

## **Academic Brochure**

## **European Business School of Barcelona**

In collaboration with:









Cum Laude Award 2023:



## Welcome to ENEB

The World's Leading Business School

We are dedicated to transforming lives through highquality education. Recognized as the #1 business school by Innovatec for our technological innovation, we offer a dynamic and engaging learning environment designed to equip you with the skills to succeed in today's competitive world.

## Why ENEB?

ENEB - European Business School of Barcelona stands out as a leading institution in online education specializing in master's and postgraduate programs designed to boost your career on a global scale. With a strong international presence and courses offered in Spanish, English, and Portuguese, ENEB positions itself as the perfect choice for those seeking educational excellence without borders.

All educational programs offered by ENEB grant University Certification as they are endorsed and certified by the Isabel I University, thus validating the quality and recognition of your education internationally. Upon completing your studies, you will be eligible to receive ECTS (European Credit Transfer System).

## MAIN PARTNERS



## **TECH PARTNERS**



## + 100 PARTNERS



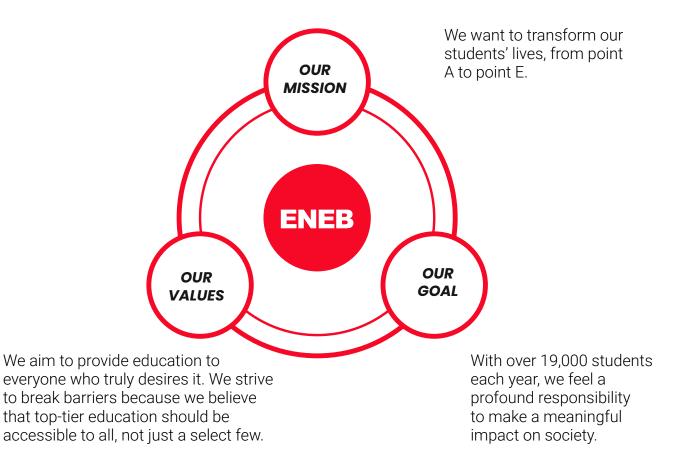






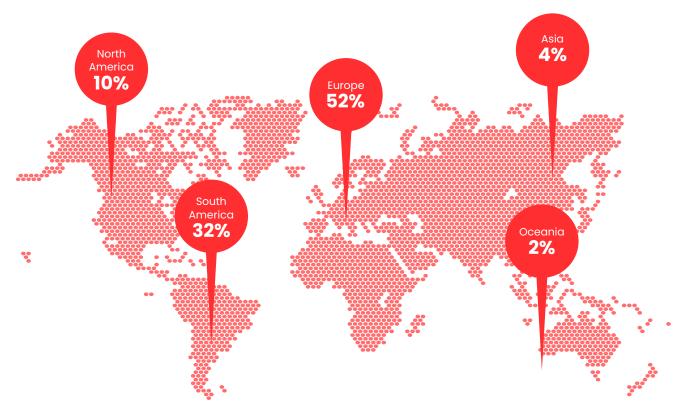
### You are our mission, our values and our goals

Our mission at ENEB is to transform your life, empowering you to choose your own path and dedicate your time to what you are most passionate about, with no limits to achieving your goals. We envision ourselves as the gateway to your life objectives, offering accessible, top-quality education for everyone. We are committed to ensuring no talent is left behind and to making a positive impact on society. With over 19,000 students annually, we feel a profound responsibility to make a real difference.



## **ENEB in the world**

At ENEB, each country represents not just a new territory, but a fresh opportunity to transform the world. Over 150,000 students across 125 countries have wisely chosen ENEB to shape their future and make a global impact.



## **ENEB in Numbers**

Numbers are not just figures; they are the result of our relentless effort and dedication. At ENEB, our impressive stats reflect our commitment to excellence and our global impact on education and transformation.



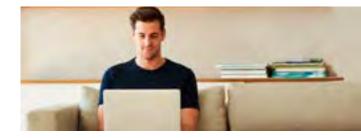
## Accreditations

All the certificates of our training programmes are issued by ENEB Business School and certified by the Universidad Isabel I, which belongs to the European Higher Education Area guaranteeing the homogeneity and quality of the training. ENEB master's and postgraduate programs have the highest recognitions, approvals and homologations that guarantee the educational quality of their content. They are highly valued professional trainings in the field of each of the different areas of knowledge. The homologations, accreditations, memberships, certifications, registrations and recognitions of ENEB are the following:



## **Remote learning**

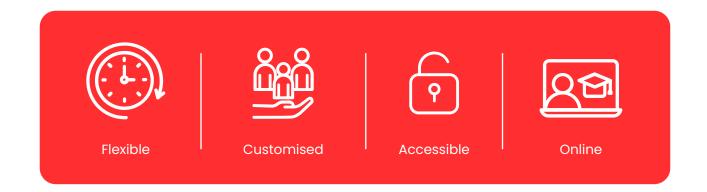
ENEB's training programs are 100% online and includes manuals, daily and voluntary live classes in the ENEB Metaverse, multimedia resources, forums, and debates within the ENEB community, as well as tutoring from Monday to Sunday.



Evaluation is done through the presentation of a final assignment per subject, after passing self-assessments. These self-assessments do not affect your final grade but help you measure your progress in learning. Final assignments are evaluated and corrected by the team of tutors and professors. There are no final tests or theoretical exams.

Flexibility is not only reflected in the delivery of assignments but also in the adaptability of the program to your needs. You can follow the order of subjects that best suits your time, needs, or concerns.

ENEB has a complete team of tutors available 7 days a week to guide and advise you on practical cases, ensuring your success in each subject.





## **Our Methodology**

At ENEB, you learn by making decisions through Harvard-backed case studies, guided by 200+ active professionals, all within our immersive Metaverse campus. Rather than focusing on memorizing information, we place the emphasis on preparing you for real-world business decisions.



## **SPECIAL PROGRAMS**

### "The Food Truck Challenge"

Simulator in which you will manage a succesfull food truck in the city of Boomtown.

You will work in teams to make decisions, after each decision there will be a debriefing and the decisions made and results obtained by each team will be discussed.

With content from Harvard Business Publishing Education.





