

# Postgraduate Certificate

## EFQM Model, Management of Excellence in Integrated Management Systems



## Postgraduate Certificate EFQM Model, Management of Excellence in Integrated Management Systems

- » Modality: online
- » Duration: 6 weeks
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online
- » Target Group: graduates, graduates,  
engineers, architects, university  
Postgraduate Certificates and equivalents.

Website: [www.techitute.com/us/school-of-business/postgraduate-certificate/efqm-model-management-excellence-integrated-managemen-systems](http://www.techitute.com/us/school-of-business/postgraduate-certificate/efqm-model-management-excellence-integrated-managemen-systems)

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# 01 Welcome

The previous step before companies get directly into the implementation of Integrated Management Systems, but which is also fundamental in the path to achieve institutional excellence, is the self-assessment system. It is the starting point for subsequent integration into quality standards. The excellence system known as EFQM (European Foundation for Quality Management) is based on the implementation of an objective, rigorous and structured analysis of the institution's activity, the results of which reflect the organization's situation. This completely online program provides access to the knowledge to learn how to perform this type of system or evaluation, in a practical and simple way.



Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated  
Management Systems  
TECH Technological University



“

*Learn how to evaluate organizations with the EFQM system and then implement integrated management systems”*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class center for intensive managerial skills education.



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success”*

## At TECH Technological University



### Innovation

The university offers an online learning model that balances the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"*Microsoft Europe Success Story*", for integrating the innovative, interactive multi-video system.



### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

**95%** | of TECH students successfully complete their studies



### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

**+500**

collaborative agreements with leading companies



### Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



### Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.



TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



### Analysis

---

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



### Academic Excellence

---

TECH offers students the best online learning methodology. The university combines the *Relearning* methodology (the most internationally recognized postgraduate learning methodology) with Harvard Business School case studies. A complex balance of traditional and state-of-the-art methods, within the most demanding academic framework.



### Economy of Scale

---

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a groundbreaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.



### Learn with the best

---

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case analyses in academia"*

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.



“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you education of the highest academic level”*

This program will provide you with a multitude of professional and personal advantages, among which we highlight the following:

**01**

### A Strong Boost to Your Career

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

*70% of students achieve positive career development in less than 2 years.*

**02**

### Develop a strategic and global vision of the company

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional fields.

*Our global vision of companies will improve your strategic vision.*

**03**

### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

*You will work on more than 100 real senior management cases.*

**04**

### You will take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

*You will find a network of contacts that will be instrumental for professional development.*

06

### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different fields in companies.

*20% of our students develop their own business idea.*

07

### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

*Improve your communication and leadership skills and enhance your career.*

08

### You will be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified teachers from the most prestigious universities in the world: the TECH Technological University community.

*We give you the opportunity to study with a team of world-renowned teachers.*

# 04 Objectives

This Postgraduate Certificate enables the graduate to develop specialized knowledge on quality and its importance in organizations, as well as to apply the REDER methodology, determine the scoring criteria of the model and perform the self-assessment. The REDER methodology stands for Result, Approach, Deployment and Review, and is the step prior to planning as it helps to set the objectives in order to comply with the EFQM excellence system. The syllabus is structured so that students can delve into the content autonomously and at their own pace, learning, in turn, the basics of the self-assessment process.



“

*Learn how to apply the REDER methodology, how to determine the scoring criteria of the model and how to carry out the self-assessment of organizations"*

**TECH makes the goals of their students their own goals too.**

**Working together to achieve them.**

The **Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems** qualifies the student to:

01

Develop specialized knowledge on quality and its importance in organizations

02

Apply REDER methodology

03

Understand how the EFQM model helps in the processes of change and transformation of companies, the keys and structure of the model





04

Define the purpose, vision and strategy of the organization. Responds to criterion 1

05

Managing the culture of the organization and developing leadership skills. Responds to criterion 2

06

Learn to manage customers, people, investors and regulators, society and partners and suppliers. Responds to criterion 3

07

Learn to create sustainable value: design and create the value, market, sell, develop and deliver the value proposition and design and implement the overall experience. Responds to criterion 4

08

Manage performance and transformation: manage risk, transform the organization for the future, leverage technology, leverage information, and manage assets and resources. Responds to criterion 5

09

Learn to analyze the results of stakeholder perception: customers, people, investors and regulators, society, partners and suppliers. Responds to criterion 6





10

Achieve strategic and operational performance. Responds to criterion 7

11

Understand the logic of excellence, focus on continuous improvement and the REDER methodology

12

Understand the EFQM scorecard and its practical applications

05

# Structure and Content

This Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems, is taught in a fully online format. At TECH we always look for the best conciliation of learning with other professional and personal projects, so that the student can comfortably take the programs. The content is organized to delve into it progressively, covering the sections that allow the student to integrate the fundamental concepts and notions.



