

# European Business School of Barcelona

In collaboration with:

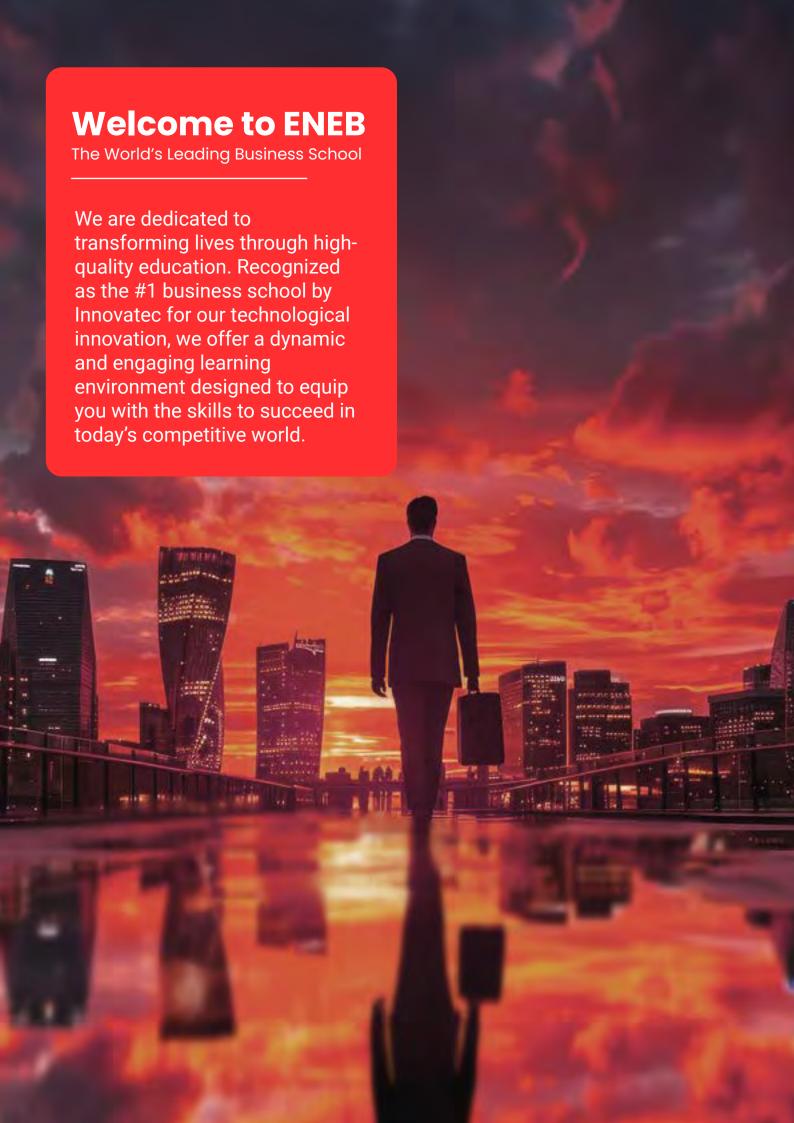












# Why ENEB?

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







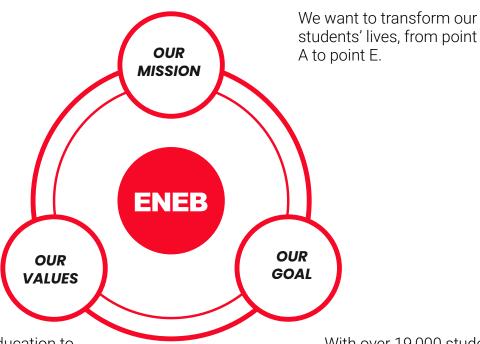






# You are our mission, our values and our goals

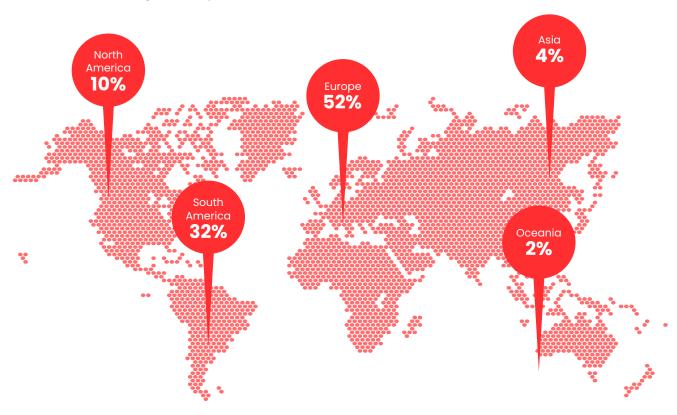
Our mission at ENEB is to transform your life, empowering you to choose your own path and dedicate your time to what you are most passionate about, with no limits to achieving your goals. We envision ourselves as the gateway to your life objectives, offering accessible, top-quality education for everyone. 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.



We aim to provide education to everyone who truly desires it. We strive to break barriers because we believe that top-tier education should be accessible to all, not just a select few. With over 19,000 students each year, we feel a profound responsibility to make a meaningful impact on society.

# **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:



All our training programmes are certified by Universidad Isabel I.



Collaboration with IEE, for validations in USA and Canada.



Member of the Spanish Confederation of Private Centres and Academies.



Member of the Spanish National Association of e-Learning and Distance Learning Centres



Collaborating Centre of the Trinity College London.



