

# Professional Master's Degree

## MBA in Dental Clinic Management





## Professional Master's Degree MBA in Dental Clinic Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/dentistry/professional-master-degree/master-mba-dental-clinic-management](http://www.techtute.com/us/dentistry/professional-master-degree/master-mba-dental-clinic-management)

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# 01

# Introduction

The growing number of dental graduates and the increase in the number of dental clinics that have been emerging in recent years, has made the clinical-dental sector one of the most competitive markets in existence today. Therefore, it is essential for the dentist's profile to also adopt the role of manager and administrator of their dental clinic, and they should focus on learning the knowledge of business management and team management that will guarantee the continuity of their own business.



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*Improve your knowledge in Management of Dental Clinics through this program, where you will find the best didactic material with real case studies. Learn here about the latest advances in clinic management and direction in order to be able to manage quality dental centers"*

Dental Clinic Administration has attracted growing interest in recent years, especially among professionals who have realized the importance of knowing how to properly manage all the resources they have in their dental clinic, in order to turn it into a business of the future, with a continuity that can only be ensured by applying the appropriate levers of business management.

In this new environment, the focus on the dental clinic as an organizational structure is particularly strong, and all areas of the field of management and leadership must be addressed and mastered: human resources, marketing, quality, time management, planning and strategy, accounting and costs, etc.

With the applied and structured approach given to the contents developed, the aim is for students to acquire the ability to face their work challenge from a differential perspective in management and direction, giving them a clear advantage to succeed in the highly competitive framework of the dental sector.

The program is designed to provide an online specialization equivalent to 2,700 hours of study, and all theoretical and practical knowledge is provided through applications directly related to the challenges faced by the manager of a dental practice on a day-to-day basis.

This **MBA in Dental Clinic Management** contains the most complete and up-to-date scientific program on the market. The most important features include:

- ◆ Development of management and leadership case studies presented by experts in dental clinic management
- ◆ The graphic, schematic, and practical contents with which they are created provide rigorous and focused information on the areas that are essential for managers to carry out their work
- ◆ It contains practical exercises where the self-assessment process can be carried out to improve learning
- ◆ Interactive learning system
- ◆ All of this will be complemented by theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ◆ Content that is accessible from any fixed or portable device with an Internet connection



*Each company must decide where and with whom it is playing, what resources it has and what it intends to gain from it"*

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*This program may be the best investment you can make in selecting a refresher program for two reasons: in addition to updating your knowledge in Clinical Management, you will earn a Professional Master's Degree from TECH Global University"*

The teaching staff includes professionals from the field of dental clinic management, who bring their experience to this program, as well as renowned specialists from leading companies, both in this and related sectors.

Thanks to its multimedia content developed with the latest educational technology, it will allow the professional a situated and contextual learning, that is to say, a simulated environment that will provide an immersive learning programmed to prepare in real situations.

This program is designed around Problem-Based Learning, whereby the manager must try to solve the different professional practice situations that arise throughout the program. To this end, professionals will be assisted by an innovative interactive video system created by recognized experts in the field of Dental Clinic Management with extensive teaching experience.

*Learn about the latest trends in dental clinic management.*

*Develop your management skills through this program and improve your professional skills.*



# 02 Objectives

The program in Dental Clinic Management is aimed at promoting your personal and professional growth.





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*The main objective of this program is to promote your personal and professional growth by helping you to achieve success as dental practice manager”*



## General Objectives

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- ♦ Use theoretical, methodological and analytical tools to optimally manage and direct their own clinical-dental businesses, effectively differentiating themselves in a highly competitive environment
- ♦ Incorporate strategy and envisioning skills to facilitate the identification of new business opportunities
- ♦ Favor the acquisition of personal and professional skills that will encourage students to undertake their own business projects with greater confidence and determination, both in the case of initiating the creation of their clinical-dental business, and in the case of innovating in the management and direction model of the clinical-dental business they already have
- ♦ Professionalize the clinical-dental sector, through continuing and specific education in the field of administration and business management



*Update your knowledge with the Dental Clinic Management program"*



## Specific Objectives

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### Module 1. Pillars of Dental Clinic Management

- ♦ Describe the current situation and future trends of management and direction models of clinical-dental business to be able to define objectives and differentiating successful strategies
- ♦ Become familiar with the terminology and concepts specific to the field of business management and direction for their effective application in clinical-dental businesses
- ♦ Discover and analyze the key points of successful business models of leading dental clinics in order to increase the motivation, inspiration and strategic mindset of future managers

### Module 2. Designing Your Dental Clinic

- ♦ Learn to effectively identify and describe the value proposition of the dental practice business, as a solid basis for establishing a subsequent marketing and sales strategy
- ♦ Learn the most widely used validation method for the creation and innovation of business models in all business sectors, with practical and specific application in the clinical-dental sector

### Module 3. Introduction to Marketing

- ♦ Describe the language, concepts, tools and logic of marketing as a key business activity for the growth and positioning of the clinical-dental business

**Module 4. Marketing 2.0**

- ♦ Delve into the digital communication tools that are essential to master in this 2.0 era, in order to convey the value proposition of the dental clinic to the target patients through the most appropriate channels
- ♦ Design targeted marketing and communication campaigns, being able to measure their impact through easy-to-interpret metrics

**Module 5. The Value of Human Capital**

- ♦ Acquire management skills based on leadership that facilitate effective communication with the team, favoring the creation of a healthy work environment focused on common objectives and the achieving results
- ♦ Learn the fundamental concepts of human resources management to lead recruitment processes and protect the talent of the team that works at the dental clinic
- ♦ Learn to assign tasks according to the definition of roles, thus promoting a healthy, balanced and productive work environment

**Module 6. Team Management**

- ♦ Develop an effective method for team management, decision making and conflict resolution based on the emotional intelligence model and organizational coaching techniques
- ♦ Reflect on the characteristics of the leader in organizations and enhance managerial skills for successful leadership by applying the latest techniques of coaching and emotional intelligence

**Module 7. Quality and Time Management in the Dental Clinic**

- ♦ Design work procedures focused on a productivity and quality model for the dental clinic, based on the philosophy of continuous improvement
- ♦ Use digital tools that facilitate the efficient planning and management of dental clinic tasks, resulting in significant cost savings in the short term

**Module 8. Purchasing and Storage Management**

- ♦ Apply tools and work procedures that are essential for optimal purchasing and resource warehouse management, avoiding unproductive expenditure
- ♦ Develop negotiation skills with which to deal with suppliers, customers and team management focused on win-win results

**Module 9. Costs and Finances Applied to Dental Clinics**

- ♦ Master the main financial tools to facilitate key decisions based on objective data
- ♦ Acquire important knowledge about cost analysis to understand the current state of your company in terms of profitability and be able to define future scenarios

**Module 10. Dental Deontology**

- ♦ Explain the main duties and moral obligations related to the development of the dental professional in the business environment, focusing especially on patient treatment

### Module 11. Leadership, Ethics and Social Responsibility in Companies

- ♦ Analyze the impact of globalization on corporate governance and corporate social responsibility
- ♦ Evaluate the importance of effective leadership in the management and success of companies
- ♦ Define cross-cultural management strategies and their relevance in diverse business environments
- ♦ Develop leadership skills and understand the current challenges faced by leaders
- ♦ Determine the principles and practices of business ethics and their application in corporate decision making
- ♦ Structure strategies for the implementation and improvement of sustainability and social responsibility in business

### Module 12. People and Talent Management

- ♦ Determine the relationship between strategic direction and human resources management
- ♦ Delve into the competencies necessary for the effective management of human resources by competencies
- ♦ Delve into the methodologies for performance evaluation and management.
- ♦ Integrate innovations in talent management and their impact on employee retention and staff loyalty
- ♦ Develop strategies for motivation and development of high performance teams
- ♦ Propose effective solutions for change management and conflict resolution in organizations





### **Module 13. Economic and Financial Management**

- ◆ Analyze the macroeconomic environment and its influence on the national and international financial system
- ◆ Define the information systems and Business Intelligence for financial decision-making
- ◆ Differentiate key financial decisions and risk management in financial management
- ◆ Evaluate strategies for financial planning and obtain business financing

### **Module 14. *Executive* Management**

- ◆ Define the concept of General Management and its relevance in business management
- ◆ Evaluate the roles and responsibilities of managers in organizational culture
- ◆ Analyze the importance of operations management and quality management in the value chain.
- ◆ Develop interpersonal communication and public speaking skills for the formation of spokespersons

# 03 Skills

After passing the assessments of the MBA in Dental Clinic Management the future managers will have acquired the necessary professional skills to offer a quality service to their clients and manage a successful company.