Our synchronous live classes are held from Monday to Thursday through the ENEB Metaverse (NUBI). These classes feature the participation of experts in various educational areas. The schedule of classes may vary depending on the availability of speakers, but you will always have access to the updated calendar several weeks in advance.

Although attendance at these classes is not mandatory, they are highly recommended as they offer an interactive and practical experience on the most relevant topics of the business world in all its dimensions.

If you are unable to attend a live class, do not worry. All sessions are recorded and available on the virtual campus shortly after they take place, so you can access them at any time that suits you.

## **Flexible Learning**

#### 24/365 Access

Study at your own pace with our flexible 24/365 methodology. Whether you are a busy professional or managing other commitments, our programs are designed to fit into your life. You can start and complete your studies at your convenience, ensuring a stressfree and adaptable learning experience.

## Self-Assessment and Practical Assignments

Evaluation is done through the presentation of final assignments per subject, following self-assessments that help you measure your progress. Our flexible approach allows you to follow the order of subjects that best suits your time and needs.

### Calendar

All our Masters, Management Development Programs and Advanced Courses have a flexible start date, i.e. they begin when you wish and inform us. The duration of each of them will depend on the number of credits, ranging from 1 month for the Higher Education Courses, 5 months for the Executive Courses, 9 months for the Masters, 12 months for the Double Masters and 14 months for the Global MBA.

## Thanks to our 7/24 Method

we will answer all your questions and doubts every day of the year through the Virtual Campus.

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# What we offer:

- Welcome sessions
- Live classes from Monday to Thursday in our NUBI metaverse with active professionals
- Academic Q&A with our Secretary team in the metaverse
- Possibility of internships in companies
- Partnerships with other schools and businesses
- Registration in our job bank
- Networking opportunities and access to the ENEB Community
- Student card



## **Class President**

As part of ENEB's commitment and excellence to students around the world, all programs have Class Presidents who not only are primary guides and supporters within the institution, but also key figures in fostering a robust networking network designed to expand your professional and academic opportunities.

All students are invited to connect with them to stay abreast of the latest developments and opportunities in our academic community. These leaders will offer you valuable resources and strategic advice to maximize your potential for employability and academic success.

Connect, collaborate and grow with us!



#### Saqib Achakzai MBA

Senior Manager at Deloitte in London, he is a chartered accountant with more than fifteen years of experience in financial services. His experience includes business transformation, regulatory compliance and financial audits for clients in the UK, US and Middle East.



#### Richard Overton MBA + Master in Project Management

Chief Engineer with over 29 years of manufacturing and business management experience. Specialized in operational efficiency, safety standards and team leadership. Expert in methodologies such as FMECA, DMAIC, 5S and TPM. Known for driving efficiency and leading goal-focused teams.



#### Roner Chichirita MBA + Master in Big Data and Business Intelligence

A nurse from the Philippines working in a major German hospital, he is pursuing an MBA and a master's degree in Big Data and Business Intelligence at ENEB. His goal as Class President is to improve his leadership skills and help students. In addition, he works as a tax advisor for the Filipino community in Hamburg and enjoys building IKEA furniture and creating websites as a hobby.



#### Steven Poole MBA + Master in Logistics

Steven Poole is a recognized leader in the Australian rail industry with more than 20 years of experience. He is currently a principal investigator at Australia's largest rail operator, where he has achieved notable reductions in workplace safety incidents and injuries, as well as significant improvements in staff performance and management.



#### Samir Bouazzi MBA + Master in Team Management

An experienced IT, sales and business development professional, he holds a degree in Computer Science from Tunisia. He has managed projects on all continents and currently works as a Section Supervisor at Darwish Holding in Qatar, driving sales growth and fostering team excellence. His commitment to customer satisfaction, innovative strategies and team development make him a valuable professional to be Class President.



## What do we expect from students

Success is the result of constant effort. There are no shortcuts to excellence. Dedicate yourself fully to each task and project, and the results will speak for themselves.



"I couldn't be happier with my studies at ENEB. The online platform includes current content applicable to real-life scenarios, and the quality of the master's degree exceeded all my expectations."





"I'm impressed with the professionalism and dedication of the entire team of the school. From faculty members to administrative staff, every interaction and aspect of my experience has been excellent."

## Certifications

Here is an example of the certificates by ENEB and the University Isabel I that may be issued depending on your program of study.





## **Certificate of completion**







## Internship program

ENEB Business School is recognised by the most prestigious companies in different sectors. Its training programs, adapted to the current reality of the labour market, will allow you to get on perfectly in any company or organization and to develop a promising career. To make that possible, the school has an agreement with renowned business firms and an employment program where students can access more than 14,000 national and international job offers.

In its pursuit to promote the labour insertion of the students, ENEB Business School, among its free services, offers the possibility of undertaking internships in companies as a complement to their training plan. The objective of this internship, established through a Private Collaboration Agreement between the school and the company, is to allow training in work centres that reproduce the usual conditions of the business environment as part of their training plan.

## International character

In addition, all the students focused on international business, business sciences, management, business administration and management, can apply for an international internship through our partners Worldwide Internships and Pic-Management in the United States, Mexico, Dominican Republic, Spain, France, Thailand, China, Malaysia, United Arab Emirates and New Zealand, among others.

We provide effective solutions to the growing training needs requested by companies for their future employees. We have an avant-garde research department to update and adapt new trends to the current market as well as a networking space for the meeting of students, managers, professionals, academic experts and entrepreneurs who want to exchange experiences and opinions. Below are some of the companies and organizations where our internships take place:

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BBVA	citibank	9	E endesa	T Systems:
Ferrovial	FOX	FUJITSU	GRIFOLS	SONY
Hero	(D) ment	IBERIA	IBM	@
INDITEX	🍈 ındra	Logista	() LOGI	Telefonica
MANGO	HEDIAPHO	Nestle	TH HOTEL GROUP	e vodatone
~	🛎 PUIG	PALE ADIDAT	An Antonia Commercia	TOTEVIDNAL
	CREPTOL	Sanitas	Santander	vueling

### **Job Opportunities**

ENEB Business School is recognized by the most prestigious companies in different sectors. Its training programs, adapted to the current reality of the working world, allow students to grow professionally and climb their career ladder in any company.