Quality and excellence certification with the highest score issued by the European Foundation for Quality Management.



Certificate of educational excellence established



Member of the Barcelona Chamber of Commerce



Best business school rated by its students.



Registered trademark with the number 3,543,757 within class 41 of Education and Training.



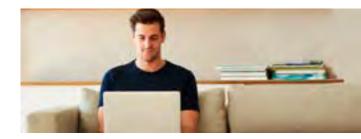
Associated to the Latin American Council of Management Schools



Associated with the Asociación Española de Escuelas de Negocios.

# **Remote learning**

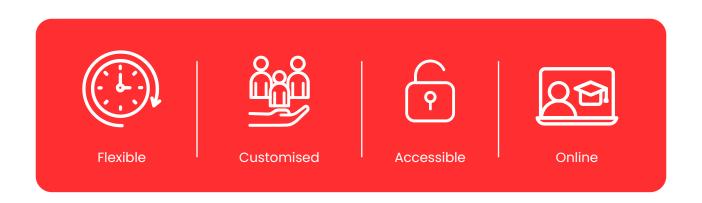
ENEB's training programs are 100% online and includes manuals, daily and voluntary live classes in the ENEB Metaverse, multimedia resources, forums, and debates within the ENEB community, as well as tutoring from Monday to Sunday.



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 successfull 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.







# 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 stress-free 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.

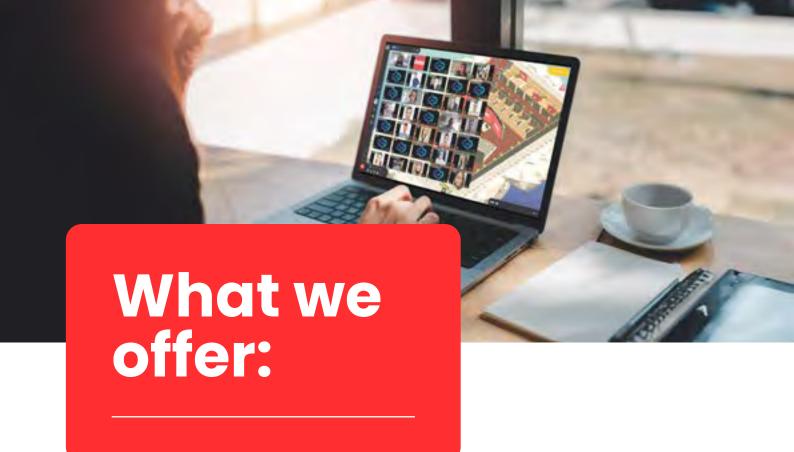
# Calendar

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.

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Thanks to our 7/24 Method

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



- 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:







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.