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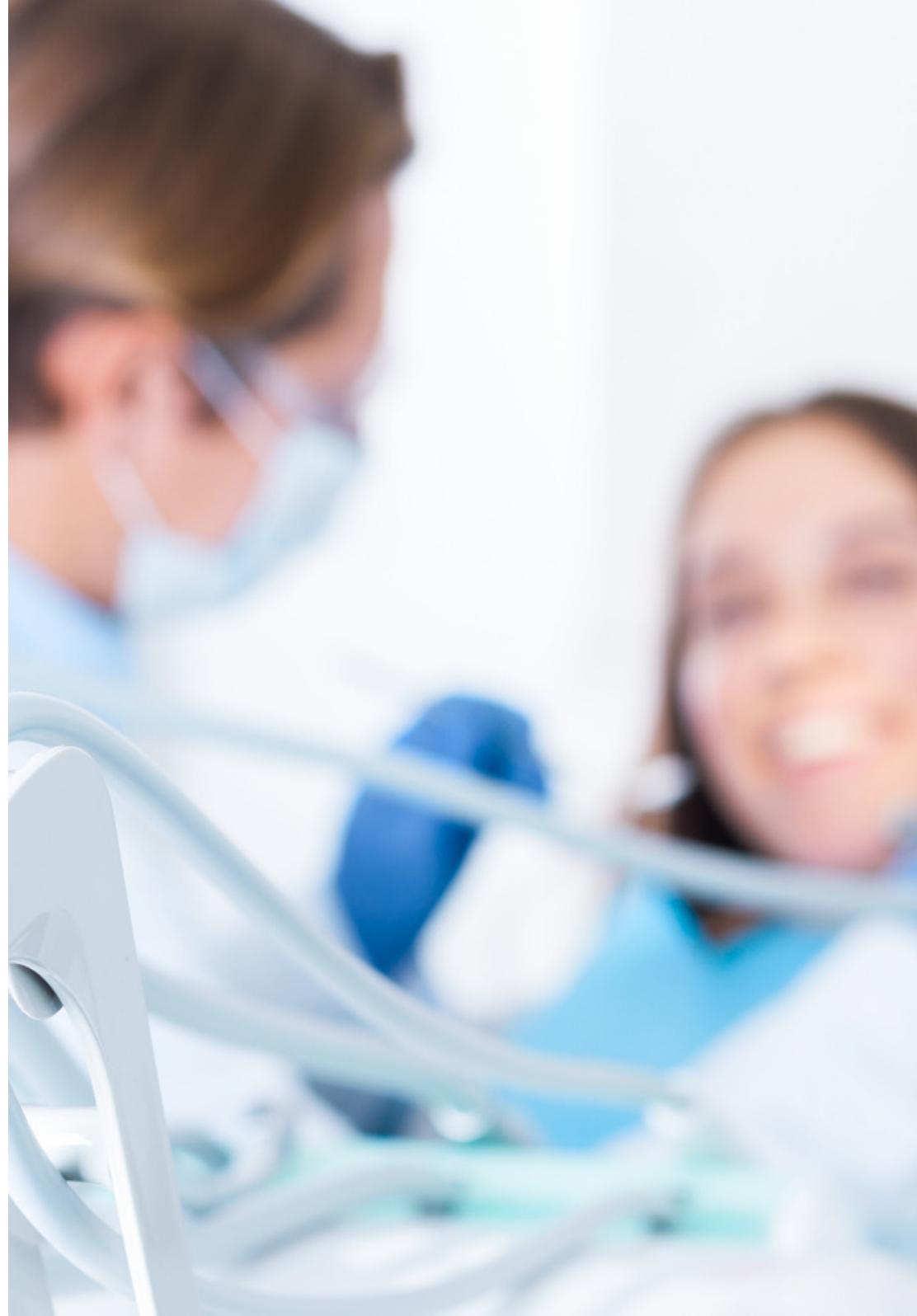
*We accompany you in the process of creating and developing your business so that it becomes a solid project with expectations of growth”*



## General Skills

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- ♦ Master and interpret knowledge that offers the student the opportunity to be innovative in the development of the business model
- ♦ Apply techniques, strategies and problem-solving skills in new or unfamiliar environments in multidisciplinary contexts related to the clinical-dental sector
- ♦ Perform analysis and synthesis, and therefore improve their decision making skills within the field of business management
- ♦ Communicate their conclusions in a clear and unambiguous way





## Specific Skills

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- ♦ Hierarchize the role of each of the members of the team within the dental clinic
- ♦ Adequately manage existing strategies for the incorporation, remuneration and attraction of human capital talent
- ♦ Effectively implement recruitment methods to manage payroll and thus achieve a correct compensation structure for our team members
- ♦ Define action protocols that allow a correct performance of the tasks in the dental clinic, incorporating monitoring tools for the control and evaluation of applying these protocols
- ♦ Conduct satisfaction surveys to develop and implement improvements that meet the needs of patients in the dental clinic
- ♦ Identify the types of costs that occur in a dental clinic in order to calculate the cost/hour of the clinic and establish appropriate pricing
- ♦ Calculate the main feasibility ratios of a project for the creation of a dental clinic
- ♦ Detect and anticipate new management trends in the clinical-dental sector
- ♦ Know how to develop the best business strategy according to the objectives to be achieved
- ♦ Know how to manage and lead a work team in the clinical-dental environment
- ♦ Organize and implement the purchasing function in a clinic
- ♦ Define and evaluate supplier, sourcing and supply selection processes, contributing to ensure the flow of materials necessary for the proper functioning of the clinic
- ♦ Efficient inventory control, therefore improving the management of fixed assets
- ♦ Negotiate in an intelligent and simple way to obtain the most favorable conditions for the correct development of the dental clinic
- ♦ Advance the dental profession on an ethical and moral basis



*As the business world changes, so too does the need for certain management skills. That is why every manager, or anyone who aspires to be one, must be in a constantly updating and improving their managerial skills"*

# 04

# Course Management

The program's teaching staff includes leading specialists in dental clinic administration and other related areas, who bring their years of work experience to this specialization program. In addition, other specialists of recognized prestige participate in its design and elaboration completing the program in an interdisciplinary way.





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*Learn the latest advances in the field of dental clinic administration from leading professionals”*

## International Guest Director

Chyree Heirs-Alexandre is a **Public Health Management Specialist** with extensive experience in managing medical office operations. As Director of the **Worcester Family Medical Center** in the United States, she has worked to improve the health and well-being of Worcester residents. In particular, she has offered her assistance to culturally diverse populations by providing access to **social services** and **primary care**. Her goal is to ensure affordable, quality and comprehensive care, regardless of patients' ability to pay.

Her ongoing commitment to **Public Health** has led her to advocate that health services and policies are geared towards ensuring well-being and quality of life. In this area, she held the position of **Assistant Director in Office Management** at **Brockton Neighborhood Health Center**. In this position, she furthered her skills in coordinating the activities that take place in medical centers.

As a specialist in this sector, Heirs-Alexandre's goal is to provide efficient healthcare administration, based on the latest organizational tools and strategies. In this regard, she has worked in a wide variety of areas to **promote health** and **prevent disease in communities**. In line with this, in 2020 she participated in vaccination efforts during the COVID-19 pandemic, guaranteeing access to immunization against this disease for all people.

Some of her main functions have been to collaborate in **disease prevention programs** and promotion of healthy habits, among others. On the other hand, Chyree Heirs-Alexandre serves as Associate Director and **Chief Operating Officer** at Harvard Dental School. In this position, she is responsible for managing the day-to-day activities and support staff of the center.



## Ms. Heirs-Alexandre, Chyree

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- ♦ Chief Operating Officer at Harvard Dental School, Boston, USA
- ♦ Founder of Orchids in Bloom Credentialing Company
- ♦ Director of Clinical Operations at the Family Health Center of Worcester, Worcester, USA
- ♦ Assistant Director of Practice Management at the Brockton Neighborhood Health Center
- ♦ Credentialing Coordinator at Stamford Health
- ♦ Credentialing Specialist at NextGen Healthcare
- ♦ Coordinator of Healthcare Operations at Vein Restoration Center-Medical Industry
- ♦ Clinical Assistant at Stamford Hospital
- ♦ Master's Degree in Public Health from Southern New Hampshire University
- ♦ Graduate in Healthcare Administration from Charter Oak State College

“

*Thanks to TECH you will be able to learn with the best professionals in the world"*

## International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **technology recruitment** and **strategy**. Throughout her career, she has held senior positions in several technology organizations within *Fortune 50*, such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition** en **Mastercard**, she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and **Human Resources** managers to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive and high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying** Mastercard's **employer brand** and **value proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of **Miami**, she has held management positions in recruitment for companies in various areas.

