

## European Business School of Barcelona

In collaboration with:

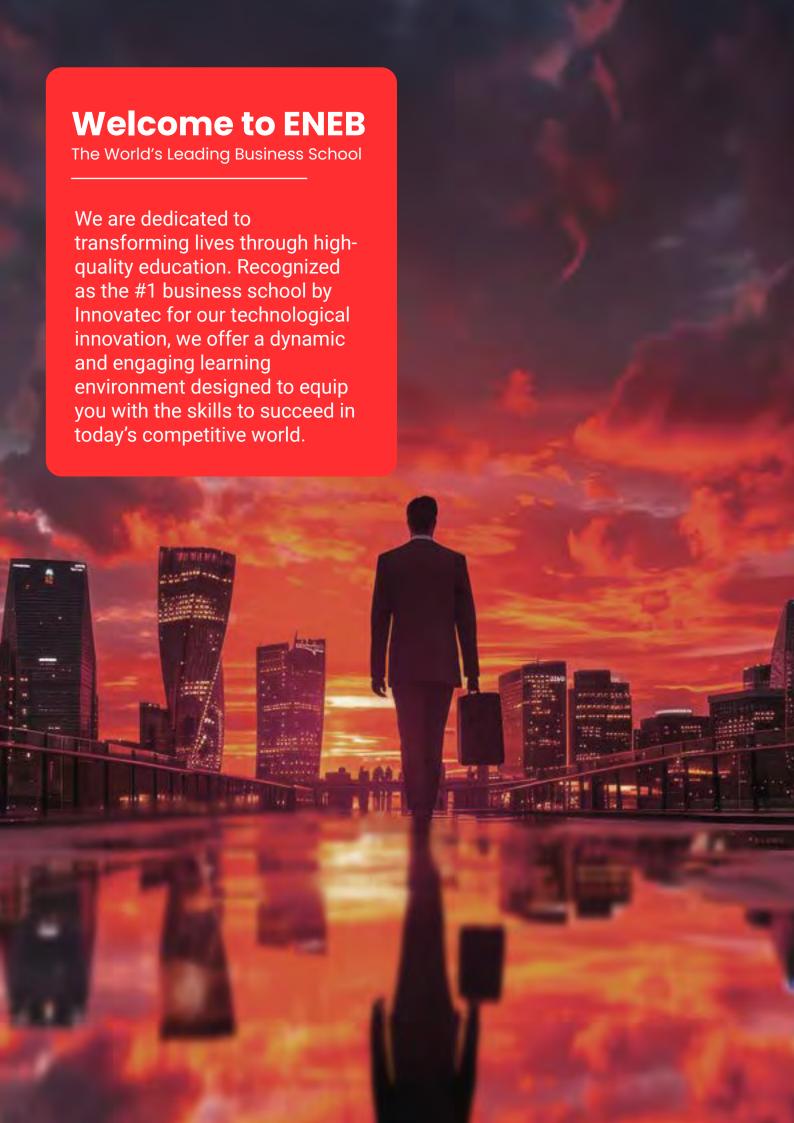












## Why ENEB?

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







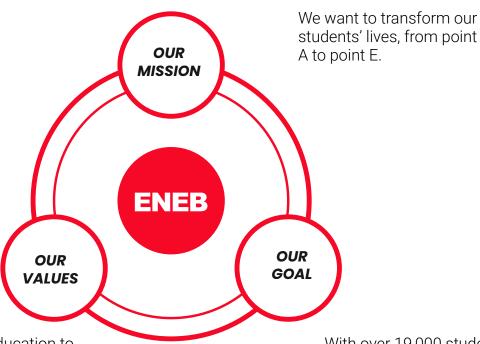






## You are our mission, our values and our goals

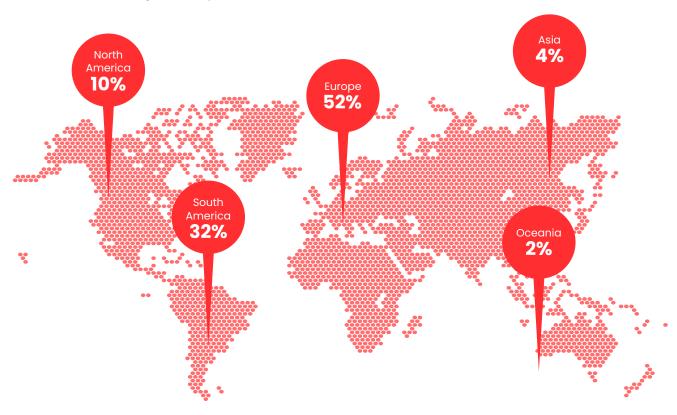
Our mission at ENEB is to transform your life, empowering you to choose your own path and dedicate your time to what you are most passionate about, with no limits to achieving your goals. We envision ourselves as the gateway to your life objectives, offering accessible, top-quality education for everyone.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



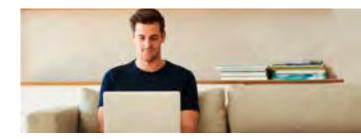
