



Product Engineering and Project Management in Industrial Companies

» Modality: online

» Duration: 6 months

» Certificate: TECH Technological University

» Dedication: 16h/week

» Schedule: at your own pace

» Exams: online

» Aimed at: engineers and graduates with experience who want to improve and update themselves in all the necessary aspects to be taken into account for an adequate management of an Industrial company

Website: www.techtitute.com/pk/school-of-business/postgraduate-diploma/business-development-product-engineering-project-management-industrial-companies

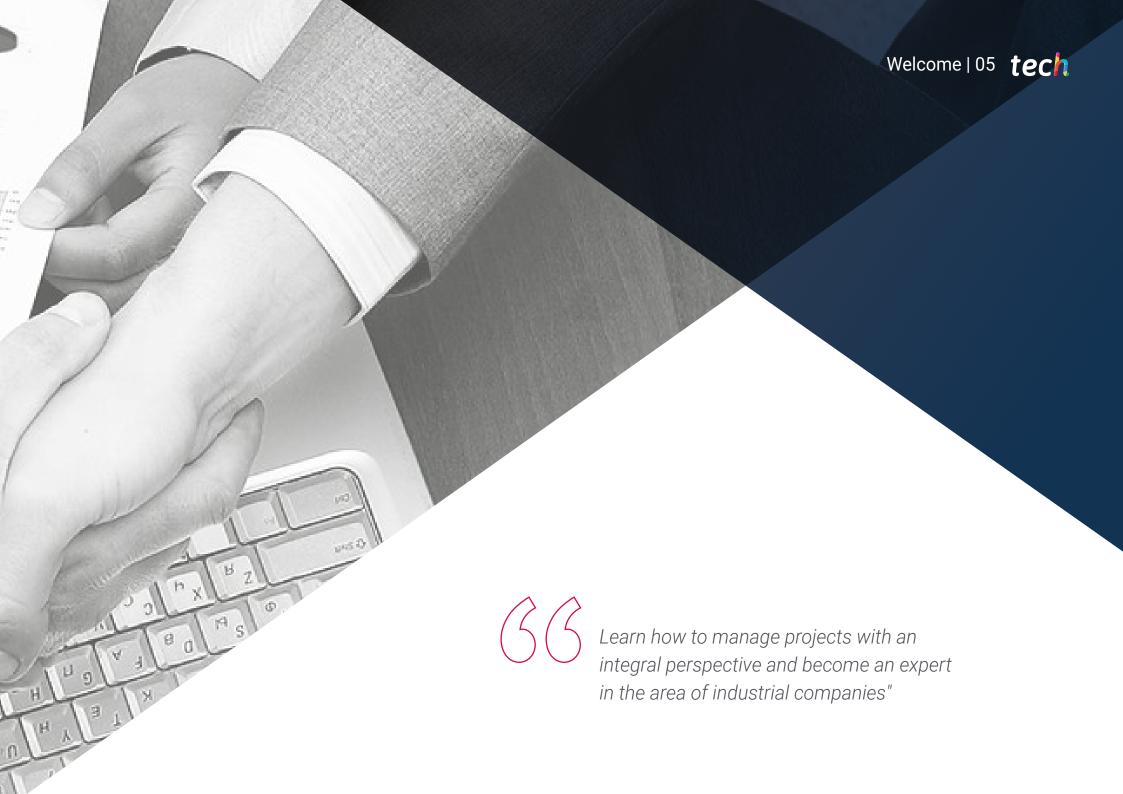
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01 **Welcome**

Project management is a discipline of knowledge associated with large-scale planning, which seeks a way to systematize and optimize the execution of work. Since its inception, this work has been continuously improved and is more relevant today than ever before. Likewise, this area seeks to carry out an integral management that includes aspects such as business development, integral management and product engineering. Therefore, this TECH educational program will provide the professional with in-depth skills to be able to manage projects at a global level, managing important aspects such as schedule, scope and available resources

Postgraduate Diploma in Business Development, Product Engineering and Project Management in Industrial Companies. TECH Technological University







tech 08 | Why Study at TECH?

At TECH Technological University



Innovation

The university offers an online learning model that combines 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.

100,000+

200+

executives trained each year

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.



Why Study at TECH? | 09 tech

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.



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 studies in the academic community"



Academic Excellence

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



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 ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.



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.



tech 12 | Why Our Program?

This program will provide students with a multitude of professional and personal advantages, particularly the following:



A significant career boost

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 participants achieve positive career development in less than 2 years.