On the other hand, it has been recognized for its ability to lead organizational transformations, **integrate technologies** into **recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **wellness programs** that have significantly increased employee satisfaction and retention.



## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal Media, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, USA
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Graduated in Organizational Communication from the University of Miami.

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*A unique, crucial and decisive learning experience to boost your professional development”*

## International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.



## D. Gauthier, Rick

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- ♦ Regional IT Director at Amazon, Seattle, USA
- ♦ Senior Program Manager at Amazon
- ♦ Vice President of Wimmer Solutions
- ♦ Senior Director of Productive Engineering Services at Microsoft
- ♦ Degree in Cybersecurity from Western Governors University
- ♦ Technical Certificate in Commercial Diving from Divers Institute of Technology
- ♦ B.S. in Environmental Studies from The Evergreen State College

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*Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice”*

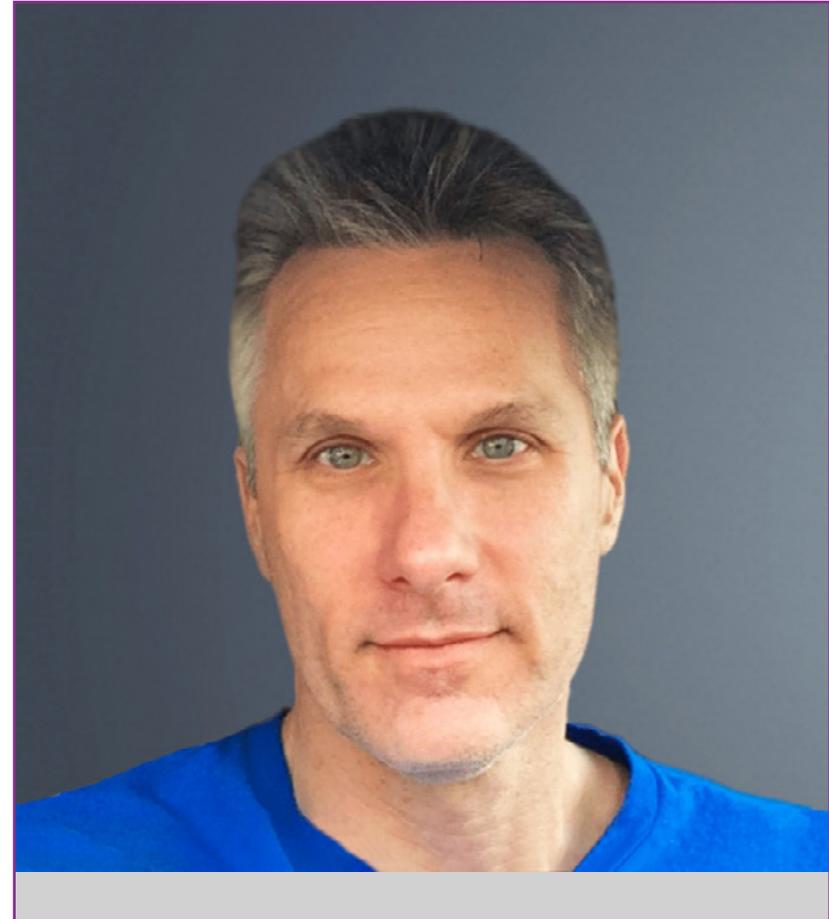
## International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate for innovation and change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers** and the **digital world**.

The strategies designed by Arman have a latent impact, as they have enabled several corporations **to improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT, employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers'** complex **decarbonization** demands **supporting a "cost-effective decarbonization"** and **overhauling a fragmented data, digital and technology landscape**. Thus, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

In addition, the executive stands out for his mastery of the **business applications of Artificial Intelligence**, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT and Salesforce**.



## Mr. Arman, Romi

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- ♦ Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- ♦ Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course

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*Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige"*

## International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity, vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement and attribution**. In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award** and the **EMEA Best Sales Model Award**.

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



## Mr. Arens, Manuel

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- ♦ Global Procurement Manager at Google, Mountain View, USA
- ♦ Senior Manager, B2B Analytics and Technology, Google, USA
- ♦ Sales Director - Google, Ireland
- ♦ Senior Industry Analyst at Google, Germany
- ♦ Accounts Manager - Google, Ireland
- ♦ Accounts Payable at Eaton, UK
- ♦ Supply Chain Manager at Airbus, Germany

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*Bet on TECH! You will have access to the best didactic materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field"*

## International Guest Director

Andrea La Sala is an experienced Marketing executive whose projects have had a significant impact on the Fashion environment. Throughout his successful career he has developed different tasks related to Products, Merchandising and Communication. All of this linked to with prestigious brands such as Giorgio Armani, Dolce&Gabbana, Calvin Klein, among others.

The results of this high-profile international executive have been linked to his proven ability to synthesize information in clear frameworks and execute concrete actions aligned to specific business objectives. In addition, he is recognized for his proactivity and adaptability to fast-paced work rhythms. To all this, this expert adds a strong commercial awareness,, market vision and a genuine passion for products.

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and accesories. His tactics have also focused on the retail environment and consumer needs and behavior. In this

La Sala has also been responsible for shaping the commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. He has been in charge of creating effective calendars for buying and selling campaings.

He has also been in charge of the terms, costs, processes and delivery times of different operations.

These experiences have made Andrea La Sala one of the main and most qualified corporate leaders in Fashion and Luxury. A high managerial capacity with which he has managed to effectively implement the positive positioning of different brands and redefine their key performance indicators (KPIs).



## Ms. La Sala, Andrea

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- ♦ Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- ♦ Merchandising Director at Calvin Klein
- ♦ Brand Manager at Gruppo Coin
- ♦ Brand Manager at Dolce&Gabbana
- ♦ Brand Manager at Sergio Tacchini S.p.A.
- ♦ Market Analyst at Fastweb
- ♦ Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

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*The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"*

## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

One of his most outstanding projects in recent years has been the **Walmart Data Cafe platform**, the largest of its kind in the world that is anchored in the **cloud** aimed at **Big Data** analysis. In addition, he has held the position of **Director of Business Intelligence** at **Red Bull**, covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminare's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thus, he has come to be considered a **born leader** of the **new global economy**, centered on the drive for data and its infinite possibilities.



## Mr. Gram, Mick

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

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*Study at the best online university in the world according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"*

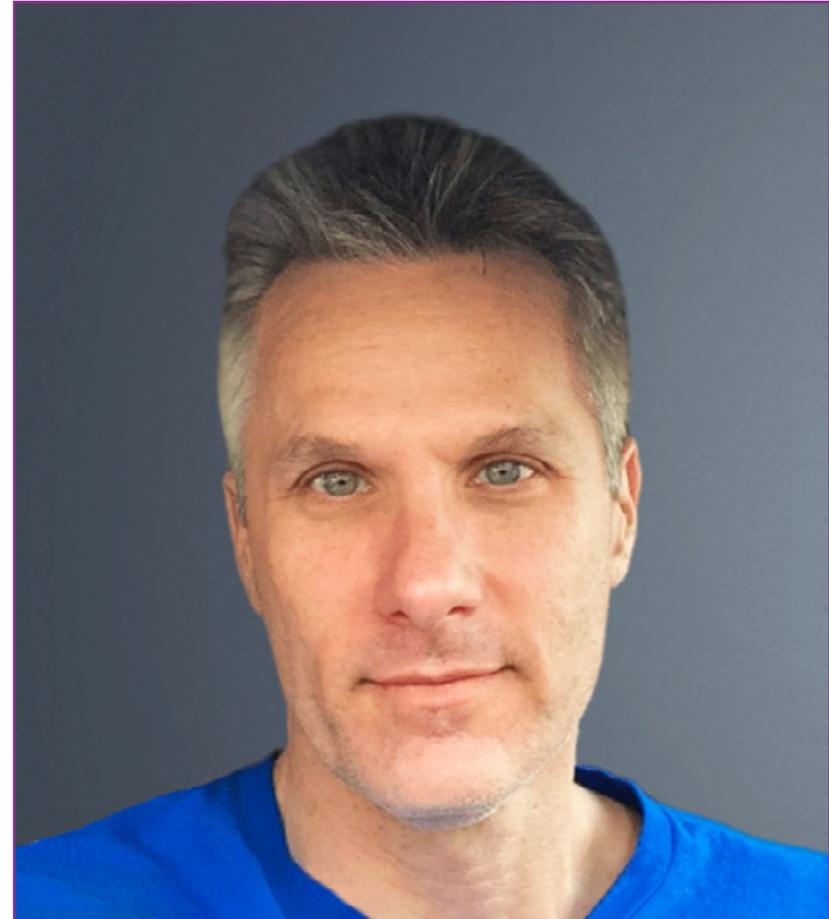
## International Guest Director

Scott Stevenson is a distinguished expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a fundamental role in **overseeing logistics and creative workflows** across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving in **production strategies in paid media**, resulting in a **marked improvement** which has resulted in **company's conversion rates**. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials and trailers**.