Associated to the Latin American Council of Management Schools



Associated with the Asociación Española de Escuelas de Negocios.

## **Remote learning**

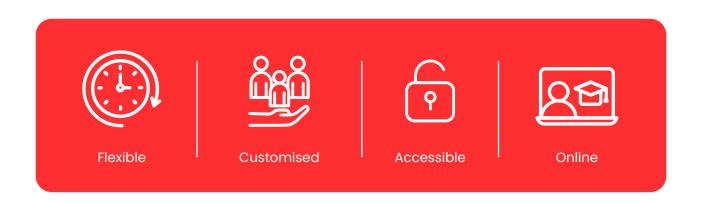
ENEB's training programs are 100% online and includes manuals, daily and voluntary live classes in the ENEB Metaverse, multimedia resources, forums, and debates within the ENEB community, as well as tutoring from Monday to Sunday.



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.

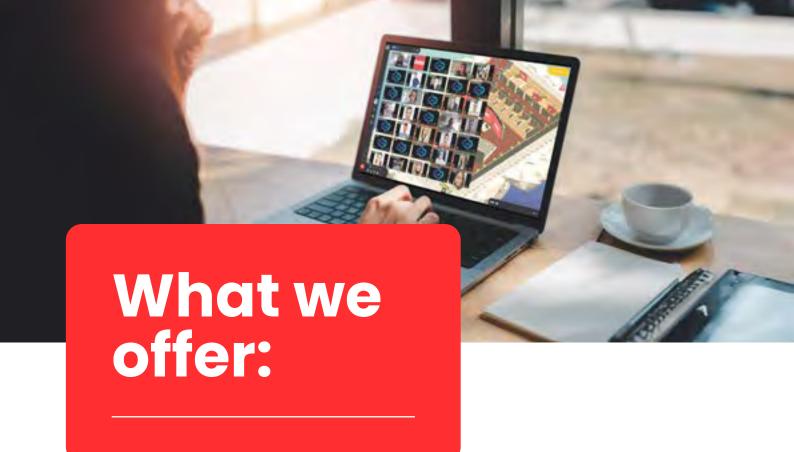
## Calendar

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.

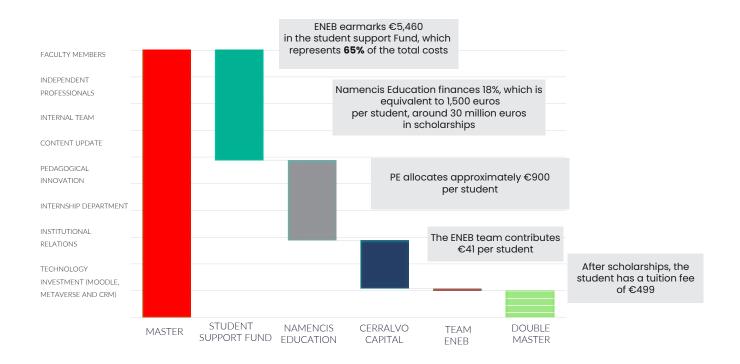
**SMEs Scholarship:** Designed for entrepreneurs who wish to increase their knowledge to contribute to the growth of their company.