To make this possible, ENEB Business School has an agreement with major business firms and employment exchanges with more than 14,000 offers available to its students within the business environment. Registration is optional, and we maintain the strictest confidentiality according to the Personal Data Protection Law in compliance with the European Regulation of Data Protection RGPD 2016/679 and RD of development 1720/2007.

Our team will advise our students on the adaptation of their curriculum and cover letters to ensure their employability in selection processes.

## Scholarships and grants

ENEB has limited places available for each of the scholarships aimed at all Master's Degree and Management Development Program students who meet the following requirements:

**Direct Scholarship:** Without requirements or limitations in each enrollment period. Get your Direct Scholarship now without administrative procedures.

#### Scholarship for Academic Excellence:

Intended for those students whose academic and professional qualifications have a profile of excellence.

#### **Entrepreneurial Talent Scholarship:**

Designed for all those entrepreneurs who wish to study a Master's or Postgraduate degree in order to apply it to their professional career.

#### Women and Equality Scholarship:

Designed for female candidates who want to grow professionally and achieve the highest level of education. In ENEB, we are committed to gender equality and we encourage woman's integration into the workforce..

#### Management Scholarship:

Intended for all those professionals whose roles of responsibility requires them to continually grow and evolve.. **Corporate Scholarship:** DIntended for all those professionals who want to boost their career and opt for higher positions.

#### Scholarship for self-employed professionals:

Intended for self-employed professional who wish to pursue a Master's or Postgraduate degree to gain an in-depth knowledge of their sector or to acquire the necessary skills to grow their business.

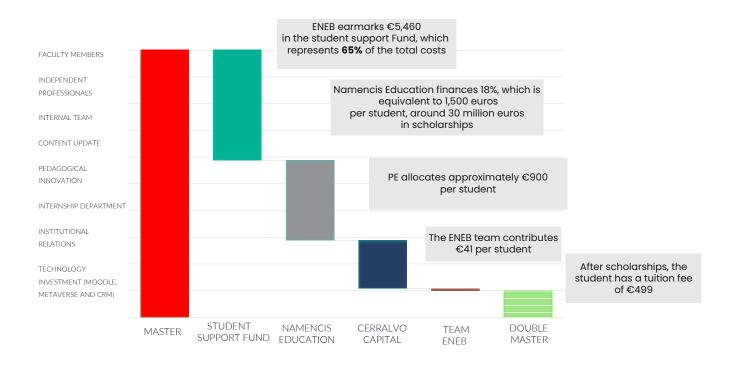
**SMEs Scholarship:** Designed for entrepreneurs who wish to increase their knowledge to contribute to the growth of their company.

**Scholarship for the unemployed:** Intended for all those who wish to pursue further studies in order to re-enter the job market.

**Geographical Mobility Scholarship:** Intended for all applicants who wish to study from anywhere in the world and thus, acquire a global view of the business world.

## We are committed to making education accessible to everyone

At ENEB, we are dedicated to democratizing education through exceptional affordability and quality. Our commitment drives us to invest in creating opportunities for every student to thrive and excel, regardless of financial constraints.





"ENEB not only offered me the chance to complete my master's degree at an unbeatable price but also provided the flexibility I needed to achieve my goals. This experience has truly transformed my life, opening doors to new opportunities and shaping my future in profound ways."

"I found everything I needed at ENEB: quality content in a format that allowed me to balance work, personal life and study, and at a price I could afford."



## MBA - MASTER OF BUSINESS ADMINISTRATION + MASTER IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

#### **INTRODUCTION**

The MBA - Master of Business Administration + Master in Logistics and Supply Chain Management is an educational program that offers a combination of management skills and specialized knowledge in logistics and supply chain management. The program is designed to help students acquire a thorough understanding of logistics processes and strategies in an ever-changing global business environment, while providing them with leadership and business management skills.

Choose to train at ENEB, one of the most prominent distance business schools in Europe, allowing you to train at the highest level from anywhere, with daily support from all professors and tutors.

#### **TWO DIPLOMAS**

Upon completing your studies, you will be eligible to receive a double certification awarded by the European Business School of Barcelona, endorsed and certified by Universidad Isabel I:

 MBA - Master of Business Administration + Master in Logistics and Supply Chain Management

Additionally, you will obtain a Diploma of Specialization in Innovation and Project Management issued by the European Business School of Barcelona. This diploma certifies the acquisition of key competencies in these strategic areas, significantly enhancing your professional profile and improving your employment opportunities in today's competitive job market.

#### WHO IS IT FOR?

The MBA - Master of Business Administration + Master in Logistics and Supply Chain Management is aimed at:

- Professionals seeking a career in supply chain management and logistics, as well as those seeking a career in general business management. Students can come from a wide variety of fields, including logistics, engineering, business, finance, marketing and operations.
- Executives and middle managers who wish to enhance their leadership and management skills in the field of logistics and supply chain management. This may include operations managers, logistics managers, purchasing managers, supply chain managers, among others.
- University graduates who want to acquire the skills and knowledge necessary to perform effectively in leadership and management roles in this field.
- Entrepreneurs and business people seeking to establish and manage their own businesses in this field. The program provides them with the skills and knowledge necessary to effectively establish and manage a business in the field of logistics and supply chain management.
- Industry professionals seeking a skills upgrade in the field of logistics and supply chain management. It
  will provide them with the skills and knowledge necessary to stay current in this field and meet the
  current and future challenges of the industry.

#### **OBJECTIVES**

The curriculum of the MBA - Master of Business Administration + Master in Logistics and Supply Chain Management aims to provide students with the following knowledge and skills:

- Develop leadership and business management skills.
- Acquire a deep understanding of logistics and supply chain processes.
- Develop skills in strategic decision making in supply chain management.
- Learn to apply advanced tools and techniques for supply chain management.
- Develop skills in inventory management and demand management.
- Understand the importance of logistics in a global business environment.
- Learn to analyze the costs and benefits of logistics and supply chain management.
- Develop skills to manage and improve the quality of logistics processes.
- Learn to manage risk in the supply chain.
- Acquire skills to lead and manage teams in supply chain management.