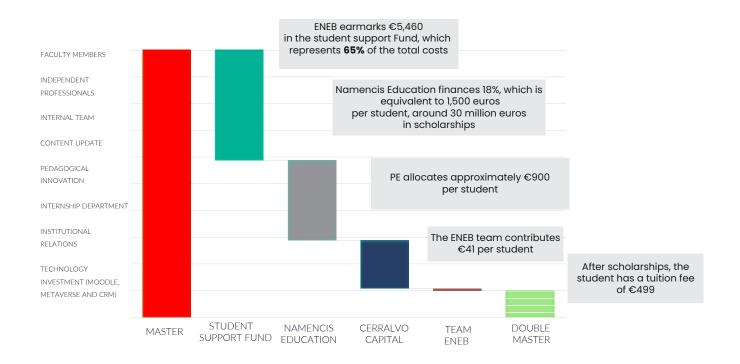
**SMEs Scholarship:** Designed for entrepreneurs who wish to increase their knowledge to contribute to the growth of their company.

**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.

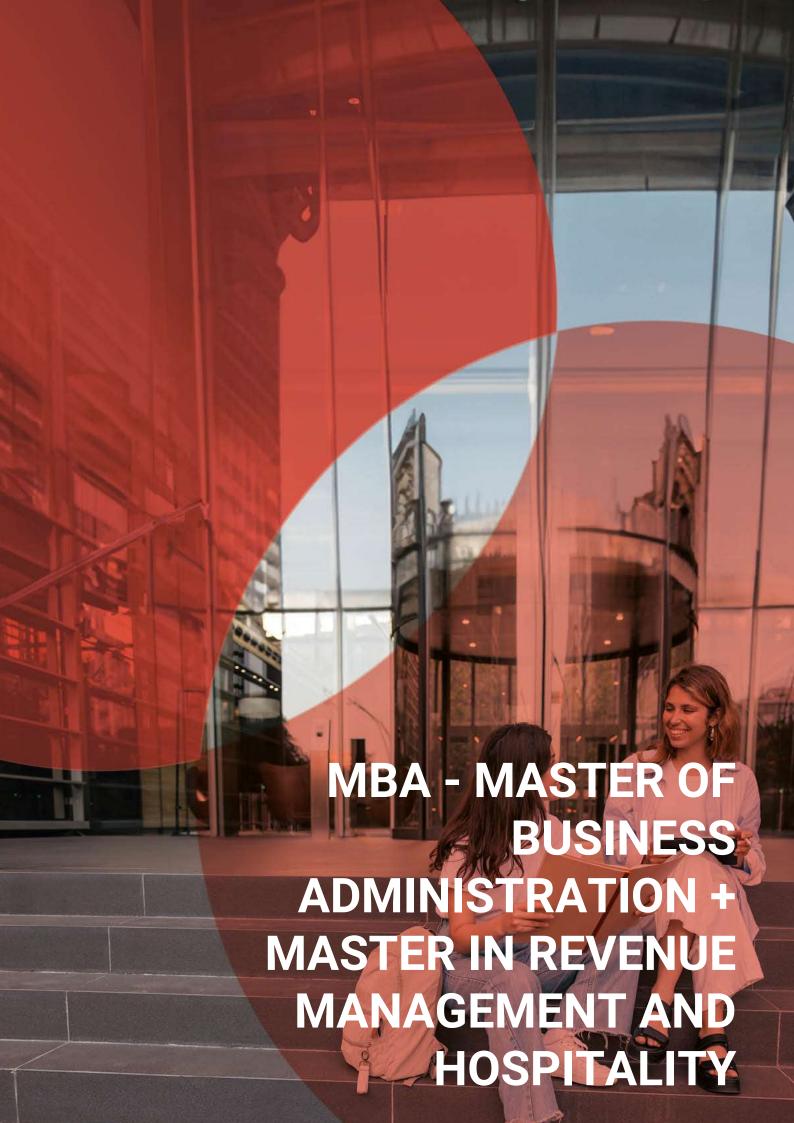




"ENEB not only offered me the chance to complete my master's degree at an unbeatable price but also provided the flexibility I needed to achieve my goals. This experience has truly transformed my life, opening doors to new opportunities and shaping my future in profound ways."

"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."





#### **INTRODUCTION**

The MBA - Master of Business Administration + Master in Revenue Management and Hospitality is a postgraduate training that combines business management with specialization in revenue management and the hospitality sector. The program offers a global vision of business management and develops leadership and management skills, while delving into the specific area of revenue management and hospitality.