**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 Project Management is a postgraduate training program that combines training in the area of business management with specialization in project management. This program is aimed at those professionals who wish to broaden their knowledge in business management and acquire project management skills to apply in their working life.

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.

#### **THREE 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 Project Management
- Business Spanish Program Certificate (optional)

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 Project Management is aimed at:

- Professionals who wish to improve their ability to lead projects and work teams, and those who wish to
  acquire project management skills to apply in their daily work. It is also aimed at professionals who wish
  to improve their career and increase their earning potential.
- Executives or middle managers who already have experience in the working world and who wish to improve their project management and business leadership skills.
- Entrepreneurs who wish to develop their business management skills in order to successfully lead and manage their own businesses.
- University graduates who wish to acquire the necessary skills and knowledge to be able to lead and manage projects effectively.
- Professionals from different sectors, including technology, engineering, finance, marketing, human resources, among others.
- Individuals seeking a career in project management who are looking to acquire the skills and knowledge necessary to succeed in this field.

#### **OBJECTIVES**

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

- Acquire skills in project management and business decision making.
- Improve leadership and team management skills.
- Develop skills in project planning, execution and control.
- To know the tools and techniques for project management and their application in different business areas.
- To acquire knowledge in risk management and quality in project management.
- Develop skills in financial and accounting management.
- Understand current trends and challenges in business management.
- To learn leadership and change management techniques.
- Develop skills in human resources management.
- Develop skills in negotiation and conflict resolution.

#### **CAREER OPPORTUNITIES**

- Project Manager: An MBA with a specialization in Project Management can provide advanced skills in
  project management, leadership, planning and control. A project manager can work in companies in a
  variety of industries, from construction to technology, to lead projects and ensure they are delivered
  within the defined timeline, budget and scope.
- Project management consultant: With an MBA and specialization in Project Management, advanced skills in project analysis, strategic planning and risk management can be acquired. A project management consultant can work in consulting firms to help companies implement successful projects, identify risks and improve operational efficiency.
- Operations Manager: An MBA with a specialization in Project Management can provide advanced skills in operations management, especially at the project and process level. An operations manager can work in companies in various industries to manage day-to-day operations and ensure customer satisfaction through timely delivery of high-quality products or services by applying advanced project management skills.

#### **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 Project Management
- Diploma of Specialization in Innovation and Project Management
- Business Spanish Program Certificate
- 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: 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 3: 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 4: 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 5: 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 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: AGILE METHODOLOGIES**

Topic 1. Product management

Topic 2. Lean startup

Topic 3. Agile management

#### **SECTION 13: MANAGEMENT SKILLS**

Topic 1. Leadership

Topic 2. Effective communication

Topic 3. Coaching

Topic 4. Empowering teams

Topic 5. Change management

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

- Topic 1. E-commerce and its operations
- Topic 2. e-procurement: e-procurement
- Topic 3. Operational management of e-commerce: e-

fulfillment

- Topic 4. Marketplaces
- Topic 5. The last mile
- Topic 6. Exponential structures
- Topic 7. Digital business

#### **SECTION 15: 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 16: BIG DATA**

- Topic 1. Introduction to big data
- Topic 2. Big data in projects
- Topic 3. Agile methodologies
- Topic 4. Artificial Intelligence
- Topic 5. Use cases in industry

#### **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 is fundamental for businesses to connect with their customers, build a brand, and drive sales. This section covers the essential strategies and concepts for understanding consumer behavior and creating effective marketing initiatives.

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

This topic explores how consumers have evolved from passive receivers of marketing messages to active participants in the creation and dissemination of content. It covers how digital tools and platforms have shifted consumer power and how businesses can adapt to these changes.

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

Branding goes beyond logos and taglines. This topic delves into the deeper elements of brand identity, including brand values, positioning, and the emotional connections brands create with consumers.

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

Identifying and understanding the ideal customer is crucial for targeted marketing efforts. This topic covers techniques for defining customer personas, segmenting markets, and aligning marketing strategies with customer needs and preferences.