#### CAREER OPPORTUNITIES

- **Supply Chain Manager**: An MBA with a specialization in Logistics and Supply Chain Management can provide advanced skills in supply chain management, demand planning, logistics and distribution. A supply chain manager can work in companies in a variety of industries, from manufacturing to retail, to ensure efficiency in supply chain management and delivery of high quality products on time.
- Logistics and supply chain consultant: With an MBA and specialization in Logistics and Supply Chain Management, you can acquire advanced skills in process analysis, optimization strategies and continuous improvement. A logistics and supply chain consultant can work in consulting firms to help companies improve supply chain management efficiency and reduce costs, identify opportunities for improvement, and develop effective strategies for process optimization.
- **Operations and Logistics Manager**: An MBA with a specialization in Logistics and Supply Chain Management can provide advanced skills in operations management, especially in the field of logistics and supply chain management. An operations and logistics manager can work in companies in a variety of industries to manage day-to-day operations, from planning and inventory control to warehouse management and on-time, quality product delivery.

#### **ADMISSION**

To be eligible for any of our Master's programs, applicants must meet the following requirements:

- Hold a degree in any field (Bachelor's, Architecture, Higher or Technical Engineering, Licentiate, Diploma, or equivalent).
- University students currently pursuing a degree or equivalent higher education studies.
- Professionals with career prospects in their current positions.
- If you do not meet any of the above conditions, please contact the school, and the admissions department will evaluate your specific case.

#### YOUR MASTER INCLUDES:

- MBA Master of Business Administration + Master in Logistics and Supply Chain Management
- Diploma of Specialization in Innovation and Project Management

- Registration in our job bank
- Possibility of internships in companies
- Tutorials from Monday to Sunday
- 7" tablet as a gift

#### **SYLLABUS**

#### **SECTION 1: MARKETING**

Topic 1. New role of the consumer Topic 2. The brand Topic 3. The ideal customer Topic 4. The customer journey Topic 5. Types of marketing

#### **SECTION 2: E-COMMERCE**

Topic 1. Online sales Topic 2. Web store Topic 3. Mobile applications Topic 4. From interested lead to buyer Topic 5. Web analytics Topic 6. User experience Topic 7. Digital campaigns Topic 8. Mobile payment Topic 9. Landing page

#### SECTION 3: TALENT MANAGEMENT

Topic 1. Personnel selection Topic 2. Team planning and evaluation Topic 3. Performance and performance management Topic 4. Personnel training Topic 5. Personnel Metrics Topic 6. Management models

#### SECTION 4: OPERATIONS MANAGEMENT

Topic 1. Business Strategy Topic 2. Operations Management Topic 3. Demand Topic 4. Product development Topic 5. Operating systems Topic 6. Process planning and management Topic 7. Operational planning Topic 8. The human factor in operations management

#### SECTION 5: DIGITAL TRANSFORMATION

Topic 1. Business digitalization Topic 2. Artificial Intelligence (Al) Topic 3. The Internet of Things (IoT) Topic 4. Blockchain Topic 5. Big Data and Business Intelligence (BI) Topic 6. Cloud computing Topic 7. Industrial automation and robotics Topic 8. Cybersecurity

#### SECTION 6: BUSINESS PLAN

Topic 1. Vision, mission and values Topic 2. Strategic plan Topic 3. Business model Topic 4. Strategic analysis Topic 5. Monitoring the strategic plan

#### SECTION 7: PROJECT MANAGEMENT

Topic 1. Project management figure Topic 2. Team management Topic 3. Team management and communication Topic 4. Project management

#### **SECTION 8: DECISION MAKING**

Topic 1. Problem definition Topic 2. Selection of criteria and techniques Topic 3. Development of alternatives Topic 4. Analysis Topic 5. Decision Topic 6. Action plan Topic 7. Examples of problems

#### SECTION 9: STRATEGIC PEOPLE MANAGEMENT

Topic 1. Strategic management in human resources Topic 2. Strategic communication Topic 3. Organizational culture Topic 4. Business ethics Topic 5. Labor flexibility

#### SECTION 10: ACCOUNTING MANAGEMENT

Topic 1. The Balance Sheet Topic 2. The profit and loss statement Topic 3. Cash flow statements Topic 4. Journal entries Topic 5. Advanced accounting Topic 6. Taxes

#### SECTION 11: MANAGEMENT ACCOUNTING

Topic 1. Cost accounting Topic 2. Management Accounts Topic 3. Working capital Topic 4. Net financial debt

#### **SECTION 12: SUPPLY CHAIN**

Topic 1. Supply chain Topic 2. Purchase management Topic 3. Warehouse management Topic 4. Logistic models Topic 5. Reverse logistics Topic 6. Amazon Model Topic 7. Innovation and sustainability

#### **SECTION 13: COMMERCIAL DISTRIBUTION**

- Topic 1. Commercial Channels Topic 2. Commercial distribution and competition law Topic 3. Trade policy and regulations Topic 4. International trade Topic 5. Foreign trade Topic 6. Incoterms Management
- Topic 7. Internationalization of companies

#### **SECTION 14: DIGITAL BUSINESS**

Topic 1. E-commerce and its operations Topic 2. e-procurement: e-procurement Topic 3. Operational management of e-commerce: efulfillment Topic 4. Marketplaces Topic 5. The last mile Topic 6. Exponential structures Topic 7. Digital business

#### SECTION 15: PROCESS QUALITY

Topic 1. Quality as a management system Topic 2. Quality strategies Topic 3. Phases of a quality plan Topic 4. Quality control Topic 5. Quality analysis and continuous quality improvement Topic 6. Quality and environmental policy in the company Topic 7. ISO Standards

#### **SECTION 16: AGILE METHODOLOGIES**

Topic 1. Product management Topic 2. Lean startup Topic 3. Agile management

#### **SECTION 17: DATA MANAGEMENT**

Topic 1. Open data Topic 2. Data management Topic 3. Data privacy Topic 4. Data storage Topic 5. Strategy and data

#### A JOURNEY THROUGH THE SYLLABUS

#### **SECTION 1: MARKETING**

Marketing encompasses strategies for understanding consumer behavior, creating brand value, and effectively reaching and engaging customers. This section delves into the evolving role of consumers and the essential elements of successful marketing strategies.