Develop a strategic and global vision of companies

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

Our global vision of companies will improve your strategic vision.



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.



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.



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.



Thoroughly develop business projects

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

20% of our students develop their own business idea.



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.



Be part of an exclusive community

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

We give you the opportunity to train with a team of world renowned teachers.





tech 16 | Objectives

The students' objectives are TECH's too Working together to achieve them

The Postgraduate Diploma in Business Development, Product Engineering and Project Management in Industrial Companies



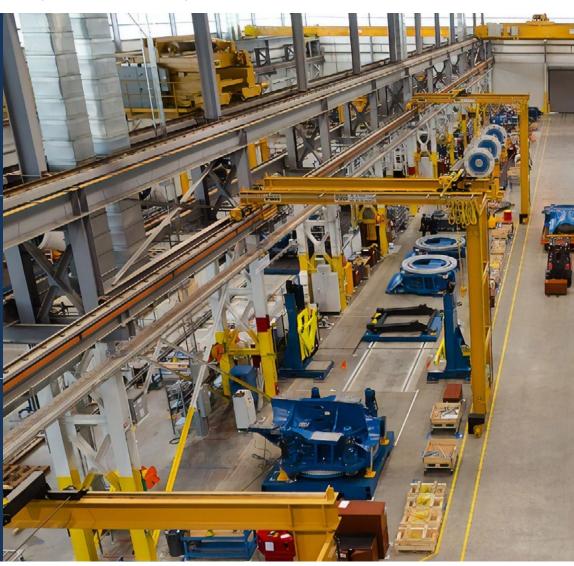
Analyze the different structural typologies that exist and the new trend of the need to develop agile organizations with a rapid response to the turbulent environment

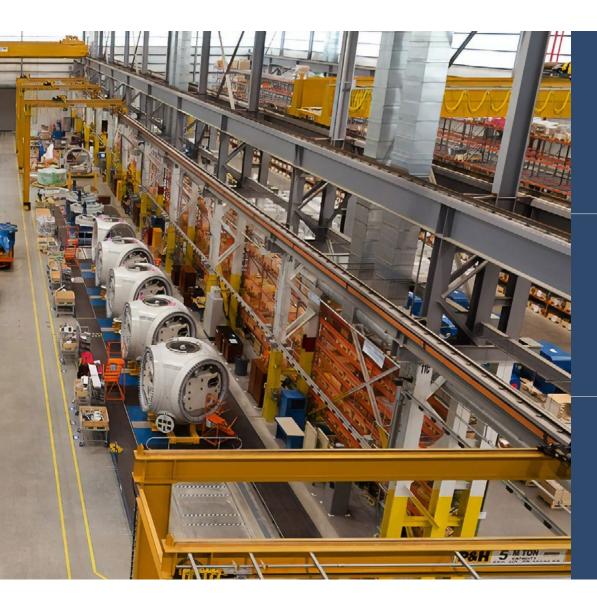


Define the fundamental bases for the development of a new business through important work methodologies



In-depth study of the internationalization aspect of the company's operations







Identify the value and business objectives of a project and define the launching factors



Acquiring the skills of a project manager



Identify and manage constraints and stakeholders in a project



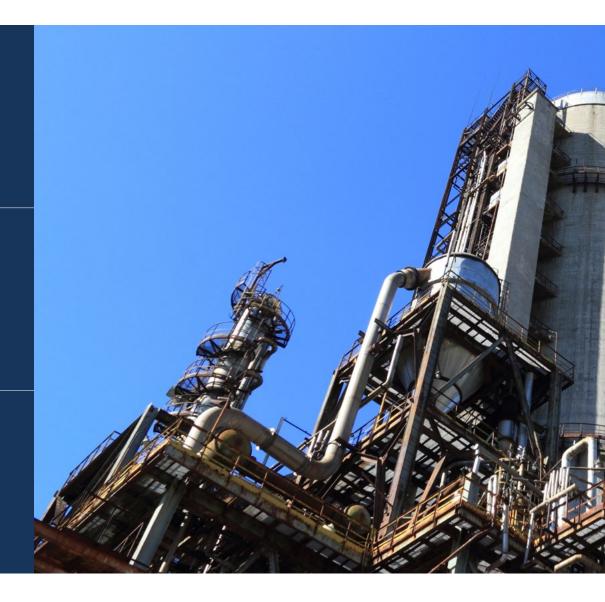
Establish the relationship between project management and corporate strategy

