden their job prospects.



“

*You will have access to an academic itinerary designed by authentic experts in Comprehensive Corporate Communications Senior Management, who will guide you throughout the entire university program”*

## International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held management positions in recruitment for companies in various areas.

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



## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal 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

“

*TECH boasts a distinguished and specialized group of International Guest Directors, with important leadership roles in the most cutting-edge companies in the global market”*

## International Guest Director

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

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

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



## Mr. Gauthier, Rick

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

“

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

## International Guest Director

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

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

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

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



## Mr. Arman, Romi

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



*Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige”*

## International Guest Director

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

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

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

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



## Mr. Arens, Manuel

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

“

*Bet on 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”*

## International Guest Director

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

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

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

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

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

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



## Mr. La Sala, Andrea

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

“

*The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"*

## International Guest Director

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

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

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

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



## Mr. Gram, Mick

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



*Study at the best online university in the world according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"*

## International Guest Director

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

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

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

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



## Mr. Stevenson, Scott

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

“

*Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process”*

## International Guest Director

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

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

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

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



## Ms. Thole-Muir, Wendy

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

“

*Thanks to this 100% online university program, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!”*

## Management



### Dr. González Fernández, Sara

- ♦ Specialist in Institutional and Corporate Communication in several companies
- ♦ Audiovisual Editor at Castilla la Mancha Media
- ♦ Editor in the Territorial Centre of TVE Andalucía
- ♦ Editor at Radio Nacional de España
- ♦ Editor at Diario JAÉN
- ♦ Doctorate in Communication from the University of Seville
- ♦ Master's Degree in Scriptwriting, Narrative and Audiovisual Creativity from the University of Seville
- ♦ Bachelor's Degree in Journalism from the University of Seville
- ♦ Member of: Seville Press Association and the Federation of Spanish Journalists' Associations



### **Dr. Iñesta Fernández, Noelia**

- ♦ Media Research Specialist
- ♦ Journalist and Social Media Manager
- ♦ Specialist in the Commercial and Communication Department at Greterika Group
- ♦ Head of Communication and Marketing at Anfedra Corporate
- ♦ Doctorate in Media Research at UC3M
- ♦ Master's Degree in Social Media Management at the Social Media Institute
- ♦ Master's Degree in Applied Media Research at UC3M
- ♦ Degree in Sociology from the Spanish National University of Distance Education
- ♦ Degree in Journalism at UC3M
- ♦ Higher Technician in Audiovisual Production IES Alfonso X el Sabio

08

# Certificate

This Advanced Master's Degree in Senior Management of Comprehensive Corporate Communications guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma issued by TECH Global University.



The image features two black graduation caps (mortarboards) against a bright blue sky with light, wispy clouds. The caps are positioned diagonally, with one in the foreground and another slightly behind it. The background is split into a white triangular area on the bottom right and a dark blue area on the top right.

“

*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 an **Advanced Master's Degree diploma in Senior Management of Comprehensive Corporate Communications** 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 Senior Management of Comprehensive Corporate Communications**

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

### Senior Management of Comprehensive Corporate Communications

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

# Advanced Master's Degree

## Senior Management of Comprehensive Corporate Communications