“

*You will be able to download the content of this Postgraduate Certificate to continue delving into it at your own pace and even without an internet connection”*

## Syllabus

The Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems of TECH Technological University, is an intensive and practical program that will prepare the student to value different quality tools within the industry.

In addition, the content is also designed to promote the development of managerial skills that allow for more rigorous decision making in uncertain environments.

During 150 hours of continuous learning, the student will address quality issues and their main fundamentals, as well as their historical evolution. All this will help you understand the future of this area. Likewise, you will develop the principles of quality control, quality management and total quality, establishing the guidelines to integrate them in the development, maintenance and improvement of the company's quality.

This Postgraduate Certificate takes place over 6 weeks and is taught in a single module:

### Module 1

EFQM model. excellence management



### Where, When and How is it Taught?

TECH offers the possibility of developing this Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems completely online. During the 6 weeks of the specialization, the student will be able to access all the contents of this program at any time, which will allow the students to self-manage their study time.

*A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.*

**Module 1. EFQM model. excellence management**

**1.1. EFQM Model**

- 1.1.1 Change and Transformation. Managing in a VUCA Environment
- 1.1.2 Keys to the EFQM model. EFQM Model Logic
- 1.1.3 Structure of the EFQM Model

**1.2. Management. Criterion 1: Purpose, Vision and Strategy**

- 1.2.1 Define Purpose and Vision
- 1.2.2 Identify and Stakeholder Needs
- 1.2.3 Understanding the Ecosystem, Own Capabilities and Key Challenges
- 1.2.4 Develop the Strategy
- 1.2.5 Design and Implement a Management and Governance System

**1.3. Management. Criterion 2: Organizational Culture and Leadership**

- 1.3.1 Driving the Culture of the Organization and Reinforcing Values
- 1.3.2 Creating the Conditions to Make Change Happen
- 1.3.3 Stimulate Creativity and Innovation
- 1.3.4 Unite and Commit around a Purpose, Vision and Strategy

**1.4. Implementation. Criterion 3: Stakeholder Engagement**

- 1.4.1 Customers: Building Sustainable Relationships
- 1.4.2 People: Attracting, Engaging, Developing and Retaining Talent
- 1.4.3 Investors and Regulators: Securing and Maintaining Their Continued Support
- 1.4.4 Society: Contributing to its Development, Well-being and Prosperity
- 1.4.5 Partners and Suppliers: Building Relationships and Securing their Commitment to Create Sustainable Value

**1.5. Implementation. Criterion 4: Create Sustainable Value**

- 1.5.1 Designing and Creating Value
- 1.5.2 Communicating and Selling the Value Proposition
- 1.5.3 Develop and Deliver the Value Proposition
- 1.5.4 Design and Implement the Overall Experience

**1.6. Implementation. Criterion 5: Managing Performance and Transformation**

- 1.6.1 Manage Performance and Risk
- 1.6.2 Transforming the Organization for the Future
- 1.6.3 Driving Innovation and Leveraging Technology
- 1.6.4 Leveraging Data, Information and Knowledge
- 1.6.5 Manage Assets and Resources

**1.7. Results Criterion 6: Stakeholder Perception**

- 1.7.1 Customer Perception Results
- 1.7.2 People Perception Results
- 1.7.3 Investor and Regulator Perception Results
- 1.7.4 Society's Perception Results
- 1.7.5 Partner and Supplier Perception Results

**1.8. Results Criterion 7: Strategic and Operational Performance**

- 1.8.1 Achievements in the Attainment of Purpose, Strategy and Sustainable Value Creation
- 1.8.2 Fulfillment of the Expectations of Key Stakeholders
- 1.8.3 Economic and Financial Performance
- 1.8.4 Performance and Transformation Management Achievements
- 1.8.5 Predictive Measurements for the Organization's Future

**1.9. Logic of Excellence. Continuing Improvement REDER Methodology**

- 1.9.1 REDER Logic
- 1.9.2 Application to the Direction and Execution Block
- 1.9.3 Application to the Results Block

**1.10. EFQM Scoring and Practical Applications**

- 1.10.1 EFQM Score
- 1.10.2 Practical Applications of the EFQM Model



“

*A complete syllabus that, upon completion, will leave you in no doubt about ISO 9001:2015 and its implementation in organizations"*

# 06

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.