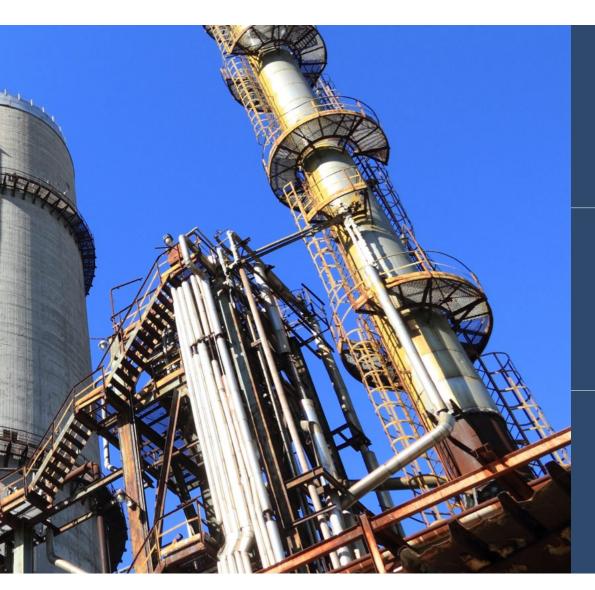


Establish all the "players" that need to be considered in the design and development process of a new product



In-depth breakdown of the design process of a new product from CAD design through failure analysis and drawing to agreement that the design will meet requirements







Analyze available prototyping options for proper evaluation of the initial design



Achieve a detailed understanding of the product validation process to ensure that it meets all expected quality requirements



Deepen knowledge in the innovation and technology transfer processes for the development of new products and processes and the establishment of a new state of the art





tech 22 | Structure and Content

Syllabus

This Postgraduate Diploma will address, first of all, *project management*, which is a discipline of knowledge associated with large industrial projects, with which it is possible to systematize and optimize the execution of tasks. This is an area that has not ceased to be perfected and is, today, more relevant than ever

The growing complexity of projects, together with the scarcity of resources and the agility in the changes demanded by society require specialized professionals in the field of *project management*. In this sense, this profession has experienced in recent years a greater growth and has become one of the most demanded by companies and organizations to manage change

On the other hand, the program will delve into everything related to product design and development, which is one of the great challenges that every company faces.

The main objective is to achieve a product

that satisfies the needs of the consumer, using as few resources as possible The needs of the end user must be the initial inputs to define the specifications. Therefore, the Postgraduate Diploma will delve into the need to manage proper teamwork and the use of techniques and methodologies that help the generation of end-user-oriented solutions so that the products and services generated provide value to people

In the same way, the student will be instructed in everything related to the design process of a product. This will cover everything from 3D construction, definition of materials and design verification, to the development of prototypes to help improve the design. In this order, it will continue with the development of the manufacturing process of all the necessary tools for its manufacture, assembly and control and, finally, with the validation with the realization of tests and dimensional analysis to ensure the quality of the final product and its implementation in manufacturing. All this, without forgetting the change management that includes the analysis and reduction of variability, as well as the use of lessons learned and tested practices to help improve the performance of the final product

This Postgraduate Diploma takes place over 6 months and is divided into 3 modules:

Module 1 Strategic Tips to Improve Competitiveness

Module 2 Project Management

Module 3 Product Design and Development



Where, when and how is it taught?

TECH offers you the possibility of taking this program completely online. Over the 6 months of the program, will be able to access all the contents of this program at any time, which will allow the student to self-manage study time

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

tech 24 | Structure and Content

Module 1. Strategic Tips to Improve Competitiveness

1.1. Excellence in Today's Business

- 1.1.1. Adaptation to VUCA Environments
- 1.1.2. Satisfaction of Stakeholders
- 1.1.3. World Class Manufacturing
- 1.1.4. Measurement of Excellence: Net Promoter Score

1.2. Design of Business Strategy

- 1.2.1. General Strategy Definition Process
- 1.2.2. Definition of the Current Situation Positioning Models
- 1.2.3. Possible Strategic Moves
- 1.2.4. Strategic Models of Action
- 1.2.5. Functional and Organizational Strategies
- 1.2.6. Environmental and Organizational Analysis. SWOT Analysis for Decision Making