#### **Topic 1: New Role of the Consumer**

The new role of the consumer highlights how modern consumers have become more informed, empowered, and demanding. This topic explores the shift from passive recipients of marketing messages to active participants who seek personalized experiences and engage with brands through various digital channels. It covers the impact of this transformation on marketing strategies and the need for businesses to adopt a customer-centric approach that values feedback and fosters genuine connections.

#### **Topic 2: The Brand**

Branding is crucial for establishing a business's identity and differentiating it from competitors. This topic examines the components of a strong brand, including brand identity, brand equity, and brand management strategies. It explores how brands communicate their values, mission, and unique selling propositions to create a lasting impression on consumers and build brand loyalty.

#### **Topic 3: The Ideal Customer**

Identifying the ideal customer involves understanding who the target audience is and what they need or desire. This topic covers techniques for defining customer personas, analyzing demographic and psychographic data, and tailoring marketing strategies to meet the needs of the most valuable customer segments. It emphasizes the importance of aligning marketing efforts with the preferences and behaviors of the ideal customer.

#### **Topic 4: The Customer Journey**

The customer journey represents the path that consumers take from initial awareness to final purchase and beyond. This topic explores the stages of the customer journey, including awareness, consideration, decision, and post-purchase evaluation. It focuses on mapping out these stages to identify touchpoints and opportunities for improving the customer experience.

#### **Topic 5: Types of Marketing**

Marketing encompasses various strategies and channels for reaching consumers. This topic covers different types of marketing, such as traditional vs. digital marketing, inbound vs. outbound marketing, and B2B vs. B2C marketing. It explores the strengths and limitations of each type and provides guidelines for choosing the most effective marketing approach based on business goals and target audiences.

#### **SECTION 2: E-COMMERCE**

E-commerce refers to the buying and selling of goods and services over the internet. This section covers the key elements of establishing and managing an online business presence, from creating a web store to analyzing digital campaign effectiveness.

#### **Topic 1: Online Sales**

Online sales involve transactions conducted through digital platforms. This topic explores the strategies for setting up and managing an online sales operation, including selecting e-commerce platforms, managing product listings, and optimizing the sales process for efficiency and customer satisfaction.

#### **Topic 2: Web Store**

A web store is an online platform for selling products or services. This topic covers the design and development of web stores, including aspects such as user interface design, functionality, and features

that enhance the shopping experience. It focuses on creating a seamless, user-friendly online store that effectively converts visitors into customers.

#### **Topic 3: Mobile Applications**

Mobile applications offer a way to engage customers on their smartphones and tablets. This topic explores the development and marketing of mobile apps, including considerations for app design, user experience, and strategies for increasing app downloads and user engagement.

#### **Topic 4: From Interested Lead to Buyer**

This topic covers the process of converting potential leads into paying customers. It explores techniques for nurturing leads through targeted marketing efforts, including lead scoring, email marketing, and personalized offers, to move prospects through the sales funnel.

#### **Topic 5: Web Analytics**

Web analytics involves measuring and analyzing web traffic and user behavior. This topic covers tools and techniques for collecting data on website performance, interpreting metrics such as page views, bounce rates, and conversion rates, and using this information to make data-driven decisions.

#### **Topic 6: User Experience**

User experience (UX) focuses on creating a positive interaction between users and a website or app. This topic explores principles of UX design, including usability testing, user feedback, and design best practices for enhancing the overall experience for users.

#### **Topic 7: Digital Campaigns**

Digital campaigns are strategic efforts to promote products or services online. This topic covers the planning, execution, and measurement of digital marketing campaigns, including techniques for creating effective ads, targeting audiences, and evaluating campaign success.

#### **Topic 8: Mobile Payment**

Mobile payment refers to financial transactions conducted via mobile devices. This topic explores different mobile payment methods, including mobile wallets and apps, and discusses how to implement secure and convenient payment solutions for online and in-app purchases.

#### **Topic 9: Landing Page**

A landing page is a web page designed to convert visitors into leads or customers. This topic covers the elements of an effective landing page, including design, content, and call-to-action strategies, to optimize conversion rates and achieve marketing objectives.

#### **SECTION 3: TALENT MANAGEMENT**

Talent management involves recruiting, developing, and retaining employees to meet organizational goals. This section covers comprehensive strategies for managing personnel and building effective teams.

#### **Topic 1: Personnel Selection**

Personnel selection focuses on finding and hiring the right candidates for positions within an organization. This topic covers recruitment methods, interview techniques, and selection criteria to identify individuals who will contribute positively to the company.

#### **Topic 2: Team Planning and Evaluation**

Team planning and evaluation involve creating effective teams and assessing their performance. This topic explores techniques for team formation, setting goals, and evaluating team effectiveness through performance reviews and feedback mechanisms.

#### **Topic 3: Performance and Performance Management**

Performance management involves setting expectations, monitoring performance, and providing feedback to employees. This topic covers methods for managing performance, including goal-setting frameworks, performance appraisals, and strategies for improving employee performance.

#### **Topic 4: Personnel Training**

Personnel training focuses on developing employees' skills and knowledge. This topic explores training methods, such as workshops, e-learning, and on-the-job training, and strategies for creating effective training programs that address organizational needs.

#### **Topic 5: Personnel Metrics**

Personnel metrics involve measuring and analyzing human resource data. This topic covers key HR metrics, such as turnover rates, employee satisfaction, and training effectiveness, and how to use these metrics for strategic decision-making.

#### **Topic 6: Management Models**

Management models provide frameworks for effective leadership and organizational management. This topic explores various management theories and models, including transformational leadership, situational leadership, and team management approaches.

#### **SECTION 4: OPERATIONS MANAGEMENT**

Operations management involves overseeing the production and delivery of products and services. This section covers strategic and operational aspects of managing business processes to achieve efficiency and effectiveness.

#### **Topic 1: Business Strategy**

Business strategy encompasses the long-term plans and goals of an organization. This topic explores how to develop and implement strategies that align with business objectives, including strategic planning, competitive analysis, and goal-setting.

#### **Topic 2: Operations Management**

Operations management focuses on the design and management of production processes. This topic covers techniques for optimizing operations, including process improvement, resource management, and quality control.

#### **Topic 3: Demand**

Demand management involves forecasting and managing customer demand for products and services. This topic explores methods for predicting demand, managing inventory levels, and aligning production schedules with market needs.