“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

“

*At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world”*



*This program prepares you to face business challenges in uncertain environments and achieve business success.*



*Our program prepares you to face new challenges in uncertain environments and achieve success in your career.*

### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

“

*You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments”*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

## Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

*Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.*

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

*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.*

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.



This program offers the best educational material, prepared with professionals in mind:



### 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.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



### 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 in future difficult decisions.



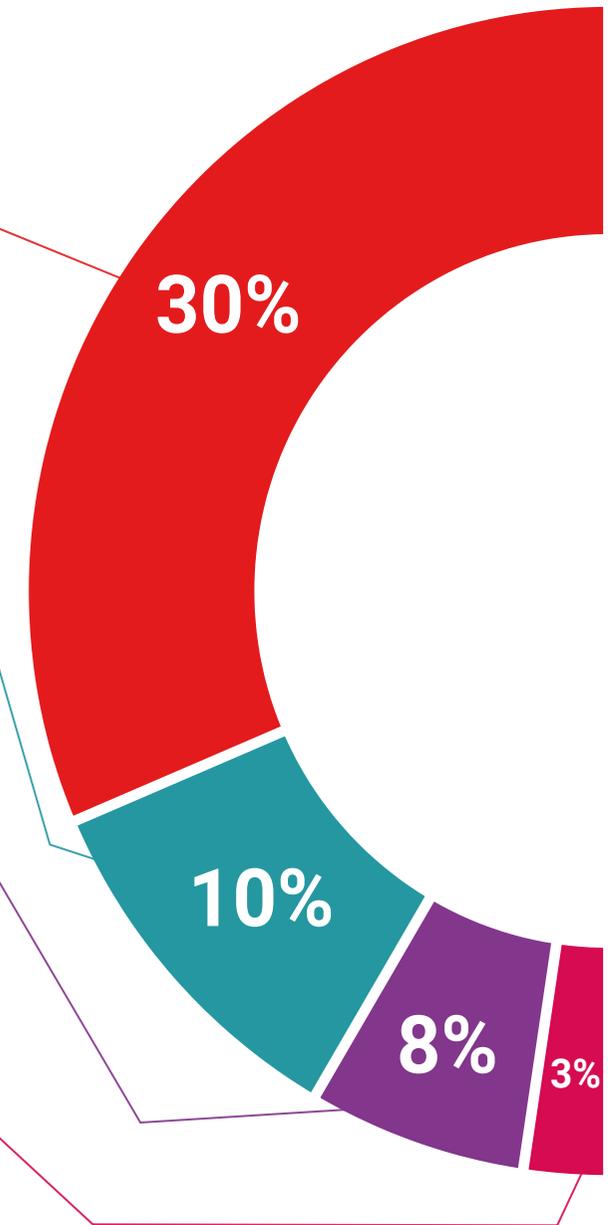
### Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





### Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



### Interactive Summaries

The TECH team presents 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".



### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



07

# Our Students' Profiles

This Postgraduate Certificate is aimed at graduates and university graduates who have developed professionally and academically in the field of the organization of administrations and companies, specifically in integrated management systems.

This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.

The student who graduates from this program is a professional capable and willing to face new professional challenges. With enough curiosity and ambition to take organizations to the next level in their quality systems.





“

*Have you seen yourself in this? Enroll now and master ISO 9001:2015 Quality Management Systems like a true professional"*