1.3. Strategy Deployment. Balanced Scorecard

- 1.3.1. Mission, Vision, Values and Principles of Action
- 1.3.2. Need for a Balanced Scorecard
- 1.3.3. Perspectives to Be Used in CMI
- 1.3.4. Strategic Map
- 1.3.5. Phases to Implement a Good CMI
- 1.3.6. General Map of CMI

1.4. Process Management

- 1.4.1. Process Description
- 1.4.2. Types of Processes. Main Processes
- 1.4.3. Process Prioritization
- 1.4.4. Process Representation
- 1.4.5. Measuring Processes for Improvement
- 1.4.6. Business Process Mapping
- 1.4.7. Process Reengineering

1.5. Structural Typologies. Agile Organizations ERR

- 1.5.1. Structural Typologies.
- 1.5.2. The Company Seen as an Adaptable System
- 1.5.3. The Horizontal Business
- 1.5.4. Characteristics and Key Factors of Agile Organizations (RRA)
- 1.5.5. The Organizations of the Future: The TEAL Organization

1.6. Business Model Design

- 1.6.1. Canvas Model for Business Model Design
- 1.6.2. Lean Startup Methodology in the Creation of New Businesses and Products
- 1.6.3. The Blue Ocean Strategy

1.7. Corporate Social Responsibility and Sustainability

- 1.7.1. Corporate Social Responsibility (CSR): ISO 26000
- 1.7.2. Sustainable Development Goals SDGs
- 1.7.3. The 2030 Agenda

1.8. Customer Management

- 1.8.1. The Need to Manage Customer Relationships
- .8.2. Customer Management Elements
- 1.8.3. Technology and Customer Management CRM

1.9. Management in International Environments

- 1.9.1. The Importance of Internationalization
- 1.9.2. Export Potential Diagnosis
- 1.9.3. Elaboration of the Internationalization Plan
- 1.9.4. Implementation of the Internationalization Plan
- 1.9.5. Export Assistance Tools

1.10. Change Management

- 1.10.1. The Dynamics of Change in Companies
- 1.10.2. Obstacles to Change
- 1.10.3. Factors of Adaptation to Change
- 1.10.4. Kotter's Methodology for Change Management

Module 2. Project Management							
2.1. 2.1.1. 2.1.2. 2.1.3.	,	2.2.1. So 2.2.2. Pr	Project Scope Management cope Analysis roject Scope Planning roject Scope Control	2.3. 2.3.1. 2.3.2. 2.3.3.	Schedule	2.4.2. 2.4.3.	Cost Management Project Cost Analysis Financial Project Selection Project Cost Planning Project Cost Control
2.5.2.	Quality, Resources and Procurement Total Quality and Project Direction Project Resources Acquisition. Recruitment System	2.6.1. In 2.6.2. Pr	Project Stakeholders and Communications mportance of Stakeholders rroject Stakeholders Management roject Communication	2.7. 2.7.1. 2.7.2. 2.7.3.	Project Risk Management Fundamental Principles in Risk Management Process Management for Project Risk Management Trends in Risk Management		Integrated Project Management Strategic Planning and Project Management Project Management Plan Implementation and Control Processes Project Closing
2.9.3.	Scrum Team	2.10.1. Ka 2.10.2. Ka	Agile Methodologies II: Kanban Janban Principles Janban and Scrumban Pertifications				

tech 26 | Structure and Content

3.9.4. Process of Change

Module 3. Product Design and Development Design Thinking 3.3. Concurrent Engineering 3.4. Programming. Planning and 3.1. QFD (Quality Function Deployment) in Product Design and Development Definition Design, Need, Technology and Strategy 3.3.1. Fundamentals of Concurrent Engineering 3.2.2. Stages of the Process 3.3.2. Methodology of Concurrent Engineering 3.1.1. From the Voice of the Customer to Technical 3.4.1. Requirements. Quality Management 3.2.3. Tools and Techniques Used 3.3.3. Tools Used Requirements 3.4.2. Development Phases. Time Management 3.1.2. The House of Quality/Phases for its 3.4.3. Materials, Feasibility, Processes. Cost Development Management 3.4.4. Project Equipment. Human Resource 3.1.3. Advantages and Limitations Management 3.4.5. Information. Communications Management 3.4.6. Risk Analysis. Risk Management 3.5. Products. Their Design (CAD) and 3.6. Prototypes. Their Development 3.7. Production Process. Design and 3.8. Product and Process. Its Validation Development Development 3.6.1. Rapid Prototyping 3.8.1. Evaluation of Measurement Systems 3.6.2. Control Plan 3.8.2. Validation Tests 3.5.1. Information Management /PLM / Product 3.7.1. Modes and Effects of Process Failure 3.6.3. Experiment Design 3.8.3. Statistical Process Control (SPC) Life Cycle 3.7.2. Design and Construction of Manufacturing 3.6.4. The Analysis of Measurement Systems 3.8.4. Product Identification 3.5.2. Modes and Effects of Product Failure 3.5.3. CAD Construction, Review 3.7.3. Design and Construction of Control Tools 3.5.4. Product and Manufacturing Plans (Gauges) 3.5.5. Design Verification 3.7.4. Adjustment Phase 3.7.5. Production Start-Up 3.7.6. Initial Evaluation of the Process 3.9. Change Management. 3.10. Innovation and Technology Improvement and Corrective Transfer Actions 3.10.1. Intellectual Property 3.10.2. Innovation 3.9.1. Type of Change 3.10.3. Technological Transfer 3.9.2. Variability Analysis, Improvement 3.9.3. Lessons Learned and Practices Tested