#### **Topic 4: Product Development**

Product development is the process of creating new products or improving existing ones. This topic covers stages of product development, including idea generation, market research, design, and launch strategies.

#### **Topic 5: Operating Systems**

Operating systems refer to the frameworks that support business operations. This topic explores different types of operating systems, including manufacturing and service operations systems, and their roles in managing business processes.

#### **Topic 6: Process Planning and Management**

Process planning and management involve designing and overseeing business processes. This topic covers techniques for process design, workflow management, and continuous improvement to achieve operational efficiency.

#### **Topic 7: Operational Planning**

Operational planning involves creating detailed plans for day-to-day business operations. This topic explores techniques for developing operational plans, including resource allocation, scheduling, and performance monitoring.

#### **Topic 8: The Human Factor in Operations Management**

The human factor in operations management addresses how employees influence operational processes. This topic explores strategies for managing teams, fostering collaboration, and addressing challenges related to human resources in operations.

#### SECTION 5: DIGITAL TRANSFORMATION

Digital transformation refers to integrating digital technologies into all aspects of a business. This section covers emerging technologies and their implications for modern business practices.

#### **Topic 1: Business Digitalization**

Business digitalization involves adopting digital technologies to improve operations. This topic covers strategies for integrating digital tools, such as cloud services and software applications, to enhance business processes and competitiveness.

#### Topic 2: Artificial Intelligence (AI)

Artificial Intelligence (AI) refers to technologies that simulate human intelligence. This topic explores AI applications, including machine learning, natural language processing, and automation, and their potential to transform business operations.

#### Topic 3: The Internet of Things (IoT)

The Internet of Things (IoT) connects devices and systems to collect and exchange data. This topic covers IoT technologies, including smart sensors and data analytics, and their applications in business for monitoring, optimization, and innovation.

#### **Topic 4: Blockchain**

Blockchain technology provides a decentralized ledger for recording transactions. This topic explores the principles of blockchain, its applications for enhancing transparency and security in business processes, and its potential impact on various industries.

#### Topic 5: Big Data and Business Intelligence (BI)

Big Data and Business Intelligence (BI) involve analyzing large datasets for business insights. This topic covers techniques for collecting, processing, and interpreting big data, and how to use BI tools to support decision-making and strategic planning.

#### **Topic 6: Cloud Computing**

Cloud computing offers scalable computing resources over the internet. This topic explores cloud services, including infrastructure as a service (IaaS), platform as a service (PaaS), and software as a service (SaaS), and their benefits for businesses.

#### **Topic 7: Industrial Automation and Robotics**

Industrial automation and robotics involve using technology to automate manufacturing and production processes. This topic covers the principles of automation, the use of robots in industry, and the impact of these technologies on productivity and efficiency.

#### **Topic 8: Cybersecurity**

Cybersecurity involves protecting digital systems and data from threats. This topic explores techniques for safeguarding information, including risk assessment, threat detection, and security measures to protect business assets from cyber attacks.

#### SECTION 6: BUSINESS PLAN

A business plan is a strategic document that outlines a company's vision, mission, and operational strategies. This section covers the creation and evaluation of business plans to guide organizational success.

#### **Topic 1: Vision, Mission, and Values**

Vision, mission, and values define a company's purpose and direction. This topic explores how to develop a clear vision statement, a mission that guides business operations, and core values that reflect the company's beliefs and principles.

#### **Topic 2: Strategic Plan**

A strategic plan outlines long-term goals and the strategies to achieve them. This topic covers the development of strategic plans, including goal setting, strategic initiatives, and methods for aligning plans with business objectives.

#### **Topic 3: Business Model**

A business model describes how a company creates, delivers, and captures value. This topic explores different business model frameworks, including value propositions, revenue streams, and customer segments, and how to design a sustainable and profitable model.

#### **Topic 4: Strategic Analysis**

Strategic analysis involves assessing internal and external factors that affect business success. This topic covers techniques for analyzing the business environment, including SWOT analysis, market research, and competitive analysis.

#### **Topic 5: Monitoring the Strategic Plan**

Monitoring the strategic plan involves tracking progress and making adjustments. This topic covers methods for evaluating the effectiveness of strategic plans, including performance metrics, review processes, and strategies for adapting to changes.

#### SECTION 7: PROJECT MANAGEMENT

Project management focuses on planning, executing, and closing projects. This section covers the methodologies and practices for managing projects to achieve specific goals within time and budget constraints.

#### **Topic 1: Project Management Figure**

The project management figure represents the role of the project manager. This topic explores the responsibilities of project managers, including leadership, stakeholder management, and project planning.

#### **Topic 2: Team Management**

Team management involves overseeing project teams to achieve objectives. This topic covers techniques for building and leading teams, including team dynamics, conflict resolution, and performance management.

#### **Topic 3: Team Management and Communication**

Effective communication is crucial for successful team management. This topic explores strategies for facilitating communication within teams, including communication channels, feedback mechanisms, and team-building activities.

#### **Topic 4: Project Management**

Project management encompasses the processes and techniques used to complete projects. This topic covers project planning, execution, monitoring, and closure, using methodologies such as Agile, Waterfall, and Hybrid approaches.

#### **SECTION 8: DECISION MAKING**

Decision-making involves identifying and choosing the best course of action. This section covers techniques for making informed decisions and developing actionable plans.

#### **Topic 1: Problem Definition**

Problem definition involves identifying the nature and scope of issues. This topic explores methods for defining problems, including problem identification techniques, root cause analysis, and setting objectives for solutions.

#### **Topic 2: Selection of Criteria and Techniques**

Selecting criteria and techniques involves choosing the best methods for decision-making. This topic covers criteria for evaluating alternatives, including cost-benefit analysis, decision matrices, and prioritization methods.

#### **Topic 3: Development of Alternatives**

Developing alternatives involves creating different solutions to address a problem. This topic explores techniques for generating and evaluating alternative solutions, including brainstorming, scenario planning, and risk assessment.

#### **Topic 4: Analysis**

Analysis involves evaluating alternatives to make informed decisions. This topic covers methods for analyzing options, including quantitative and qualitative analysis techniques, data interpretation, and decision-making models.

#### **Topic 5: Decision**

Decision-making involves choosing the best alternative from options. This topic explores techniques for making decisions, including decision-making frameworks, stakeholder considerations, and decision implementation strategies.