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

The customer journey maps the steps a consumer takes from awareness to purchase and beyond. This topic examines how businesses can optimize each stage of the journey to enhance customer experience and drive loyalty.

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

This topic introduces various marketing methods, including digital, content, influencer, and traditional marketing. It covers the principles and applications of each type and how they can be used effectively to achieve business goals.

#### **SECTION 2: TALENT MANAGEMENT**

Talent management focuses on attracting, developing, and retaining employees to achieve organizational goals. This section explores the strategies and tools needed to build a strong team and manage human resources effectively.

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

Effective selection processes ensure that organizations hire the right people for the right roles. This topic covers recruitment strategies, selection techniques, and best practices for evaluating candidates.

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

Planning and evaluating teams involves setting goals, assessing performance, and making adjustments to ensure team effectiveness. This topic explores methods for creating high-performing teams and assessing their success.

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

Performance management systems help organizations measure and improve employee performance. This topic covers goal setting, feedback mechanisms, performance reviews, and strategies for managing underperformance.

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

Training and development are key for employee growth and organizational success. This topic discusses training needs analysis, program design, and methods for delivering effective training.

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

**Explanation:** Metrics and KPIs are essential for measuring HR effectiveness. This topic covers the types of metrics used in talent management, how to interpret data, and how to use metrics to make informed decisions.

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

Various management models provide frameworks for effective leadership and organizational structure. This topic explores different models, their applications, and their impact on team dynamics and performance.

#### **SECTION 3: OPERATIONS MANAGEMENT**

Operations management ensures that business processes are efficient and effective. This section covers strategies for managing operations, from strategic planning to process optimization.

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

Business strategy involves long-term planning to achieve organizational objectives. This topic covers strategic frameworks, vision and mission statements, and methods for developing and implementing strategic plans.

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

Operations management focuses on the design, execution, and improvement of business processes. This topic explores principles and techniques for managing day-to-day operations and ensuring operational excellence.

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

Understanding and forecasting demand is crucial for effective operations management. This topic covers demand forecasting techniques, the impact of demand on operations, and strategies for managing fluctuations.

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

Product development involves creating new products or improving existing ones. This topic explores the stages of product development, from idea generation to market launch, and strategies for successful product management.

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

Operating systems refer to the structures and technologies that support business operations. This topic covers various operating systems used in businesses, including their functions, benefits, and limitations.

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

Effective process planning and management ensure that business processes are efficient and aligned with strategic goals. This topic explores process mapping, improvement techniques, and process management tools.

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

Operational planning involves developing detailed plans for achieving business objectives. This topic covers the creation of operational plans, setting goals, and aligning operations with strategic objectives.

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

The human factor is crucial in operations management. This topic explores how employee motivation, leadership, and teamwork impact operational effectiveness and strategies for managing these elements.

#### **SECTION 4: WEB POSITIONING**

Web positioning focuses on improving a business's online presence. This section covers strategies for increasing visibility, attracting customers, and optimizing web performance.

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

Attracting customers involves using various online and offline strategies to reach potential clients. This topic covers techniques for drawing traffic to websites and generating leads.

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

Search Engine Optimization (SEO) is the practice of improving website rankings in search engine results. This topic covers techniques for optimizing website content, structure, and performance for better search engine visibility.

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

Search Engine Marketing (SEM) involves using paid advertising to increase website visibility. This topic covers SEM strategies, including keyword bidding, ad creation, and performance analysis.

#### **Topic 4: Automating Sales**

Sales automation streamlines sales processes to improve efficiency and effectiveness. This topic explores tools and techniques for automating lead generation, follow-ups, and sales conversions.

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

Growth hacking focuses on rapid experimentation to achieve growth. This topic covers methods for identifying growth opportunities, testing strategies, and scaling successful initiatives.

#### **Topic 6: Marketing Automation**

Marketing automation involves using software to automate marketing tasks. This topic covers tools and techniques for automating email campaigns, social media posts, and other marketing activities.

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

Understanding consumer psychology helps in creating effective marketing strategies. This topic explores psychological principles, such as perception, motivation, and decision-making, and their applications in marketing.