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 Revenue Management and Hospitality

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 Revenue Management and Hospitality is aimed at:

- Hospitality industry professionals such as hotel managers, sales and marketing directors, front desk managers, reservation managers, among others.
- University graduates who seek a career in the hospitality industry and wish to acquire a deep understanding of revenue management strategies and their application in hospitality.
- Entrepreneurs in the tourism industry, as the program provides tools and techniques to improve their management skills and increase their profits.
- Professionals in the aviation industry, such as airline managers and travel agents, as Revenue Management is a discipline widely used in this industry.
- Individuals with a background in finance who may find in the program a way to apply their skills and knowledge in revenue management and profitability of companies in the hotel and tourism industry.
- The master's degree is aimed at professionals in the hotel and tourism sector, as well as university graduates who wish to specialize in this field of business management.

#### **OBJECTIVES**

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

- Acquire a deep understanding of business management, both at a theoretical and practical level.
- Develop leadership and management skills to manage teams and projects in the hospitality and tourism sector.
- Learn to apply revenue management strategies in hotel and tourism companies.
- To know in depth the different customer segments and markets in the hospitality and tourism sector.
- Learn to manage the different distribution and sales channels of tourism products and services.
- Develop skills to analyze data and make decisions based on the information obtained.
- Acquire a deep understanding of the latest trends in the tourism sector and their impact on business management.
- Develop communication and negotiation skills in international and multicultural environments.
- Learn to work in teams and lead projects in the hospitality and tourism sector.
- Acquire a global vision of business management and its application in the hospitality and tourism sector.

#### **CAREER OPPORTUNITIES**

- Revenue Management Manager: An MBA with a specialization in Revenue Management and Hospitality
  can provide advanced skills in pricing management, revenue optimization and marketing strategies in the
  hospitality industry. A Revenue Management manager can work in hotels, airlines, restaurants and other
  service businesses to maximize revenue and profitability through efficient price management and
  resource allocation.
- Operations Manager in the Hospitality Industry: With an MBA and specialization in Revenue
  Management and Hospitality, one can acquire advanced skills in operations management, especially in
  the hospitality field. An operations manager can work in hotels, resorts, restaurants and other service
  businesses to manage daily operations and ensure customer satisfaction through timely delivery of high
  quality products or services.
- Hospitality Consultant: An MBA with a specialization in Revenue Management and Hospitality can
  provide advanced skills in market analysis, marketing strategies and operations management in the
  hospitality industry. A hospitality consultant can work in consulting firms to help companies in the
  hospitality industry develop effective strategies to increase profitability and operational efficiency.

#### **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 Revenue Management and Hospitality
- 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: WEB POSITIONING**

Topic 1. How to attract customers

Topic 2. SEO: Organic Optimization

Topic 3. SEM: Payment optimization

Topic 4. Automating sales

Topic 5. Growth hacking

Topic 6. Marketing automation

Topic 7. Psychology in marketing

# **SECTION 6: DIGITAL TRANSFORMATION**

Topic 1. Business digitalization

Topic 2. Artificial Intelligence (AI)

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 7: 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 8: PROJECT MANAGEMENT**

Topic 1. Project management figure

Topic 2. Team management

Topic 3. Team management and communication

Topic 4. Project management

#### **SECTION 9: 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 10: 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 11: 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 12: MANAGEMENT ACCOUNTING**

Topic 1. Cost accounting

Topic 2. Management Accounts

Topic 3. Working capital

Topic 4. Net financial debt

#### **SECTION 13: HOSPITALITY & REVENUE MANAGEMENT**

Topic 1. Revenue control

Topic 2. The HORECA channel

Topic 3. Customer loyalty

# **SECTION 14: 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 15: AGILE METHODOLOGIES**

Topic 1. Product management

Topic 2. Lean startup

Topic 3. Agile management

#### A JOURNEY THROUGH THE SYLLABUS

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

Marketing is a core aspect of business strategy and customer engagement. This section delves into contemporary marketing concepts, focusing on understanding consumer behavior and developing effective marketing strategies.

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

The new role of the consumer reflects the shift from passive recipients of marketing messages to active participants in the brand experience. This topic explores how consumers are now influencers and cocreators of brand narratives through social media, reviews, and direct interactions. It examines the impact of consumer empowerment on marketing strategies and the need for brands to adapt to a more informed and engaged audience.