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in **communication and storytelling**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence in business**. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing and Digital Media**.



## Mr. Stevenson, Scott

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- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- M.A. in Creative Writing from the University of California
- B.S. in Telecommunications from the University of Florida

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*Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process”*

## International Guest Director

Eric Nyquist, Ph.D., is a leading international sports professional who has built an impressive career, noted for his **strategic leadership** and ability to drive change and **innovation** in world-class sports organizations.

In fact, he has held senior roles such as **Director of Communications and Impact** at **NASCAR**, based in **Florida, USA**. With many years of experience behind him at NASCAR, Dr. Nyquist has also held several leadership positions, including **Senior Vice President of Strategic Development** and **General Manager of Business Affairs**, managing more than a dozen disciplines ranging from **strategic development** to **entertainment marketing**.

Nyquist has also made a significant mark on **Chicago's top** sports franchises. As **Executive Vice President** of the **Chicago Bulls** and **Chicago White Sox** franchises, he has demonstrated his ability to drive **business** and **strategic success** in the world of **professional sports**.

Finally, it is worth noting that he began his career in **sports** while working in **New York** as a **senior strategic analyst** for **Roger Goodell** in the **National Football League (NFL)** and, prior to that, as a **Legal Intern** with the **United States Football Federation**.



## Mr. Nyquist, Eric

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- ♦ Director of Communications and Impact at NASCAR, Florida, USA
- ♦ Senior Vice President of Strategic Development at NASCAR, Florida, United States
- ♦ Vice President of Strategic Planning at NASCAR
- ♦ Senior Director of Business Affairs at NASCAR
- ♦ Executive Vice President at Chicago White Sox Franchises
- ♦ Executive Vice President at Chicago Bulls Franchises
- ♦ Manager of Business Planning at the National Football League (NFL)
- ♦ Business Affairs/Legal Intern with the United States Soccer Federation
- ♦ Juris Doctor from the University of Chicago
- ♦ Master's Degree in Business Administration-MBA from the University of Chicago Booth School of Business
- ♦ B.A. in International Economics from Carleton College.

“

*Thanks to this university program, 100% online, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!”*

## Management



### Guillot, Jaime

- ♦ Entrepreneur and Web3 Investor
- ♦ CEO Mergelina Investments
- ♦ Chief Operating Officer of Demium Startups
- ♦ Co-founder and Chief Strategy Officer of Hikaru VR Agency
- ♦ Co-founder and CEO of Drone Spain
- ♦ Co-Founder of IMBS Business School
- ♦ Founder of the Internet & Mobile Business School
- ♦ Founder and CEO of Fight Technologies
- ♦ Highly experienced in business creation
- ♦ Professor at Bankinter's Master's Degree in Innovation and Business Creation
- ♦ Executive Coach certified by the European School of Leaders (EEL)
- ♦ Operational Manager. BBVA.
- ♦ Trainer in leadership and emotional management programs for companies
- ♦ Degree in Business Administration and Management UPV
- ♦ Industrial Specialization
- ♦ Trained in languages such as English, German and Chinese.
- ♦ Volunteer for the Association of Educational Attention to People with Specific Needs.



### Mr. Gil, Andrés

- ♦ Postgraduate Diploma in Innovation and Strategic Management
- ♦ Director-Manager at Pilar Roig Odontology Clinic
- ♦ Co-founder and CEO at MedicalDays
- ♦ Postgraduate Certificate in Dental Management and Clinical Management. DentalDoctors Institute
- ♦ Postgraduate Diploma in Cost Accounting Valence Chamber of Commerce
- ♦ Agricultural Engineer UPV
- ♦ Professional Master's Degree in Management and Direction. Michigan State University
- ♦ Course in Accounting. Centre for Financial Studies
- ♦ Course in Leadership and Team Management. César Piqueras

## Professors

### Ms. Fortea Paricio, Anna

- ♦ International Professional Coach, Expert in Executive and Business Coaching
- ♦ Professional neurocoach
- ♦ President of the International Neurocoaching Association
- ♦ Director at Coaching Connection.es (Digital magazine specialized in coaching)
- ♦ Founding Partner at Co & Co (Coaching & Consulting)
- ♦ Founder of the European Leadership Center
- ♦ Founder of the Center for High Human Performance Anna Fortea
- ♦ Co-founder of Esexo
- ♦ Professor at several Spanish universities, UAC and Humboldt University.
- ♦ Specialist teacher for the European Law Students' Association (ELSA), facilitating trainings in collaboration with UNESCO, UNICEF and the UN.
- ♦ Volunteer at the Josep Carreras Foundation
- ♦ Volunteer at the Federación de Ayuda al Pueblo Saharaui (Federation of Aid to the Saharawi People)
- ♦ Degree in Law from the University of Valencia
- ♦ Studied Psychology at UOC and Neurosciences at UPenn.
- ♦ Internationally certified professional coach by the Instituto de Alto Rendimiento Humano (IESEC).
- ♦ Postgraduate Diploma in Communication, Negotiation, Leadership and Self-Esteem by PsicoActiva
- ♦ MBA from CEREM Business School
- ♦ Member of the Group of Experts of the European Commission and the National Association of Emotional Intelligence (ASNIE).





### **Dolz, Juan Manuel**

- ◆ Business Digitalization Consultant
- ◆ Technical Team Manager at Irene Milián Group
- ◆ Highly experienced in business creation
- ◆ Co-founder and CTO at MedicalDays
- ◆ Co-founder and COO Drone Spain
- ◆ Co-founder and COO Hikaru VR Agency
- ◆ Co-founder HalloValencia
- ◆ Degree in Business Administration, Business Management and Marketing. University of Valencia
- ◆ Freemover Scholarship, International Management, Communications and Sales, Leadership. University of Berne
- ◆ Postgraduate Certificate in Business Studies. University of Valencia
- ◆ Professional training in Digital Marketing. Internet Startup Camp. UPV

“

*Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice”*

05

# Structure and Content

The structure of the contents has been designed by a team of professionals from the best dental centers, business centers, companies and universities, aware of the relevance of current specialization in order to manage successful companies, and committed to quality teaching through new educational technologies.



“

*This MBA in Dental Clinic Management contains the most complete and up-to-date scientific program on the market”*

## Module 1. Pillars of Dental Clinic Management

- 1.1. Introduction to Dental Clinic Management
  - 1.1.1. The Concept of Management
  - 1.1.2. The Purpose of Management
- 1.2. The Corporate Vision of the Dental Clinic
  - 1.2.1. Definition of a Company: Approach to the Dental Practice as a Service Company
  - 1.2.2. Company Elements Applied to Dental Clinics
- 1.3. The Figure of the Manager
  - 1.3.1. Description of the Managerial Position in Dental Clinics
  - 1.3.2. Duties of the Manager
- 1.4. Types of Company Organization
  - 1.4.1. The Owner
  - 1.4.2. The Legal Person as the Owner of a Dental Clinic
- 1.5. Knowing the Clinical-Dental Sector
- 1.6. Terminology and Key Concepts in Business Management and Administration
- 1.7. Current Models of Success of Dental Clinics

## Module 2. Designing Your Dental Clinic

- 2.1. Introduction and Objectives
- 2.2. Current Situation the Clinical-Dental Sector
  - 2.2.1. International Scope
- 2.3. Evolution of the Clinical-Dental Sector and its Trends
  - 2.3.1. International Scope
- 2.4. Competitive Analysis
  - 2.4.1. Price Analysis
  - 2.4.2. Differentiation Analysis
- 2.5. SWOT Analysis
- 2.6. How to Design the Canvas Model of Your Dental Clinic
  - 2.6.1. Customer Segments
  - 2.6.2. Requirements
  - 2.6.3. Solutions
  - 2.6.4. Channels
  - 2.6.5. Value Proposition
  - 2.6.6. Income Structure
  - 2.6.7. Cost Structure