#### **SECTION 5: DIGITAL TRANSFORMATION**

Digital transformation involves integrating digital technologies into all areas of business. This section covers emerging technologies and their impact on business processes and strategies.

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

Business digitalization is the process of adopting digital technologies to improve business operations. This topic covers the benefits of digital tools, strategies for digital transformation, and case studies of successful digital initiatives.

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

Al involves using machines to perform tasks that typically require human intelligence. This topic explores Al technologies, including machine learning and natural language processing, and their applications in business.

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

IoT refers to interconnected devices that collect and share data. This topic covers the principles of IoT, its applications in various industries, and how businesses can leverage IoT for innovation and efficiency.

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

Blockchain technology enables secure and transparent transactions. This topic explores the basics of blockchain, its applications beyond cryptocurrencies, and its potential impact on various business sectors.

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

Big Data refers to large and complex data sets, while BI involves analyzing data to make informed business decisions. This topic covers tools and techniques for managing big data and deriving insights through BI.

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

Cloud computing provides on-demand access to computing resources. This topic explores cloud service models (laaS, PaaS, SaaS), cloud deployment strategies, and the benefits and challenges of using cloud technologies.

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

Industrial automation uses technology to control production processes. This topic covers automation technologies, including robotics, and their applications in manufacturing and other industries.

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

Cybersecurity protects systems and data from digital threats. This topic explores security principles, threats, and strategies for safeguarding information and ensuring the integrity of digital systems.

#### **SECTION 6: BUSINESS PLAN**

A business plan outlines a company's strategy and roadmap for success. This section covers the components of a business plan and techniques for developing and implementing effective business strategies.

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

Vision, mission, and values define a company's purpose and direction. This topic covers the creation of vision statements, mission statements, and value propositions that guide business decisions and strategies.

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

A strategic plan outlines long-term goals and strategies. This topic explores the process of developing a strategic plan, including setting objectives, identifying initiatives, and measuring progress.

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

The business model describes how a company creates, delivers, and captures value. This topic covers different types of business models, their components, and how to design and implement effective business models.

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

Strategic analysis involves assessing the internal and external factors affecting a business. This topic covers tools and techniques for analyzing market conditions, competitors, and organizational strengths and weaknesses.

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

Monitoring ensures that strategic goals are being met. This topic covers methods for tracking progress, evaluating performance, and making adjustments to the strategic plan as needed.

#### **SECTION 7: PROJECT MANAGEMENT**

Project management involves planning, executing, and closing projects. This section covers methodologies and tools for managing projects effectively to achieve specific goals within constraints.

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

The project management figure encompasses roles and responsibilities. This topic explores the various roles in project management, including project manager, stakeholders, and team members.

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

Team management involves leading and coordinating project teams. This topic covers techniques for managing team dynamics, setting goals, and ensuring effective collaboration.

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

Effective communication is crucial for successful project management. This topic explores communication strategies, tools, and best practices for keeping teams informed and aligned.

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

This topic covers the overall principles and processes of project management. It includes project planning, execution, monitoring, and closing phases, as well as methodologies like Waterfall and Agile.

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

Decision-making is a critical skill for managers. This section covers processes and techniques for making informed decisions in complex and uncertain situations.

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

Problem definition involves identifying and understanding issues. This topic covers methods for defining problems clearly and establishing the scope and impact of the issues to be addressed.

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

Choosing criteria and techniques helps evaluate alternatives. This topic covers methods for establishing criteria, selecting evaluation techniques, and applying decision-making frameworks.

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

Developing alternatives involves generating options for solutions. This topic explores techniques for brainstorming, evaluating options, and considering creative and practical solutions.

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

Analysis involves evaluating alternatives based on criteria. This topic covers techniques for analyzing options, assessing risks and benefits, and making data-driven decisions.

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

Making a decision is the culmination of the decision-making process. This topic covers decision-making techniques, including decision matrices, and how to choose the best course of action.

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

An action plan outlines steps for implementing decisions. This topic covers the creation of action plans, including setting timelines, assigning responsibilities, and tracking progress.