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

A brand represents a company's identity and promise to its customers. This topic covers the components of a successful brand, including brand equity, brand positioning, and brand identity. It explores how brands create value, differentiate themselves in the market, and build emotional connections with consumers.

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

Understanding the ideal customer involves identifying and analyzing the target audience for a business's products or services. This topic covers techniques for defining customer personas, understanding customer needs and preferences, and aligning marketing strategies to effectively reach and serve these ideal customers.

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

The customer journey maps the stages a customer goes through from initial awareness to post-purchase evaluation. This topic explores the various touchpoints along the journey, including awareness, consideration, purchase, and loyalty, and how businesses can optimize these stages to enhance the customer experience.

# **Topic 5: Types of Marketing**

Marketing encompasses various methods and approaches. This topic introduces different types of marketing strategies, including traditional marketing, digital marketing, content marketing, and experiential marketing. It covers the benefits and challenges of each type and how to choose the most effective approach for different business objectives.

# **SECTION 2: E-COMMERCE**

E-commerce is a critical area of modern business, focusing on online transactions and digital sales strategies. This section covers essential aspects of e-commerce platforms and practices.

# **Topic 1: Online Sales**

Online sales involve selling products or services through digital platforms. This topic covers the fundamentals of setting up and managing online sales channels, including e-commerce platforms, digital storefronts, and sales techniques for increasing online revenue.

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

A web store is an online platform for selling products or services. This topic explores the design and functionality of web stores, including user interface and experience, product listings, shopping cart functionality, and secure payment processing.

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

Mobile applications offer a convenient way for customers to interact with businesses. This topic covers the development and management of mobile apps for e-commerce, including app design, features, and strategies for increasing app downloads and user engagement.

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

Turning leads into buyers involves guiding potential customers through the sales funnel. This topic explores strategies for lead generation, nurturing leads, and converting them into paying customers through effective sales tactics and customer relationship management.

# **Topic 5: Web Analytics**

Web analytics involves tracking and analyzing online user behavior. This topic covers tools and techniques for measuring website performance, including metrics such as traffic, conversion rates, and user engagement, and using this data to make informed business decisions.

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

User experience (UX) is critical for the success of digital platforms. This topic explores the principles of UX design, including usability, accessibility, and user satisfaction, and strategies for creating a seamless and enjoyable experience for website and app users.

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

Digital campaigns are marketing efforts designed to achieve specific online objectives. This topic covers the creation and execution of digital marketing campaigns, including campaign planning, content creation, and performance evaluation.

# **Topic 8: Mobile Payment**

Mobile payment systems facilitate transactions through mobile devices. This topic explores different mobile payment technologies, including digital wallets, mobile banking, and contactless payments, and their impact on the e-commerce landscape.

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

A landing page is a targeted webpage designed to convert visitors into leads or customers. This topic covers the elements of effective landing pages, including design principles, call-to-action strategies, and techniques for optimizing conversion rates.

## **SECTION 3: TALENT MANAGEMENT**

Talent management involves attracting, developing, and retaining skilled employees. This section covers various aspects of human resource management and leadership.

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

Personnel selection focuses on identifying and hiring the right candidates for job positions. This topic covers recruitment strategies, selection methods, and techniques for assessing candidate qualifications and fit for the organization.

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

Team planning and evaluation involve creating effective teams and assessing their performance. This topic covers strategies for team formation, role assignment, performance evaluation, and methods for improving team dynamics and productivity.

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

Performance management involves setting goals, monitoring progress, and evaluating employee performance. This topic explores techniques for performance appraisals, feedback mechanisms, and creating performance improvement plans.

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

Personnel training focuses on developing employees' skills and knowledge. This topic covers training program design, delivery methods, and evaluation techniques for ensuring that training meets organizational goals and employee needs.

# **Topic 5: Personnel Metrics**

Personnel metrics involve measuring and analyzing human resource data. This topic covers key HR metrics, including turnover rates, employee satisfaction, and productivity measures, and how to use these metrics for decision-making and strategic planning.

# **Topic 6: Management Models**

Management models provide frameworks for effective leadership and organizational management. This topic explores different management models, including transformational leadership, situational leadership, and servant leadership, and their applications in various business contexts.