- 2.6.8. Competitive Advantages
- 2.6.9. Key Metrics
- 2.7. Method to Validate Your Business Model: Lean Startup Cycle
  - 2.7.1. Case 1: Validating Your Model at the Creation Stage
  - 2.7.2. Case 2: Application of the Method to Innovate With Your Current Model
- 2.8. The Importance of Validating and Improving the Business Model of Your Dental Practice
- 2.9. How to Define the Value Proposition of Our Dental Clinic?
- 2.10. Mission, Vision, and Values
  - 2.10.1. Mission
  - 2.10.2. Vision
  - 2.10.3. Values
- 2.11. Defining the Target Patient
- 2.12. Optimal Location of My Clinic
  - 2.12.1. Plant Layout
- 2.13. Optimal Staff Sizing
- 2.14. Importance of a Recruitment Model in Line With the Defined Strategy
- 2.15. Keys for Defining the Price Policy
- 2.16. External Financing vs. Internal Financing
- 2.17. Strategy Analysis of a Dental Practice Success Story

### Module 3. Introduction to Marketing

- 3.1. Main Principles of Marketing
  - 3.1.1. Basic Variables of Marketing
  - 3.1.2. The Evolution of the Concept of Marketing
  - 3.1.3. Marketing as an Exchange System
- 3.2. New Trends in Marketing
  - 3.2.1. Evolution and Future of Marketing
- 3.3. Emotional Intelligence Applied to Marketing
  - 3.3.1. What is Emotional Intelligence?
  - 3.3.2. How to Apply Emotional Intelligence in Your Marketing Strategy
- 3.4. Social Marketing and Corporate Social Liability
- 3.5. Internal Marketing
  - 3.5.1. Traditional Marketing (Marketing Mix)

- 3.5.2. Referral Marketing
- 3.5.3. Content Marketing
- 3.6. External Marketing
  - 3.6.1. Operational Marketing
  - 3.6.2. Strategic Marketing
  - 3.6.3. Inbound Marketing
  - 3.6.4. E-mail Marketing
  - 3.6.5. Influencer Marketing
- 3.7. Internal Marketing vs.. External Marketing
- 3.8. Patient Loyalty Techniques
  - 3.8.1. The Importance of Patient Loyalty
  - 3.8.2. Digital Tools Applied to Patient Loyalty

### Module 4. Marketing 2.0

- 4.1. The Importance of Branding for Differentiation
  - 4.1.1. Visual Identity
  - 4.1.2. The Stages of Branding
  - 4.1.3. Branding as a Differentiaton Strategy
  - 4.1.4. Jung Archetypes to Give Your Brand Personality
- 4.2. The Dental Clinic's Website and Corporate Blog
  - 4.2.1. Keys for an Effective and Functional Website
  - 4.2.2. Choice of the Tone of Voice for the Communication Channels
  - 4.2.3. Advantages of Having a Corporate Blog
- 4.3. Effective Use of Social Networks
  - 4.3.1. The Importance of Strategy in Social Networks
  - 4.3.2. Automation Tools for Social Networks
- 4.4. Use of Instant Messaging
  - 4.4.1. The Importance of Direct Communication With Your Patients
  - 4.4.2. Channel for Personalized Promotions or Mass Messages
- 4.5. The Importance of Transmedia Storytelling in Communication 2.0
- 4.6. How to Create Databases Through Communication?
- 4.7. Google Analytics to Measure the Impact of Your Communication 2.0
- 4.8. Analysis of the Situation
  - 4.8.1. Analysis of the External Situation
  - 4.8.2. Analysis of the Internal Situation

- 4.9. Establishing Goals
  - 4.9.1. Key Points for Establishing Goals
- 4.10. Strategy Selection
  - 4.10.1. Types of Strategies
- 4.11. Action Plan
- 4.12. Budgets
  - 4.12.1. Budget Allocation
  - 4.12.2. Forecast of Results
- 4.13. Control and Monitoring Methods

## Module 5. The Value of Human Capital

- 5.1. Introduction to the Management of Human Resources
- 5.2. Corporate Culture and Work Environment
- 5.3. The Team
  - 5.3.1. The Dental Team
  - 5.3.2. The Auxiliary Team
  - 5.3.3. Administration and Management
- 5.4. Organization Chart in Our Dental Clinic
  - 5.4.1. Organization Chart of the Clinic: Hierarchy
  - 5.4.2. Description of the Organization Chart's Departments
  - 5.4.3. Description of the Positions at Each Department
  - 5.4.4. Assigning Tasks for Each Position
  - 5.4.5. Department Coordination
- 5.5. Introduction to the Labor and Human Resource Management
- 5.6. Strategies for Adding Human Capital
  - 5.6.1. Strategies for Selecting Staff
  - 5.6.2. Recruitment Strategy
- 5.7. Remuneration Policies
  - 5.7.1. Fixed Remuneration
  - 5.7.2. Variable Remuneration
- 5.8. Strategy for Retaining Talent
  - 5.8.1. What is Talent Retention?
  - 5.8.2. Advantages of Retaining Talent in a Dental Clinic
  - 5.8.3. Ways of Retain Talent

- 5.9. Strategy for Managing Absences
  - 5.9.1. The Importance of Planning for Managing Absences
  - 5.9.2. Ways of Managing Absences at a Dental Clinic
- 5.10. The Labor Relationship
  - 5.10.1. The Work Contract
  - 5.10.2. Working Hours

## Module 6. Team Management

- 6.1. What is Personal Leadership?
- 6.2. The Importance of Applying the 33% Rule
- 6.3. Advantages of Implementing a Culture of Leadership at the Dental Clinic
- 6.4. What Type of Leadership is Better to Manage Your Dental Clinic?
  - 6.4.1. Self-Critical Leadership
  - 6.4.2. Objective-Based Leadership
  - 6.4.3. Value-Based Leadership
- 6.5. Personal Leadership Skills
  - 6.5.1. Strategic Thinking
  - 6.5.2. The Importance of the Leader's Vision
  - 6.5.3. How To Develop a Healthy Self-Critical Attitude?
- 6.6. interpersonal Leadership Skills
  - 6.6.1. Assertive Communication
  - 6.6.2. The Ability to Delegate
  - 6.6.3. Giving and Receiving Feedback
- 6.7. Emotional Intelligence Applied to Conflict-Solving
  - 6.7.1. Identifying the Basic Emotions Involved in Taking Action
  - 6.7.2. The Importance of Active Listening
  - 6.7.3. Empathy as a Key Personal Skill
  - 6.7.4. How to Identify Emotional Hijacking?
  - 6.7.5. How to Achieve Win-Win Agreements?
- 6.8. The Benefits of the Organizational Constellation Technique
- 6.9. Motivational Techniques for Retaining Talent
  - 6.9.1. Recognition
  - 6.9.2. Assigning Responsibilities
  - 6.9.3. Promoting Labor Health
  - 6.9.4. Offering Incentives
- 6.10. The Importance of Evaluating Performance

**Module 7. Quality and Time Management in the Dental Clinic**

- 7.1. Quality Applied to the Treatments Offered
  - 7.1.1. Definition of Quality in Dentistry
  - 7.1.2. Standardizing Processes in the Dental Clinic
- 7.2. Quality Management Principles
  - 7.2.1. What is a Quality Management System?
  - 7.2.2. Benefits for the Organization
- 7.3. Quality in Task Performance
  - 7.3.1. Protocols: Definition
  - 7.3.2. Protocols: Purpose of Their Implementation
  - 7.3.3. Protocols: Benefits of Their Implementation
  - 7.3.4. Practical Example: First Visit Protocol
- 7.4. Tools for Monitoring and Revising Protocols
- 7.5. Continuous Improvement in Dental Clinics
  - 7.5.1. What is Continuous Improvement??
  - 7.5.2. Phase 1: Consultancy
  - 7.5.3. Phase 2: Learning
  - 7.5.4. Phase 3: Monitoring
- 7.6. Quality in Patient Satisfaction
  - 7.6.1. Satisfaction Surveys
  - 7.6.2. Applying Satisfaction Surveys
  - 7.6.3. Improvement Reports
- 7.7. Practical Cases of Quality at the Dental Clinic
  - 7.7.1. Practical Case 1: Protocol for Managing Emergencies
  - 7.7.2. Practical Case 2: Producing a Satisfaction Survey
- 7.8. Managing Safety and Health a Work in a Dental Clinic
  - 7.8.1. The Importance of Defining the Main Tasks in a Dental Clinic
  - 7.8.2. "One Task, One Person Responsible" Productivity Technique
  - 7.8.3. Digital Task Managers
- 7.9. Standardizing Time in Dentistry Treatments
  - 7.9.1. The Importance of Gathering Time Data
  - 7.9.2. How to Document Time Standardization?
- 7.10. Research Methodology to Optimize Quality Processes
- 7.11. Describing a Quality Management Model for Dentistry Services
- 7.12. Health Audit: Phases