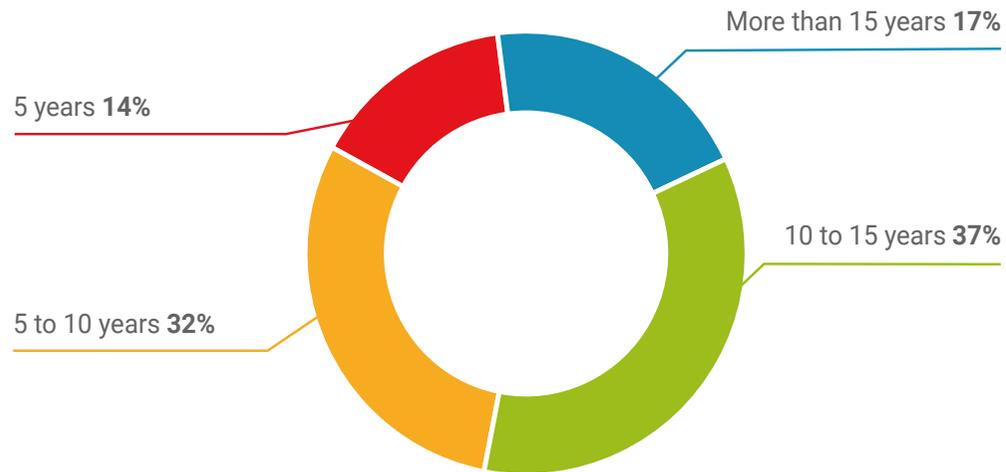
### Average Age

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Between **35** and **45** years old

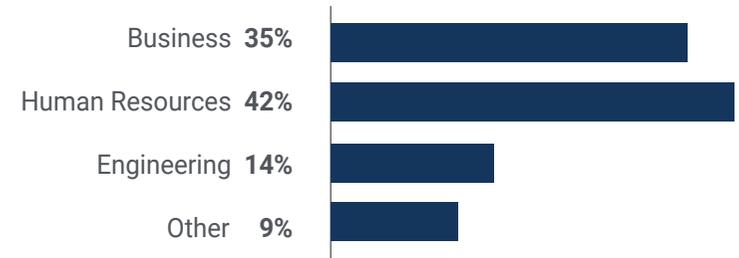
### Years of Experience

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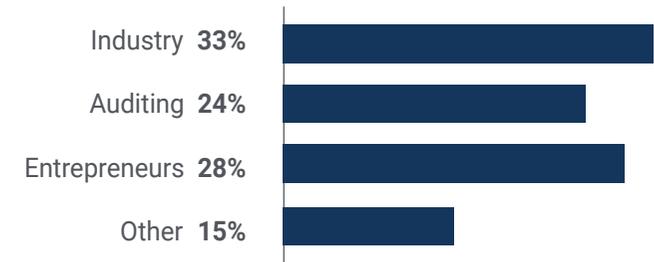
### Training

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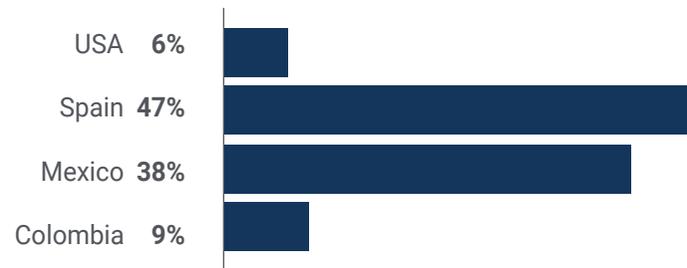
### Educational Profile

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## Geographical Distribution

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## Micaela Sarmiento

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Expert in self-assessment systems

*"This Postgraduate Certificate has brought me a little closer to the professional future I want for myself in the field of integrated management systems of organizations, as it has given me the tools to guide companies to excellence through the application of the EFQM model"*

08

# Course Management

A group of teachers, of the highest level, are in charge of guiding the student in this program. They have participated in important projects to determine the quality of a company, providing their services as external consultants to determine the best ISO standards to implement. For all this, they have designed a complete and current syllabus that will help to enhance the student's critical thinking and leadership skills.





“

*The best team of professionals will be at your disposal to learn everything you need to know about Benchmarking"*

## Management



### **Ms. López Rodríguez, Karmele**

- ♦ Technical Engineer in Computer Science and Industrial Organization
- ♦ Responsible for Quality, Environment and Risk Prevention in Industrial Environments
- ♦ Lecturer of ISO 14001 in the Official Online Master's Degree in Integrated Management Systems at the Alfonso X El Sabio University, Madrid
- ♦ Professor of Ergonomics and Applied Psychosociology in the Official Online Master's Degree in Occupational Risk Prevention at the Alfonso X El Sabio University, Madrid
- ♦ Internship Coordinator for students
- ♦ Degree in Industrial Organization Engineering from the University of Deusto
- ♦ Technical Engineer in Computer Management from the University of Deusto