## **SECTION 4: OPERATIONS MANAGEMENT**

Operations management focuses on optimizing business processes and systems. This section covers core concepts in managing and improving operational efficiency.

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

Business strategy involves defining long-term goals and methods for achieving them. This topic explores strategic planning processes, including mission statements, vision statements, and goal-setting techniques for guiding organizational direction.

# **Topic 2: Operations Management**

Operations management involves overseeing the production and delivery of products and services. This topic covers operational processes, including production planning, quality control, and supply chain management.

## **Topic 3: Demand**

Demand management involves forecasting and meeting customer demand for products or services. This topic explores techniques for demand forecasting, inventory management, and balancing supply and demand.

# **Topic 4: Product Development**

Product development focuses on creating new products and improving existing ones. This topic covers the stages of product development, including idea generation, product design, prototyping, and market launch.

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

Operating systems are the frameworks for managing business operations. This topic explores different types of operating systems, including enterprise resource planning (ERP) systems, and their role in streamlining business processes.

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

Process planning and management involve designing and overseeing business processes. This topic covers process mapping, process improvement techniques, and methods for managing process efficiency and effectiveness.

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

Operational planning focuses on short-term goals and day-to-day operations. This topic covers techniques for creating operational plans, setting performance objectives, and managing resources to achieve operational success.

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

The human factor in operations management addresses the role of employees in operational success. This topic explores strategies for managing human resources, including motivation, communication, and team collaboration in operational contexts.

#### **SECTION 5: WEB POSITIONING**

Web positioning is crucial for improving online visibility and attracting customers. This section covers techniques for enhancing a website's presence in search engines and online platforms.

# **Topic 1: How to Attract Customers**

Attracting customers involves creating strategies to draw visitors to a business's website or digital platforms. This topic explores techniques for increasing web traffic, including content marketing, search engine optimization (SEO), and social media strategies.

#### **Topic 2: SEO: Organic Optimization**

SEO focuses on improving a website's ranking in search engine results. This topic covers organic optimization techniques, including keyword research, on-page SEO, and link-building strategies to increase search engine visibility.

## **Topic 3: SEM: Payment Optimization**

SEM involves using paid advertising to improve online visibility. This topic covers search engine marketing techniques, including pay-per-click (PPC) advertising, bid management, and ad targeting strategies for effective SEM campaigns.

## **Topic 4: Automating Sales**

Automating sales processes streamlines the sales cycle and improves efficiency. This topic explores sales automation tools and techniques, including CRM systems, automated email campaigns, and sales funnel management.

#### **Topic 5: Growth Hacking**

Growth hacking focuses on achieving rapid growth through innovative and unconventional methods. This topic covers growth hacking strategies, including creative marketing techniques, data-driven experiments, and scalable growth tactics.

# **Topic 6: Marketing Automation**

Marketing automation involves using technology to manage marketing activities. This topic covers marketing automation tools, including email marketing automation, lead generation, and campaign management.

#### **Topic 7: Psychology in Marketing**

Understanding consumer psychology is essential for effective marketing. This topic explores psychological principles that influence consumer behavior, including motivation, perception, and decision-making processes.

# **SECTION 6: DIGITAL TRANSFORMATION**

Digital transformation involves leveraging technology to enhance business operations and strategies. This section covers various aspects of digital innovation and its impact on organizations.

# Topic 1: Business Digitalization

Business digitalization refers to the adoption of digital technologies to improve business processes. This topic explores strategies for digital transformation, including digital tools, platforms, and the benefits of digital adoption.

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

Al encompasses technologies that simulate human intelligence. This topic covers Al applications in business, including machine learning, natural language processing, and Al-driven decision-making.

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

IoT refers to interconnected devices that collect and exchange data. This topic explores IoT technologies, including smart devices, sensors, and data collection methods, and their applications in various industries.

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

Blockchain is a decentralized ledger technology. This topic covers the principles of blockchain, including its uses in secure transactions, smart contracts, and decentralized applications.

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

Big Data and BI involve analyzing large datasets for business insights. This topic explores big data technologies, data analysis techniques, and BI tools for making informed business decisions.

# **Topic 6: Cloud Computing**

Cloud computing provides on-demand access to computing resources. This topic covers cloud computing services, including infrastructure as a service (laaS), platform as a service (PaaS), and software as a service (SaaS).