**Module 8. Purchasing and Storage Management**

- 8.1. The Importance of an Appropriate Purchasing Plan
- 8.2. Responsibilities of the Purchasing Duty in a Dental Clinic
- 8.3. Efficiently Managing our Warehouse
  - 8.3.1. Storage Costs
  - 8.3.2. Safety Inventory
  - 8.3.3. Registering the Incoming and Outgoing of Material
- 8.4. Stages in the Process of Purchasing
  - 8.4.1. Searching for Information and Suggesting Alternatives
  - 8.4.2. Evaluation and Decision Making
  - 8.4.3. Follow-Up and Monitoring
- 8.5. Ways of Running Accounts and Account Management
  - 8.5.1. Adjusting Order Types to Our Needs
  - 8.5.2. Risk Management
- 8.6. Relationship With the Supplier
  - 8.6.1. Types of Relationships
  - 8.6.2. Payment Policy
- 8.7. Negotiations in Purchases
  - 8.7.1. Necessary Knowledge and Skills
  - 8.7.2. Stages in the Negotiation Process
  - 8.7.3. How to Negotiate Successfully
- 8.8. Quality in Purchases
  - 8.8.1. Benefits for the Clinic as a Whole
  - 8.8.2. Measuring Parameters
- 8.9. Indicators of Efficiency
- 8.10. New Trends in Purchase Management

**Module 9. Costs and Finances Applied to Dental Clinics**

- 9.1. Basic Principles of Economy
- 9.2. The Balance Sheet
  - 9.2.1. Structure of the Balance Sheet
  - 9.2.2. Assets
  - 9.2.3. Liabilities
  - 9.2.4. Net Assets
  - 9.2.5. Interpreting the Balance Sheet

- 9.3. Results Research
  - 9.3.1. Structure of the Income Statement
  - 9.3.2. Interpreting the Income Statement
- 9.4. Introduction to Cost Accounting
- 9.5. Benefits of Its Implementation
- 9.6. Fixed Costs in the Dental Clinic
  - 9.6.1. Establishing Fixed Costs
  - 9.6.2. Fixed Costs of a Typical Dental Clinic
  - 9.6.3. Cost/Hour of the Professional
- 9.7. Variables Costs in the Dental Clinic
  - 9.7.1. Establishing Variable Costs
  - 9.7.2. Variables Costs of a Typical Dental Clinic
- 9.8. Cost/Hour of a Dental Clinic
- 9.9. Treatment Costs
- 9.10. Benefit of the Treatment
- 9.11. Pricing Strategy
- 9.12. Introduction
- 9.13. Invoices and Other Payment Documents
  - 9.13.1. The Invoice: Meaning and Minimum Content
  - 9.13.2. Other Payment Documents
- 9.14. Managing Collections and Payments
  - 9.14.1. Administrative Organization
  - 9.14.2. Managing Collections and Payments
  - 9.14.3. The Treasury's Budget
  - 9.14.4. ABC Analysis of Patients
  - 9.14.5. Unpaid Receivables
- 9.15. Modes of External Financing
  - 9.15.1. Bank Financing
  - 9.15.2. Leasing
  - 9.15.3. *Differences Between Leasing and Renting*
  - 9.15.4. *Discounts on Commercial Items*
- 9.16. Analysis of the Liquidity of Your Clinic
- 9.17. Analysis of the Profitability of Your Clinic
- 9.18. Debt Analysis

## Module 10. Dental Deontology

- 10.1. Basic Concepts
  - 10.1.1. Definition and Objectives
  - 10.1.2. Scope of Application
  - 10.1.3. Clinical Act
  - 10.1.4. The Dentist
- 10.2. General Principles
  - 10.2.1. The Principle of Equality Among Patients
  - 10.2.2. Priority of the Patient's Interests
  - 10.2.3. Vocational Duties of the Dentist
- 10.3. Patient Care
  - 10.3.1. Dealing With the Patient
  - 10.3.2. Underage Patients
  - 10.3.3. The Practitioner's Freedom of Choice
  - 10.3.4. The Freedom to Accept or Reject Patients
- 10.4. Medical History
- 10.5. Patient Information
  - 10.5.1. Patient's Right to Clinical Information
  - 10.5.2. Informed Consent
  - 10.5.3. Clinical Reports
- 10.6. Professional Secrecy
  - 10.6.1. Concept and Content
  - 10.6.2. Extension of the Obligation
  - 10.6.3. Exceptions to Professional Secrecy
  - 10.6.4. Computer Files
- 10.7. Publicity
  - 10.7.1. Basic Requirements of Professional Advertising
  - 10.7.2. Mentioning Titles
  - 10.7.3. Professional Advertising
  - 10.7.4. Actions with a Possible Advertising Effect

## Module 11. Leadership, Ethics and Social Responsibility in Companies

- 11.1. Globalization and Governance

- 11.1.1. Governance and Corporate Governance
- 11.1.2. The Fundamentals of Corporate Governance in Companies
- 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 11.2. Leadership
  - 11.2.1. Leadership A Conceptual Approach
  - 11.2.2. Leadership in Companies
  - 11.2.3. The Importance of Leaders in Business Management
- 11.3. *Cross Cultural Management*
  - 11.3.1. Cross Cultural Management Concept
  - 11.3.2. Contributions to Knowledge of National Cultures
  - 11.3.3. Diversity Management
- 11.4. Management and Leadership Development
  - 11.4.1. Concept of Management Development
  - 11.4.2. Concept of Leadership
  - 11.4.3. Leadership Theories
  - 11.4.4. Leadership Styles
  - 11.4.5. Intelligence in Leadership
  - 11.4.6. The Challenges of Today's Leader
- 11.5. Business Ethics
  - 11.5.1. Ethics and Morality
  - 11.5.2. Business Ethics
  - 11.5.3. Leadership and Ethics in Companies
- 11.6. Sustainability
  - 11.6.1. Sustainability and Sustainable Development
  - 11.6.2. The 2030 Agenda
  - 11.6.3. Sustainable Companies
- 11.7. Corporate Social Responsibility
  - 11.7.1. International Dimensions of Corporate Social Responsibility
  - 11.7.2. Implementing Corporate Social Responsibility
  - 11.7.3. The Impact and Measurement of Corporate Social Responsibility
- 11.8. Responsible Management Systems and Tools
  - 11.8.1. CSR: Corporate Social Responsibility
  - 11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 11.8.4. CSR Tools and Standards

- 11.9. Multinationals and Human Rights
  - 11.9.1. Globalization, Multinational Companies and Human Rights
  - 11.9.2. Multinational Corporations and International Law
  - 11.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 11.10. Legal Environment and Corporate Governance
  - 11.10.1. International Rules on Importation and Exportation
  - 11.10.2. Intellectual and Industrial Property
  - 11.10.3. International Labor Law

## Module 12. People and Talent Management

- 12.1. Strategic People Management
  - 12.1.1. Strategic Human Resources Management
  - 12.1.2. Strategic People Management
- 12.2. Human Resources Management by Competencies
  - 12.2.1. Analysis of the Potential
  - 12.2.2. Remuneration Policy
  - 12.2.3. Career/Succession Planning
- 12.3. Performance Evaluation and Performance Management
  - 12.3.1. Performance Management
  - 12.3.2. Performance Management: Objectives and Process
- 12.4. Innovation in Talent and People Management
  - 12.4.1. Strategic Talent Management Models
  - 12.4.2. Talent Identification, Training and Development
  - 12.4.3. Loyalty and Retention
  - 12.4.4. Proactivity and Innovation
- 12.5. Motivation
  - 12.5.1. The Nature of Motivation
  - 12.5.2. Expectations Theory
  - 12.5.3. Needs Theory
  - 12.5.4. Motivation and Financial Compensation
- 12.6. Developing High Performance Teams
  - 12.6.1. High-Performance Teams: Self-Managed Teams
  - 12.6.2. Methodologies for the Management of High Performance Self-Managed Teams