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

Real-world examples illustrate decision-making challenges. This topic provides case studies and examples of problems faced by managers, along with the decision-making processes used to resolve them

#### **SECTION 9: STRATEGIC PEOPLE MANAGEMENT**

Strategic people management aligns HR practices with business goals. This section covers strategies for managing human resources to support organizational success.

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

Strategic HR management aligns HR practices with business objectives. This topic covers methods for integrating HR strategies with overall business goals and measuring HR effectiveness.

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

Strategic communication supports organizational goals. This topic explores techniques for effective communication, including internal and external communication strategies and best practices.

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

Organizational culture shapes employee behavior and performance. This topic covers the development and management of organizational culture, including culture change initiatives and cultural assessments.

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

Business ethics involves principles guiding organizational behavior. This topic explores ethical decision-making, corporate social responsibility, and strategies for maintaining ethical standards.

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

Labor flexibility addresses adapting workforce practices. This topic covers flexible work arrangements, contract management, and strategies for managing a diverse and adaptable workforce.

#### SECTION 10: ACCOUNTING MANAGEMENT

Accounting management focuses on financial reporting and analysis. This section covers essential accounting principles, financial statements, and reporting practices.

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

The balance sheet provides a snapshot of a company's financial position. This topic covers balance sheet components, including assets, liabilities, and equity, and how to analyze financial health.

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

The profit and loss statement shows a company's financial performance. This topic explores income statements, including revenue, expenses, and net profit calculations.

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

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

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

Journal entries record financial transactions. This topic covers the principles of double-entry accounting, recording transactions, and maintaining accurate financial records.

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

Advanced accounting covers complex financial topics. This topic explores advanced accounting principles, including consolidation, mergers, and international accounting standards.

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

Tax management involves understanding and complying with tax regulations. This topic covers tax planning, preparation, and strategies for managing tax liabilities and ensuring compliance.

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

Management accounting supports internal decision-making through financial analysis. This section covers techniques for budgeting, cost control, and financial performance evaluation.

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

Cost accounting tracks and analyzes production costs. This topic covers cost classification, cost allocation, and cost control techniques for effective financial management.

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

Management accounts provide financial information for decision-making. This topic explores the preparation of management reports, financial analysis, and performance evaluation.

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

Working capital management ensures sufficient funds for operations. This topic covers working capital components, including cash, inventory, and receivables, and strategies for managing working capital effectively.

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

Net financial debt measures a company's financial leverage. This topic covers debt management, including calculating net financial debt, assessing financial risk, and managing debt levels.

#### **SECTION 12: AGILE METHODOLOGIES**

Agile methodologies are iterative approaches to project management and development. This section covers principles and practices for managing projects in a flexible and adaptive manner.

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

Product management focuses on guiding product development. This topic covers product lifecycle management, from ideation to market launch, and strategies for successful product development.

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

The Lean Startup methodology emphasizes rapid experimentation. This topic explores lean principles, including validated learning, build-measure-learn cycles, and pivoting strategies.

#### **Topic 3: Agile Management**

Agile management uses iterative processes for project delivery. This topic covers Agile frameworks, including Scrum and Kanban, and techniques for managing projects in an Agile environment.

#### **SECTION 13: MANAGEMENT SKILLS**

Management skills are essential for effective leadership and team development. This section covers key management competencies, including leadership, communication, and change management.

#### **Topic 1: Leadership**

Leadership involves inspiring and guiding teams. This topic covers leadership styles, techniques for motivating employees, and strategies for effective leadership in various situations.

#### **Topic 2: Effective Communication**

Effective communication is crucial for successful management. This topic explores communication techniques, including active listening, feedback, and negotiation skills.

#### **Topic 3: Coaching**

Coaching helps individuals achieve their potential. This topic covers coaching techniques, including goal setting, feedback, and support for personal and professional growth.

#### **Topic 4: Empowering Teams**

Empowering teams involves giving members autonomy and responsibility. This topic explores strategies for building trust, delegating tasks, and fostering a collaborative team environment.