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

Industrial automation and robotics involve using technology to automate manufacturing processes. This topic covers automation technologies, including robotics, process automation, and the benefits of automation for efficiency and productivity.

## **Topic 8: Cybersecurity**

Cybersecurity involves protecting digital systems from threats. This topic covers cybersecurity principles, including risk management, threat detection, and strategies for safeguarding information and systems.

# **SECTION 7: BUSINESS PLAN**

A business plan outlines a company's strategy and goals. This section covers the components of a comprehensive business plan and methods for developing and implementing strategic initiatives.

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

Vision, mission, and values define a company's purpose and direction. This topic explores how to articulate a clear vision, mission statement, and core values that guide business strategies and decision-making.

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

A strategic plan sets long-term goals and objectives. This topic covers the process of developing a strategic plan, including goal setting, strategic analysis, and alignment with the company's vision and mission.

# **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 cost structures.

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

Strategic analysis involves evaluating a company's internal and external environment. This topic covers tools and techniques for conducting SWOT analysis, competitive analysis, and market research.

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

Monitoring the strategic plan ensures that goals are met and strategies are effective. This topic explores methods for tracking progress, measuring performance, and adjusting strategies based on performance data.

#### **SECTION 8: PROJECT MANAGEMENT**

Project management involves planning, executing, and completing projects. This section covers the principles and practices for managing projects effectively.

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

The project management figure refers to the role of a project manager. This topic covers the responsibilities, skills, and competencies required for successful project management, including leadership and stakeholder management.

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

Team management involves overseeing and coordinating team activities. This topic covers techniques for team leadership, including motivation, conflict resolution, and performance management.

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

Effective team management and communication are crucial for project success. This topic explores strategies for ensuring clear communication, fostering collaboration, and managing team dynamics.

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

Project management encompasses the planning and execution of projects. This topic covers project management methodologies, including project life cycles, project planning, and risk management.

#### **SECTION 9: DECISION MAKING**

Decision making is a critical skill for managers and leaders. This section covers processes and techniques for making informed and effective decisions.

# **Topic 1: Problem Definition**

Problem definition involves identifying and understanding issues that require resolution. This topic covers techniques for defining problems, analyzing root causes, and framing problems for effective solutions.

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

Selecting criteria and techniques involves choosing the right methods for decision-making. This topic explores criteria for evaluating options, decision-making techniques, and frameworks for selecting the best solutions.

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

Developing alternatives involves generating and evaluating potential solutions. This topic covers methods for brainstorming, evaluating options, and creating alternative solutions to address problems.

# **Topic 4: Analysis**

Analysis involves evaluating options and making decisions. This topic covers techniques for analyzing data, assessing alternatives, and making informed decisions based on evidence and criteria.

# **Topic 5: Decision**

Decision making involves choosing the best course of action. This topic explores decision-making processes, including decision frameworks, decision-making models, and techniques for making effective decisions.

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

An action plan outlines steps for implementing decisions. This topic covers how to develop and execute action plans, including setting objectives, assigning responsibilities, and monitoring progress.

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

Examples of problems provide practical insights into decision-making. This topic explores real-world examples of business problems, including case studies and scenarios for analyzing and solving issues.

#### SECTION 10: STRATEGIC PEOPLE MANAGEMENT

Strategic people management involves aligning human resources with business objectives. This section covers advanced concepts in managing and developing talent.

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

Strategic management in HR focuses on aligning HR practices with organizational goals. This topic covers strategies for integrating HR initiatives with business strategy, including workforce planning and talent development.

# **Topic 2: Strategic Communication**

Strategic communication involves creating and delivering messages that support business objectives. This topic covers communication planning, messaging strategies, and techniques for effective internal and external communication.

# **Topic 3: Organizational Culture**

Organizational culture refers to the shared values and behaviors within a company. This topic explores how to build and maintain a positive organizational culture, including cultural assessments and culture change initiatives.

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

Business ethics involves ethical decision-making and practices. This topic covers ethical frameworks, ethical dilemmas, and strategies for promoting ethical behavior in organizations.

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

Labor flexibility refers to adapting the workforce to changing needs. This topic explores flexible work arrangements, workforce planning strategies, and methods for managing labor resources in dynamic environments.