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.





tech 30 | Methodology

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.





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.

tech 32 | Methodology

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.



Methodology | 33 tech

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.





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.



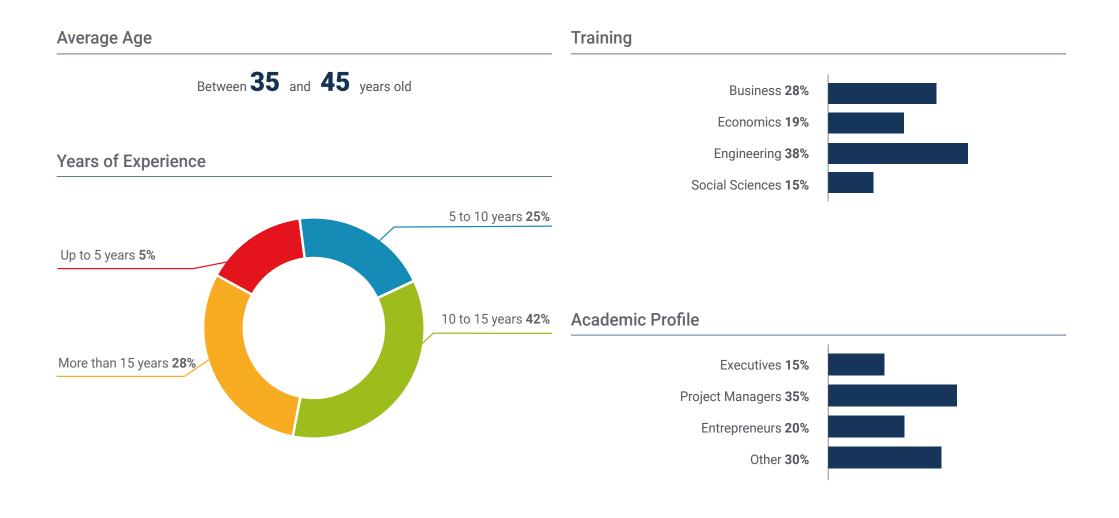


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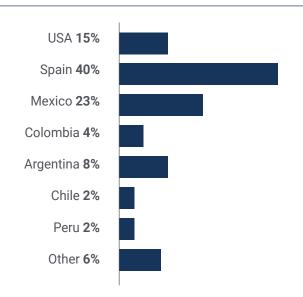




tech 38 | Our Students' Profiles



Geographical Distribution





Adriana Sánchez

Project manager

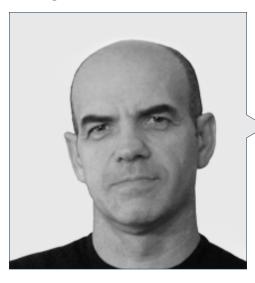
"I would definitely recommend all my colleagues to study this program. For me it has been a before and after because I notice how my professional skills for industrial project management have grown and strengthened."





tech 42 | Course Management

Management



Dr. Asensi, Francisco Andrés

- PhD in Industrial Engineering in Business Organization from the University of Castilla la Mancha (UCLM).
- Degree Industrial in Industrial Organization Engineer from the University Polytechnic of Valencia
- He has worked in several areas, such as Engineering, Quality, Production, Logistics, Information Systems and Human Resources, in companies of several industrial sectors.
- He has implemented and developed a multitude of management systems for excellence (Quality, Scorecard, Lean Manufacturing, Continuous Improvement and Process Improvement) in several industrial companies.
- Coach of Strategic Coaching
- Author of various business books: "The Adaptive Enterprise", "Lean Manufacturing: Key Indicators used to efficiently manage Continuous Improvement", "Lean Manufacturing: Keys to Material Flow Improvement."
- Author of several books on Personal and Professional Development: "Total Leader", "self-coaching".