## Professors

### Dr. Abajo Merino, Rafael

- ◆ EFQM Certified Consultant and Teacher
- ◆ Managing Partner of OPTIMA XXI, Management Excellence and Leadership Consulting Firm
- ◆ EFQM Certified Consultant, Teacher and Assessor
- ◆ Teacher and Advisor to the Excellence in Management Club
- ◆ Director of the Centro de Altos Estudios Turísticos OCCITUR. Cordoba
- ◆ Director of Alliances and Projects at Club Excelencia
- ◆ Director of Human Resources and Quality. Occidental Hotels
- ◆ Training and Quality Manager. American Express
- ◆ Army officer in special operations units, security and military education
- ◆ Ph.D. International Relations, Oxford University, United Kingdom
- ◆ Degree in Business Administration. UNED
- ◆ EFQM Certified Advisor. EFQM Certified Advisor
- ◆ EFQM Certified Trainer. EFQM Certified Trainer

09

# Impact on Your Career

This educational plan responds to the existing demand for professionals in the field of integrated management systems of organizations, so that the graduate student significantly increases the chances of job improvement, and may even change spectrum and devote more broadly and specifically to quality management systems and be an expert in demand in the sector.



“

*Don't close your doors to job improvement, with this Postgraduate Certificate you will increase your demand as an expert in the field"*

### Are you ready to take the leap? Excellent professional development awaits you.

The Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems of TECH is an intensive program that prepares you to face challenges and business decisions in the field of integrated management systems. The main objective is to promote your personal and professional growth. Helping to achieve success.

If the student wants to improve themselves, achieve a positive change at a professional level and interact with the best, this is the place.

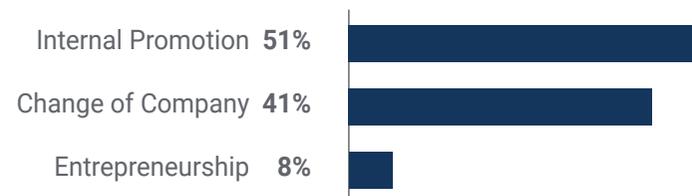
*Achieve the technical and professional improvement you have always projected, in only 6 weeks, through this Postgraduate Certificate.*

*TECH guarantees the best learning experience: accompanied by real experts and professionals in the sector, you will develop your maximum capabilities.*

#### Time of Change



#### Type of Change



### Salary Increase

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This program represents a salary increase of more than **25.89%** for our students



10

# Benefits for Your Company

This Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems is designed to achieve improvements in integrated management systems and therefore the excellence of companies. The qualification of personnel is also essential to ensure that the organization meets the requirements of technical personnel, in addition to representing an excellent opportunity for growth for the companies in which they provide their services. In this way, organizations will be brought to their highest level of quality.





“

*Your level of training directly influences the quality and excellence of the organizations in which you work"*

Developing and retaining talent in companies is the best long-term investment.

01

### **Growth of talent and intellectual capital**

The professional will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

---

02

### **Retaining high-potential executives to avoid talent drain**

This program strengthens the link between the company and the professional and opens new avenues for professional growth within the company.

03

### **Building agents of change**

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.

---

04

### **Increased international expansion possibilities**

Thanks to this program, the company will come into contact with the main markets in the world economy.



05

### **Project Development**

The professional can work on a real project or develop new projects in the field of R & D or business development of your company.

---

06

### **Increased competitiveness**

This program will equip students with the skills to take on new challenges and drive the organization forward.

# 11

# Certificate

The Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems guarantees, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate program issued by TECH Technological University.



“

*Successfully complete this program and receive your university certification without traveling or complex paperwork".*

This **Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems** contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Postgraduate Certificate** issued by **TECH Technological University** via tracked delivery\*.

The diploma issued by **TECH Technological University** will reflect the qualification obtained in the Postgraduate Certificate, and meets the requirements commonly demanded by labor exchanges, competitive examinations and professional career evaluation committees.

Title: **Postgraduate Certificate in EFQM Model, Management of Excellence in Integrated Management Systems**

Official N° of Hours: **150 h.**



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



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- » Certificate: **TECH Technological University**
- » Dedication: **16h/week**
- » Schedule: **at your own pace**
- » Exams: **online**

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