#### **SECTION 11: ACCOUNTING MANAGEMENT**

Accounting management involves overseeing financial processes and reporting. This section covers essential aspects of financial accounting and reporting.

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

The balance sheet provides a snapshot of a company's financial position. This topic covers 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 reports a company's financial performance. This topic explores the components of the profit and loss statement, including revenues, expenses, and net profit, and methods for financial analysis.

# **Topic 3: Cash Flow Statements**

Cash flow statements track cash inflows and outflows. This topic covers the components of cash flow statements, including operating, investing, and financing activities, and techniques for cash flow management.

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

Journal entries record financial transactions. This topic explores the principles of journal entries, including recording transactions, debits and credits, and maintaining accurate financial records.

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

Advanced accounting covers complex accounting topics. This topic explores advanced concepts, including consolidation, financial reporting standards, and international accounting practices.

## **Topic 6: Taxes**

Taxes involve legal obligations for financial reporting. This topic covers tax regulations, including corporate taxes, tax planning strategies, and compliance with tax laws.

#### **SECTION 12: MANAGEMENT ACCOUNTING**

Management accounting focuses on internal financial information for decision-making. This section covers concepts for budgeting, cost control, and financial analysis.

## **Topic 1: Cost Accounting**

Cost accounting tracks and analyzes costs. This topic covers cost accounting methods, including cost allocation, cost control techniques, and cost analysis for decision-making.

# **Topic 2: Management Accounts**

Management accounts provide internal financial information. This topic explores techniques for preparing management accounts, including financial reporting, performance measurement, and budgeting.

## **Topic 3: Working Capital**

Working capital manages short-term assets and liabilities. This topic covers techniques for managing working capital, including cash flow management, inventory control, and accounts receivable and payable.

# **Topic 4: Net Financial Debt**

Net financial debt measures a company's financial leverage. This topic explores methods for calculating net financial debt, including analyzing debt levels, interest rates, and financial stability.

#### **SECTION 13: HOSPITALITY & REVENUE MANAGEMENT**

Hospitality and revenue management focus on maximizing revenue in the hospitality industry. This section covers strategies for managing hospitality operations and optimizing revenue.

#### **Topic 1: Revenue Control**

Revenue control involves strategies for maximizing revenue. This topic covers techniques for pricing, inventory management, and revenue optimization in the hospitality industry.

#### **Topic 2: The HORECA Channel**

The HORECA (Hotel, Restaurant, and Café) channel covers the hospitality sector. This topic explores business practices, market trends, and management strategies for the HORECA industry.

# **Topic 3: Customer Loyalty**

Customer loyalty focuses on retaining and engaging customers. This topic covers loyalty programs, customer satisfaction strategies, and techniques for building long-term customer relationships.

#### **SECTION 14: PROCESS QUALITY**

Process quality ensures that business processes meet standards and improve over time. This section covers quality management practices and standards.

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

Quality as a management system involves integrating quality practices into business operations. This topic covers 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 quality benchmarking.

# Topic 3: Phases of a Quality Plan

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

# **Topic 4: Quality Control**

Quality control ensures that products and services meet quality standards. This topic covers quality control techniques, including inspection, testing, and quality assurance processes.

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

Quality analysis and improvement focus on enhancing quality over time. This topic covers techniques for quality analysis, identifying improvement opportunities, and implementing continuous improvement initiatives.

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

Quality and environmental policies address organizational responsibilities. This topic explores the development and implementation of quality and environmental policies, including sustainability practices and regulatory compliance.

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

ISO standards provide frameworks for quality management. This topic covers key ISO standards, including ISO 9001 for quality management systems and ISO 14001 for environmental management.

#### **SECTION 15: AGILE METHODOLOGIES**

Agile methodologies focus on flexible and iterative project management approaches. This section covers principles and practices of Agile methodologies.

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

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

#### **Topic 2: Lean Startup**

The Lean Startup methodology emphasizes efficient and iterative product development. This topic explores Lean Startup principles, including rapid prototyping, validated learning, and pivoting strategies.

# **Topic 3: Agile Management**

Agile management involves flexible and adaptive project management approaches. This topic covers Agile methodologies, including Scrum, Kanban, and Agile frameworks for managing projects and teams.