Professors

Mr. Ibáñez Capella, Juan

- Head of Facilities and Projects at Power Electronics in Valencia where he was in charge of the execution of the project for the new headquarters of the company with 50,000m2 of floor space and 10,000m2 of office space.
- Industrial Engineer from the Polytechnic University of Valencia.v
- MBA in Industrial Management. IESE Business School. Navarra University
- ◆ Project Manager Professional PMP® #2914541
- He has been responsible for Facilities Projects in the company Ferrovial.
- He has participated in the execution of important projects such as: SOLMED galvanized steel plant in Sagunto (Valencia), Participation in the works of the AVE Station in Zaragoza and in the works of the 32nd edition of the America's Cup in Valencia.

Mr. Ponce Lucas, Miguel Enrique

- Responsible for various technical departments (Product Development, Advanced Engineering, Project Management, Innovation, Quality Management).
- Degree in Industrial Engineering (Mechanical) from the Polytechnic University of Valencia.
- Development of the quality management system according to ISO TS 16949 and IATF 16949
- Participation in new product patents
- Development of change management system
- Responsible for the global knowledge management system.
- Development of the Engineering Specialization System at a global level

Mr. Morado, Eduardo

- Industrial Engineer in Product Design at UPV (2000).
- Quality Assurance at Ford Motor Company (2000-2004).
- MBA and (2011) Superior Master's Degree in Occupational Risk Prevention (2005)
- Implementation and leadership of engineering projects in manufacturing plants in the automotive and chemical sector, for first level multinationals (Spain, UK, Germany, Mexico), (2004-2021).
- Extensive experience as *Key User* and trainer in the implementation of Quality, Safety, Environmental Management Systems (ISO, OSHAS, GMP), ERPs (SAP, Ross) and quality management tools (6-Sigma, FMEA, 8D, QCP), and as PM of Engineering and Maintenance, continuous and process improvement (TPM, R&M, APQP, LRR, PSM, SMED, Poka-Yoke, etc.).
- Collaboration as a Mentor of students at UPV and in different initiatives of non-profit organizations and foundations for the promotion of STEM in young people between 6 and 18 years old (2000-2018). 1





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

The Postgraduate Diploma in Business Development, Product Engineering and Project Management in Industrial Companies at TECH is an intensive program that prepares students to face challenges and business decisions in the field of *industrial management*. The main objective is to promote personal and professional growth. Helping students achieve success

If you want to improve yourself, make a positive change professionally and network with the best, this is the place for you

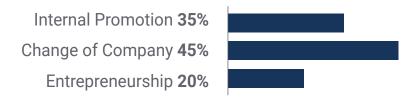
A unique opportunity to update your knowledge and give a boost to your career.

Achieve a real promotion in your profession, improving your skills with this program.

When the change occurs



Type of change



Salary increase

This program represents a salary increase of more than 25% for our students

\$57,900

A salary increase of

25.22%

\$72,500





tech 50 | Benefits for Your Company

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



Intellectual Capital and Talent Growth

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



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.



Building agents of change

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



Increased international expansion possibilities

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





Project Development

The professional can work on a current project or develop new projects in the field of R&D or Business Development within their company.



Increased competitiveness

This Postgraduate Diploma will equip your professionals with the skills to take on new challenges and thus drive the organization forward.







tech 54 | Certificate

This Postgraduate Diploma in Business Development, Product Engineering and Project Management in Industrial Companies 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 Diploma** issued by **TECH Technological University** via tracked delivery*.

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

Title: Postgraduate Diploma in Business Development, Product Engineering and Project Management in Industrial Companies

Official No of Hours: 450 h.



Mr./Ms. _____, with identification number _____ For having passed and accredited the following program

POSTGRADUATE DIPLOMA

in

Business Development, Product Engineering and Project Management in Industrial Companies

This is a qualification awarded by this University, equivalent to 450 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH is a Private Institution of Higher Education recognized by the Ministry of Public Education as of June 28, 2018.

June 17, 2020

Tere Guevara Navarro

his qualification must always be accompanied by the university degree issued by the competent authority to practice professionally in each country

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



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