#### **Topic 5: Change Management**

Change management addresses how organizations manage transitions. This topic covers change management models, strategies for implementing change, and techniques for overcoming resistance.

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

Digital business focuses on leveraging technology for business operations. This section covers the strategies and practices for building and managing online business models.

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

E-commerce involves buying and selling goods online. This topic covers e-commerce operations, including website management, online sales strategies, and customer service.

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

e-Procurement uses digital tools for procurement processes. This topic covers e-procurement systems, including supplier management, purchase orders, and procurement strategies.

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

E-fulfillment manages the order-to-delivery process. This topic explores logistics, inventory management, and order processing for efficient e-commerce fulfillment.

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

Marketplaces are platforms for buying and selling products. This topic covers different types of marketplaces, including online platforms, their business models, and strategies for success.

#### **Topic 5: The Last Mile**

The last mile refers to the final delivery stage. This topic explores logistics and strategies for efficient last-mile delivery, including distribution methods and customer satisfaction.

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

Exponential structures focus on rapid growth. This topic covers business models and strategies for scaling operations and achieving exponential growth in digital environments.

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

Digital business involves using technology to drive business success. This topic explores digital transformation, online business strategies, and the future of digital business.

#### **SECTION 15: SUPPLY CHAIN**

Supply chain management oversees the flow of goods and services. This section covers the components of the supply chain and strategies for optimizing efficiency and sustainability.

#### **Topic 1: Supply Chain**

The supply chain encompasses the entire process from production to delivery. This topic covers supply chain management principles, including planning, sourcing, and logistics.

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

Purchase management handles the acquisition of goods and services. This topic explores procurement strategies, supplier relationships, and techniques for effective purchase management.

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

Warehouse management involves storing and distributing goods. This topic covers warehouse operations, including inventory control, space optimization, and logistics management.

#### **Topic 4: Logistic Models**

Logistic models help manage supply chain activities. This topic covers different logistic models, including distribution strategies, transportation management, and supply chain optimization.

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

Reverse logistics manages the return of products. This topic explores processes for handling product returns, recycling, and waste management.

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

The Amazon Model showcases innovative supply chain practices. This topic covers Amazon's logistics strategies, including fulfillment centers, delivery methods, and technology use.

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

Innovation and sustainability drive supply chain advancements. This topic explores new technologies and practices for creating sustainable and efficient supply chains.

#### **SECTION 16: BIG DATA**

Big Data refers to large datasets analyzed for insights. This section covers the applications of Big Data in projects and industry.

#### **Topic 1: Introduction to Big Data**

This topic covers the basics of Big Data, including definitions, characteristics, and technologies used for data collection and analysis.

#### **Topic 2: Big Data in Projects**

Big Data applications in project management. This topic explores how Big Data can be used for project planning, monitoring, and decision-making.

#### **Topic 3: Agile Methodologies**

Agile methodologies in Big Data projects. This topic covers the application of Agile principles to manage Big Data projects, including iterative development and flexibility.

#### **Topic 4: Artificial Intelligence**

Al's role in Big Data. This topic explores how Al technologies are used to analyze large datasets and extract valuable insights.

#### **Topic 5: Use Cases in Industry**

Practical applications of Big Data in various industries. This topic covers real-world examples of Big Data projects and their impacts on different sectors.

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

Data management involves the organization, storage, and protection of data. This section covers strategies for managing data effectively and ensuring data privacy.

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

Open data refers to publicly accessible data sets. This topic covers the principles of open data, its benefits, and how organizations can leverage open data for research and innovation.

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

Data management encompasses data collection, storage, and analysis. This topic covers data management strategies, including data governance, quality, and lifecycle management.

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

Data privacy protects personal and sensitive information. This topic explores data privacy regulations, techniques for safeguarding data, and strategies for ensuring compliance.

#### **Topic 4: Data Storage**

Data storage involves methods for saving and accessing data. This topic covers different storage solutions, including cloud storage, on-premises options, and data backup strategies.

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

Developing a data strategy aligns data practices with business objectives. This topic covers how to create a data strategy, including setting goals, defining metrics, and measuring success.