#### **Topic 6: Action Plan**

An action plan outlines steps for implementing decisions. This topic covers the creation of detailed action plans, including setting objectives, defining tasks, assigning responsibilities, and establishing timelines.

#### **Topic 7: Examples of Problems**

This topic provides real-world examples of business problems and decision-making scenarios. It explores case studies and practical examples to illustrate decision-making processes and solutions.

#### SECTION 9: STRATEGIC PEOPLE MANAGEMENT

Strategic people management focuses on aligning human resource practices with organizational goals. This section covers techniques for managing employees and fostering a positive organizational culture.

#### **Topic 1: Strategic Management in Human Resources**

Strategic management in human resources involves aligning HR practices with business objectives. This topic covers techniques for developing HR strategies, including workforce planning, talent management, and performance improvement.

#### **Topic 2: Strategic Communication**

Strategic communication involves planning and delivering messages to achieve goals. This topic explores communication strategies, including message development, audience analysis, and communication channels.

#### **Topic 3: Organizational Culture**

Organizational culture refers to the shared values and beliefs within a company. This topic covers the development and management of organizational culture, including cultural assessment, change management, and creating a positive work environment.

#### **Topic 4: Business Ethics**

Business ethics involves ethical practices in business operations. This topic explores ethical decisionmaking frameworks, corporate social responsibility, and the role of ethics in building trust and maintaining a positive reputation.

#### **Topic 5: Labor Flexibility**

Labor flexibility refers to adaptable employment practices. This topic covers flexible work arrangements, including remote work, part-time positions, and job-sharing, and their impact on employee satisfaction and organizational performance.

#### SECTION 10: ACCOUNTING MANAGEMENT

Accounting management involves overseeing financial activities and ensuring accurate financial reporting. This section covers accounting principles, financial statements, and advanced accounting topics.

#### **Topic 1: The Balance Sheet**

The balance sheet provides a snapshot of a company's financial position. This topic explores the components of the balance sheet, including assets, liabilities, and equity, and techniques for analyzing financial health.

#### **Topic 2: The Profit and Loss Statement**

The profit and loss statement shows a company's financial performance over a period. This topic covers the preparation of the profit and loss statement, including revenue, expenses, and net income, and techniques for analyzing financial performance.

#### **Topic 3: Cash Flow Statements**

Cash flow statements track the movement of cash into and out of a business. This topic explores the components of cash flow statements, including operating, investing, and financing activities, and methods for managing cash flow to ensure liquidity.

#### **Topic 4: Journal Entries**

Journal entries are the foundation of financial accounting. This topic covers the principles of recording transactions, including debits and credits, and the process of maintaining accurate financial records through journal entries.

#### **Topic 5: Advanced Accounting**

Advanced accounting involves complex financial transactions and reporting. This topic explores topics such as consolidations, mergers and acquisitions, and international accounting standards, providing a deeper understanding of advanced accounting practices.

#### **Topic 6: Taxes**

Taxes are a significant aspect of financial management. This topic covers tax principles, including corporate tax obligations, tax planning strategies, and compliance with tax regulations to manage a company's tax liabilities.

#### SECTION 11: MANAGEMENT ACCOUNTING

Management accounting focuses on providing information for internal decision-making. This section covers techniques for analyzing costs, managing budgets, and supporting strategic planning.

#### **Topic 1: Cost Accounting**

Cost accounting involves tracking and analyzing costs associated with business activities. This topic covers methods for calculating costs, analyzing cost behavior, and using cost information for budgeting and decision-making.

#### **Topic 2: Management Accounts**

Management accounts provide financial information for internal use. This topic explores techniques for preparing and interpreting management accounts, including financial statements, performance reports, and variance analysis.

#### **Topic 3: Working Capital**

Working capital management involves managing a company's short-term assets and liabilities. This topic covers strategies for optimizing working capital, including inventory management, accounts receivable, and accounts payable.

#### **Topic 4: Net Financial Debt**

Net financial debt measures a company's financial obligations compared to its assets. This topic explores methods for calculating and managing net financial debt, including strategies for debt reduction and financial risk management.

#### **SECTION 12: SUPPLY CHAIN**

Supply chain management involves overseeing the flow of goods and services from suppliers to customers. This section covers comprehensive supply chain strategies, including procurement, logistics, and innovation.

#### Topic 1: Supply Chain

The supply chain encompasses all activities involved in producing and delivering products. This topic explores supply chain concepts, including supply chain design, management, and optimization for efficiency and effectiveness.

#### **Topic 2: Purchase Management**

Purchase management focuses on acquiring goods and services. This topic covers procurement strategies, supplier relationship management, and techniques for optimizing the purchasing process to achieve cost savings and quality improvements.

#### **Topic 3: Warehouse Management**

Warehouse management involves the efficient operation of storage facilities. This topic explores warehouse operations, including inventory management, order fulfillment, and strategies for optimizing warehouse efficiency and accuracy.

#### Topic 4: Logistic Models

Logistic models provide frameworks for managing logistics operations. This topic covers different logistic models, including just-in-time, lean logistics, and supply chain network design, and their applications in real-world scenarios.

#### **Topic 5: Reverse Logistics**

Reverse logistics deals with the process of returning products from customers to the manufacturer. This topic explores strategies for managing returns, recycling, and waste disposal, and their impact on the supply chain.

#### **Topic 6: Amazon Model**

The Amazon model refers to Amazon's supply chain and logistics strategies. This topic explores Amazon's approach to supply chain management, including its fulfillment centers, delivery systems, and innovative practices for achieving efficiency and customer satisfaction.

#### **Topic 7: Innovation and Sustainability**

Innovation and sustainability focus on improving supply chain practices. This topic covers strategies for incorporating innovative technologies and sustainable practices into supply chain operations to address environmental and social challenges.

#### SECTION 13: COMMERCIAL DISTRIBUTION

Commercial distribution involves the methods and channels for distributing products to customers. This section covers distribution strategies, legal considerations, and international trade practices.

#### **Topic 1: Commercial Channels**

Commercial channels are pathways for delivering products to consumers. This topic explores different distribution channels, including direct sales, retail, and e-commerce, and strategies for selecting and managing these channels.