- 12.7. Change Management
  - 12.7.1. Change Management
  - 12.7.2. Type of Change Management Processes
  - 12.7.3. Stages or Phases in the Change Management Process
- 12.8. Negotiation and Conflict Management
  - 12.8.1 Negotiation
  - 12.8.2 Conflicts Management
  - 12.8.3 Crisis Management
- 12.9. Executive Communication
  - 12.9.1. Internal and External Communication in the Corporate Environment
  - 12.9.2. Communication Departments
  - 12.9.3. The Person in Charge of Communication of the Company The Profile of the Dircom
- 12.10. Productivity, Attraction, Retention and Activation of Talent
  - 12.10.1. Productivity
  - 12.10.2. Talent Attraction and Retention Levers

## Module 13. Economic and Financial Management

- 13.1. Economic Environment
  - 13.1.1. Macroeconomic Environment and the National Financial System
  - 13.1.2. Financial Institutions
  - 13.1.3. Financial Markets
  - 13.1.4. Financial Assets
  - 13.1.5. Other Financial Sector Entities
- 13.2. Executive Accounting
  - 13.2.1. Basic Concepts
  - 13.2.2. The Company's Assets
  - 13.2.3. The Company's Liabilities
  - 13.2.4. The Company's Net Worth
  - 13.2.5. The Income Statement
- 13.3. Information Systems and Business Intelligence
  - 13.3.1. Fundamentals and Classification
  - 13.3.2. Cost Allocation Phases and Methods
  - 13.3.3. Choice of Cost Center and Impact

- 13.4. Budget and Management Control
  - 13.4.1. The Budget Model
  - 13.4.2. The Capital Budget
  - 13.4.3. The Operating Budget
  - 13.4.5. Treasury Budget
  - 13.4.6. Budget Monitoring
- 13.5. Financial Management
  - 13.5.1. The Company's Financial Decisions
  - 13.5.2. Financial Department
  - 13.5.3. Cash Surpluses
  - 13.5.4. Risks Associated with Financial Management
  - 13.5.5. Financial Administration Risk Management
- 13.6. Financial Planning
  - 13.6.1. Definition of Financial Planning
  - 13.6.2. Actions to be Taken in Financial Planning
  - 13.6.3. Creation and Establishment of the Business Strategy
  - 13.6.4. The Cash Flow Table
  - 13.6.5. The Working Capital Table
- 13.7. Corporate Financial Strategy
  - 13.7.1. Corporate Strategy and Sources of Financing
  - 13.7.2. Financial Products for Corporate Financing
- 13.8. Strategic Financing
  - 13.8.1. Self-financing
  - 13.8.2. Increase in Equity
  - 13.8.3. Hybrid Resources
  - 13.8.4. Financing Through Intermediaries
- 13.9. Financial Analysis and Planning
  - 13.9.1. Analysis of the Balance Sheet
  - 13.9.2. Analysis of the Income Statement
  - 13.9.3. Profitability Analysis
- 13.10. Analyzing and Solving Cases/Problems
  - 13.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

**Module 14. Executive Management**

- 14.1. General Management
  - 14.1.1. The Concept of General Management
  - 14.1.2. The Role of the CEO
  - 14.1.3. The CEO and their Responsibilities
  - 14.1.4. Transforming the Work of Management
- 14.2. Manager Functions: Organizational Culture and Approaches
  - 14.2.1. Manager Functions: Organizational Culture and Approaches
- 14.3. Operations Management
  - 14.3.1. The Importance of Management
  - 14.3.2. Value Chain
  - 14.3.3. Quality Management
- 14.4. Public Speaking and Spokesperson Education
  - 14.4.1. Interpersonal Communication
  - 14.4.2. Communication Skills and Influence
  - 14.4.3. Communication Barriers
- 14.5. Personal and Organizational Communications Tools
  - 14.5.1. Interpersonal Communication
  - 14.5.2. Interpersonal Communication Tools
  - 14.5.3. Communication in the Organization
  - 14.5.4. Tools in the Organization
- 14.6. Communication in Crisis Situations
  - 14.6.1. Crisis
  - 14.6.2. Phases of the Crisis
  - 14.6.3. Messages: Contents and Moments
- 14.7. Preparation of a Crisis Plan
  - 14.7.1. Analysis of Possible Problems
  - 14.7.2. Planning
  - 14.7.3. Adequacy of Personnel
- 14.8. Personal Branding
  - 14.8.1. Strategies for Personal Brand Development
  - 14.8.2. Personal Branding Laws
  - 14.8.3. Tools for Creating Personal Brands

- 14.9. Leadership and Team Management
  - 14.9.1. Leadership and Leadership Styles
  - 14.9.2. Leader Capabilities and Challenges
  - 14.9.3. Managing Change Processes
  - 14.9.4. Managing Multicultural Teams



*A unique, key and decisive specialization experience to boost your professional development"*

06

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.





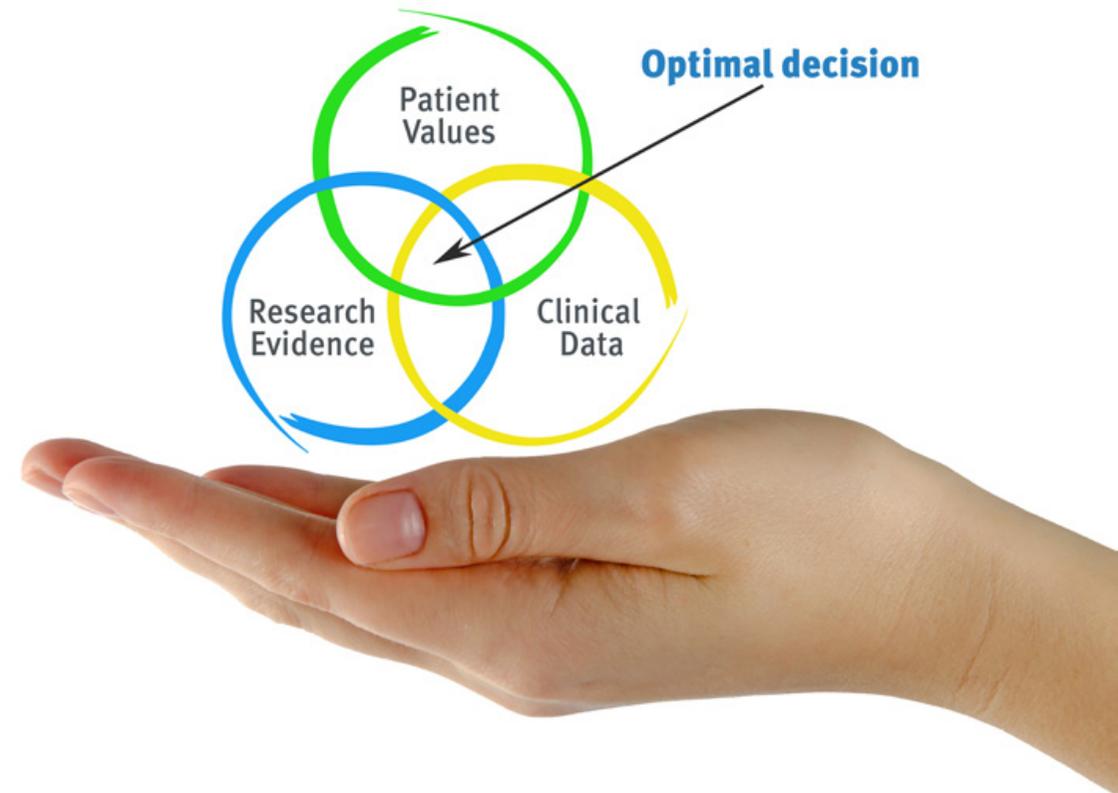
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*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## At TECH we use the Case Method

In a given situation, what should a professional do? Throughout the program, students will face multiple simulated clinical cases, based on real patients, in which they will have to do research, establish hypotheses, and ultimately resolve the situation. There is an abundance of scientific evidence on the effectiveness of the method. Specialists learn better, faster, and more sustainably over time.

*With TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world.*



According to Dr. Gérvas, the clinical case is the annotated presentation of a patient, or group of patients, which becomes a "case", an example or model that illustrates some peculiar clinical component, either because of its teaching power or because of its uniqueness or rarity. It is essential that the case is based on current professional life, trying to recreate the real conditions in the dentist's professional practice.

“

*Did you know that this method was developed in 1912, at Harvard, for law students? The case method consisted of presenting students with real-life, complex situations for them to make decisions and justify their decisions on how to solve them. In 1924, Harvard adopted it as a standard teaching method”*

The effectiveness of the method is justified by four fundamental achievements:

1. Dentists who follow this method not only grasp concepts, but also develop their mental capacity by means of exercises to evaluate real situations and apply their knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.



## Relearning Methodology

At TECH we enhance the case method with the best 100% online teaching methodology available: Relearning.

