

## Programme

### MODULE 1. BEST PRACTICES IN BUSINESS MANAGEMENT (16 ECTS CREDITS)

- TOPIC 1.1.** Excellence in Organizational Performance: The EFQM Model. 2 ECTS. Ignacio Babé (Club Excelencia en Gestión)
- TOPIC 1.2.** Strategic Management. 1 ECTS. Cristina López-Cózar (Department of Agricultural Economics, Statistics and Business Management. UPM)
- TOPIC 1.3.** Operations Management. 1 ECTS. Sonia Benito (Department of Agricultural Economics, Statistics and Business Management. UPM)
- TOPIC 1.4.** Operations Dynamics. 1 ECTS. Ramón Antelo (ALTRAN GROUP)
- TOPIC 1.5.** Supply Chain Management. 2 ECTS. Ioannis Manikas (University of Wollongong in Dubai)
- TOPIC 1.6.** Financial Management. 1 ECTS. Joaquín Fuentes-Pila (Department of Agricultural Economics, Statistics and Business Management. UPM)
- TOPIC 1.7.** Human Resources Management. 1 ECTS. Fátima Gómez (Faculty of Social Sciences, European University of Madrid)
- TOPIC 1.8.** Strategic Marketing. 1 ECTS. Teresa Briz (Department of Agricultural Economics, Statistics and Business Management. UPM)
- TOPIC 1.9.** Quality Management. 1 ECTS. Joaquín Fuentes-Pila (Department of Agricultural Economics, Statistics and Business Management. UPM)
- TOPIC 1.10.** Innovation Management. 1 ECTS. Antonio Garrido (STRATEGOS INOWA)
- TOPIC 1.11.** New Product Development. 1 ECTS. Antonio Garrido (STRATEGOS INOWA)
- TOPIC 1.12.** Environmental Management. 1 ECTS. Alejandro Cruz (ISO EXPERTISE ESPAÑA)
- TOPIC 1.13.** Digitalization and Advanced Manufacturing. 2 ECTS. Ramón Antelo (ALTRAN GROUP)



## **MODULE 2. LEAN BUSINESS SYSTEMS (8 ECTS CREDITS)**

**TOPIC 2.1.** Excellence in Value Creation: The Shingo Model. 2 ECTS. Juan Torrubiano (IMPROVEN)

**TOPIC 2.2.** Methodologies and Tools for Continuous Improvement: Six Sigma, Lean, Lean Six Sigma, and Theory of Constraints. 2 ECTS. Juan Torrubiano (IMPROVEN).

**TOPIC 2.3.** Lean Competence System: Levels 1a, 1b y 1c. 2 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 2.4.** Lean Competence System: Levels 2a y 2b. 2 ECTS. Keivan Zokaei (SA PARTNERS).

### **MODULE 3. SUSTAINABILITY, CIRCULAR ECONOMY AND GREEN WASTES (12 ECTS CREDITS)**

**TOPIC 3.1.** Agenda 2030 and the Sustainable Development Goals. 2 ECTS. Ioannis Manikas (University of Wollongong in Dubai)

**TOPIC 3.2.** The Transition to Circular Economy. 1 ECTS. Tomás Herrero (Department of Agroforestry Engineering. UPM).

**TOPIC 3.3.** Measuring Environmental Impacts: Life Cycle Assessment. 1 ECTS. José Soler (Department of Agricultural Production. UPM)

**TOPIC 3.4.** Excessive Energy Consumption. 1 ECTS. José Luis García (Department of Agroforestry Engineering, UPM)

**TOPIC 3.5.** Excessive Water Consumption. 1 ECTS. Alberto Garrido (Department of Agricultural Economics, Statistics and Business Management. UPM)

**TOPIC 3.6.** Excessive Resource Usage. 1 ECTS. José Soler (Department of Agricultural Production. UPM)

**TOPIC 3.7.** Greenhouse Gases. 1 ECTS. Ana Iglesias (Department of Agricultural Economics, Statistics and Business Management. UPM)

**TOPIC 3.8.** Eutrophication and Discharges to Water. 1 ECTS. Antonio Vallejo (Department of Chemistry and Food Technology. UPM)

**TOPIC 3.9.** Air and Soil Contamination. 1 ECTS. Alejandro Cruz (ISO EXPERTISE ESPAÑA)

**TOPIC 3.10.** International Certification IEMA for Environmental Managers. 1 ECTS. José Soler (Department of Agricultural Production. UPM)

## MODULE 4. PRINCIPLES, STRATEGIES. METHODOLOGIES AND TOOLS LEAN & GREEN (10 ECTS CREDITS)

**TOPIC 4.1** Six Sigma with STATGRAPHICS. 2 ECTS. Joaquín Fuentes-Pila (Department of Agricultural Economics, Statistics and Business Management. UPM)

**TOPIC 4.2** The Why of Lean & Green. 1 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 4.3.** Lean & Green: Principles and Strategies. 1 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 4.4.** Lean & Green Diagnostic Toolkit in Practice. 1 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 4.5.** Extended Value Stream Mapping in Lean & Green Initiatives. 1 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 4.6.** Developing Business Process Models with SIMUL8. 2 ECTS. Joaquín Fuentes-Pila (Department of Agricultural Economics, Statistics and Business Management. UPM)

**TOPIC 4.7.** Developing Current and Future Value Stream Map with SIMUL 8. 2 ECTS. Joaquín Fuentes-Pila (Department of Agricultural Economics, Statistics and Business Management. UPM)

## **MODULE 5. THE BEST PRACTICES IN LEAN & GREEN BUSINESSES (4 ECTS CREDITS)**

**TOPIC 5.1.** Leadership in Lean & Green Businesses. 1 ECTS. Peter Hines (SA PARTNERS)

**TOPIC 5.2.** Deployment of Lean & Green Strategies. 1 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 5.3.** Lean & Green Supply Chain Collaboration. 1 ECTS. Keivan Zokaei (SA PARTNERS)

**TOPIC 5.4.** Lean & Green Growth. 1 ECTS. Peter Hines (SA PARTNERS)

**PROYECTO LEAN & GREEN (10 ECTS)**