#### **Topic 2: Commercial Distribution and Competition Law**

Commercial distribution and competition law address legal aspects of distribution practices. This topic covers competition regulations, anti-trust laws, and legal considerations for establishing and managing distribution agreements.

#### **Topic 3: Trade Policy and Regulations**

Trade policy and regulations govern international trade practices. This topic explores trade policies, including tariffs, trade agreements, and regulatory requirements for importing and exporting goods.

#### **Topic 4: International Trade**

International trade involves the exchange of goods and services across borders. This topic covers international trade practices, including trade theories, market entry strategies, and global trade dynamics.

#### **Topic 5: Foreign Trade**

Foreign trade focuses on trade activities between countries. This topic explores the principles of foreign trade, including export and import strategies, trade barriers, and global market opportunities.

#### **Topic 6: Incoterms Management**

Incoterms (International Commercial Terms) define responsibilities in international trade. This topic covers the various Incoterms rules, including terms of delivery, cost allocation, and legal implications for international transactions.

#### **Topic 7: Internationalization of Companies**

Internationalization involves expanding business operations into global markets. This topic explores strategies for international market entry, including market research, entry modes, and the challenges of operating internationally.

#### **SECTION 14: DIGITAL BUSINESS**

Digital business focuses on leveraging technology for business operations. This section covers ecommerce practices, digital procurement, and strategies for thriving in the digital economy.

#### **Topic 1: E-commerce and Its Operations**

E-commerce and its operations involve the processes of online business transactions. This topic explores the components of e-commerce operations, including online sales processes, order management, and customer service.

#### **Topic 2: e-Procurement**

e-Procurement refers to the use of digital tools for procurement activities. This topic covers eprocurement systems, including electronic tendering, supplier management, and digital procurement strategies.

#### **Topic 3: Operational Management of E-commerce: e-Fulfillment**

e-Fulfillment focuses on managing the fulfillment process for e-commerce orders. This topic covers order processing, inventory management, and logistics for ensuring timely and accurate order fulfillment.

#### **Topic 4: Marketplaces**

Marketplaces are platforms for buying and selling goods and services. This topic explores different types of online marketplaces, including B2B and B2C platforms, and strategies for managing marketplace presence and sales.

#### Topic 5: The Last Mile

The last mile refers to the final stage of the delivery process. This topic covers challenges and solutions for optimizing last-mile delivery, including logistics strategies, delivery technologies, and customer satisfaction.

#### **Topic 6: Exponential Structures**

Exponential structures involve business models that scale rapidly. This topic explores characteristics of exponential businesses, including growth strategies, innovation, and leveraging technology for scalability.

#### **Topic 7: Digital Business**

Digital business encompasses all aspects of operating in the digital economy. This topic covers digital business models, online business strategies, and the impact of digital technologies on traditional business practices.

#### SECTION 15: PROCESS QUALITY

Process quality focuses on ensuring that business processes meet standards and improve over time. This section covers quality management systems, quality improvement strategies, and compliance with quality standards.

#### Topic 1: Quality as a Management System

Quality as a management system involves integrating quality practices into business operations. This topic explores principles of quality management systems, including quality planning, control, and assurance.

#### **Topic 2: Quality Strategies**

Quality strategies involve methods for achieving and maintaining high-quality standards. This topic covers quality improvement techniques, including Six Sigma, Total Quality Management (TQM), and continuous improvement processes.

#### **Topic 3: Phases of a Quality Plan**

A quality plan outlines steps for achieving quality objectives. This topic explores the phases of a quality plan, including planning, implementation, monitoring, and reviewing quality initiatives.

#### **Topic 4: Quality Control**

Quality control focuses on monitoring and maintaining product quality. This topic covers quality control techniques, including inspection, testing, and quality measurement to ensure products meet standards.

#### **Topic 5: Quality Analysis and Continuous Quality Improvement**

Quality analysis involves evaluating quality performance and identifying improvement opportunities. This topic covers methods for analyzing quality data, identifying root causes of quality issues, and implementing continuous improvement initiatives.

#### **Topic 6: Quality and Environmental Policy in the Company**

Quality and environmental policies address both product quality and environmental sustainability. This topic explores the development of policies that promote quality management and environmental responsibility.

#### **Topic 7: ISO Standards**

ISO standards provide international guidelines for quality management. This topic covers ISO standards relevant to quality management, including ISO 9001, and the process for certification and compliance with these standards.

#### **SECTION 16: AGILE METHODOLOGIES**

Agile methodologies focus on iterative development and flexible project management. This section covers principles and practices for managing projects in dynamic environments.

#### **Topic 1: Product Management**

Product management involves overseeing the development and lifecycle of products. This topic covers product management strategies, including market analysis, product development processes, and product launch planning.

#### Topic 2: Lean Startup

Lean startup methodology focuses on creating and testing business ideas efficiently. This topic explores lean startup principles, including minimum viable products, iterative testing, and validated learning.

#### Topic 3: Agile Management

Agile management involves flexible and iterative approaches to project management. This topic covers agile methodologies, including Scrum, Kanban, and Agile frameworks for managing projects and responding to change.

#### SECTION 17: DATA MANAGEMENT

Data management involves collecting, analyzing, and protecting data for business use. This section covers data management practices, including data privacy, storage solutions, and strategic data utilization.

#### **Topic 1: Open Data**

Open data refers to publicly accessible data for use and analysis. This topic explores the concept of open data, including data sharing initiatives, benefits of open data, and strategies for leveraging open data for business insights.

#### **Topic 2: Data Management**

Data management encompasses practices for handling data throughout its lifecycle. This topic covers data collection, storage, processing, and analysis, and strategies for managing data effectively.

#### **Topic 3: Data Privacy**

Data privacy involves protecting personal and sensitive information. This topic covers data privacy regulations, including GDPR and CCPA, and strategies for ensuring data protection and compliance with privacy laws.

#### Topic 4: Data Storage

Data storage solutions manage the retention and access of data. This topic explores different data storage options, including cloud storage, on-premises solutions, and hybrid approaches for managing data storage needs.

#### **Topic 5: Strategy and Data**

Strategy and data involve using data to support business decisions. This topic covers data-driven decision-making strategies, including data analysis techniques, strategic data planning, and leveraging data for competitive advantage.