This university is the first in the world to combine the study of clinical cases with a 100% online learning system based on repetition, combining a minimum of 8 different elements in each lesson, a real revolution with respect to the mere study and analysis of cases.

*The student will learn through real cases and by solving complex situations in simulated learning environments. These simulations are developed using state-of-the-art software to facilitate immersive learning.*



At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

With this methodology we have trained more than 115,000 dentists with unprecedented success, in all specialties regardless of the workload. Our pedagogical methodology is developed in a highly competitive environment, with a university student body with a strong socioeconomic profile and an average age of 43.5 years old.

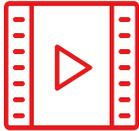
*Relearning will allow you to learn with less effort and better performance, involving you more in your training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for success.*

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

The overall score obtained by TECH's learning system is 8.01, according to the highest international standards.



This program offers the best educational material, prepared with professionals in mind:



### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



### Educational Techniques and Procedures on Video

TECH introduces students to the latest techniques, the latest educational advances, and to the forefront of medical techniques. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch the videos as many times as you like.



### Interactive Summaries

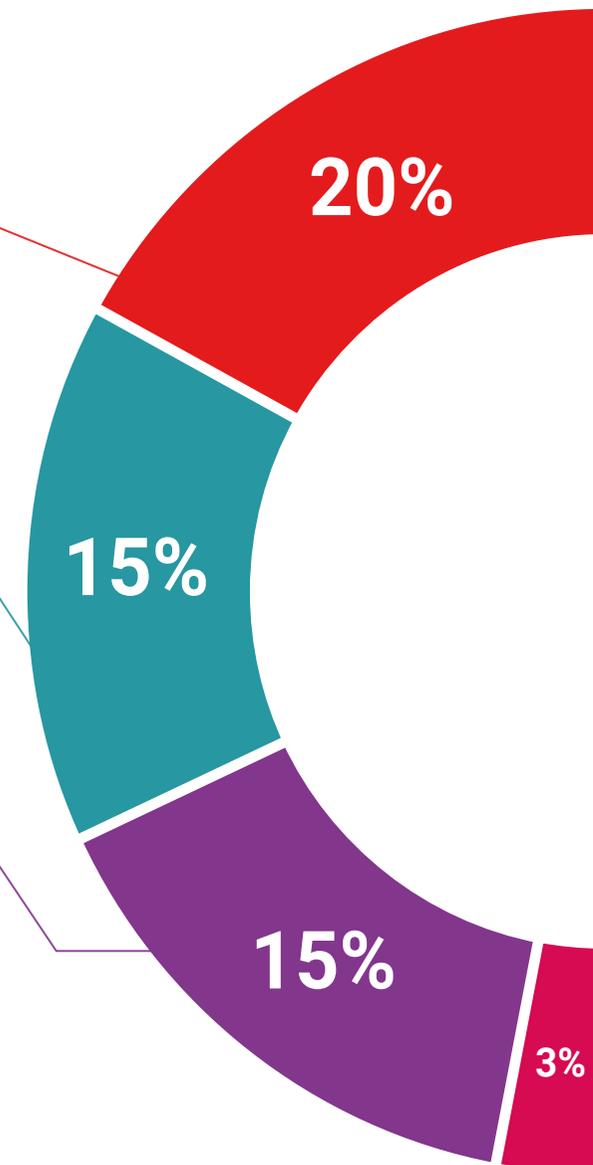
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

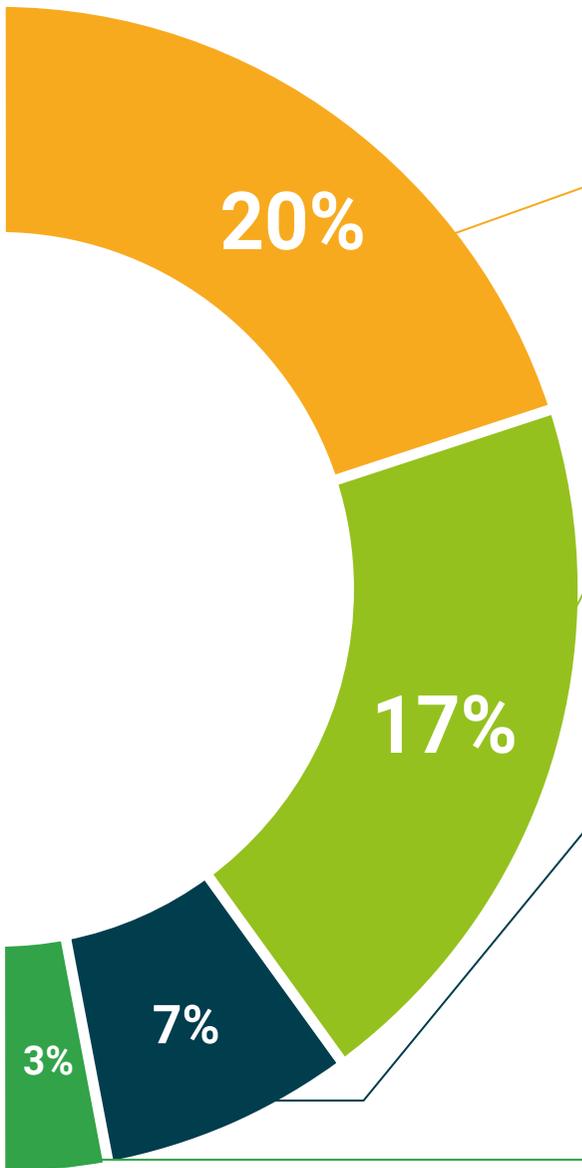
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





**Expert-Led Case Studies and Case Analysis**

Effective learning ought to be contextual. Therefore, TECH presents real cases in which the expert will guide students, focusing on and solving the different situations: a clear and direct way to achieve the highest degree of understanding.



**Testing & Retesting**

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



**Classes**

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



**Quick Action Guides**

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical, and effective way to help students progress in their learning.



07

# Certificate

The MBA in Dental Clinic Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Professional Master's Degree issued by TECH Global University.



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*Successfully complete this program  
and receive your university qualification  
without having to travel or fill out  
laborious paperwork”*

This private qualification will allow you to obtain a **Professional Master's Degree diploma in MBA in Dental Clinic Management** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University**, is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

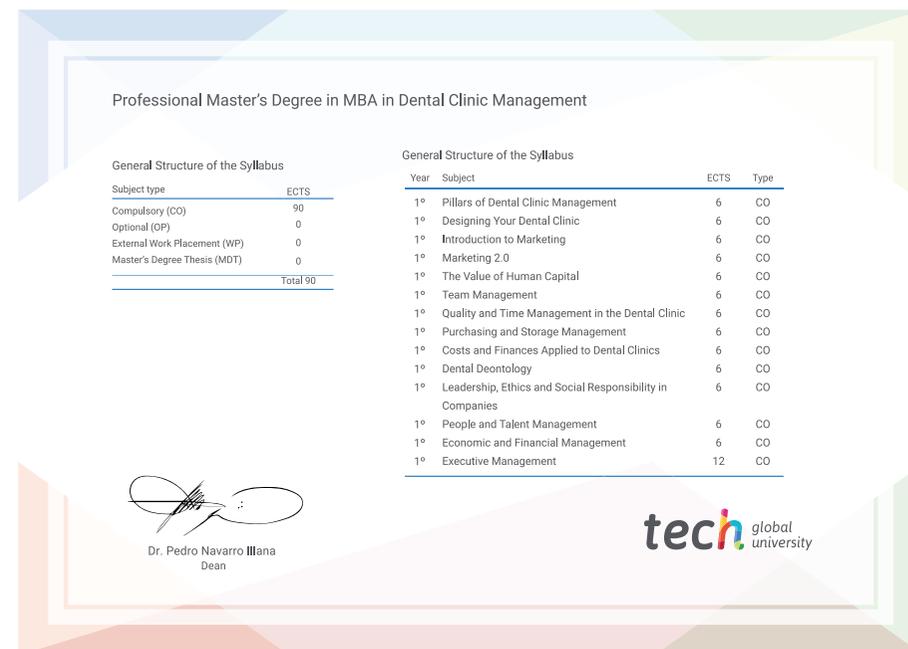
This **TECH Global University** private qualification, is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Professional Master's Degree MBA in Dental Clinic Management**

Modality: **online**

Duration: **12 months**

Accreditation: **90 ECTS**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.

future  
health confidence people  
education information tutors  
guarantee accreditation teaching  
institutions technology learning  
community commitment  
personalized service innovation  
knowledge present  
development language  
classroom



## Professional Master's Degree

MBA in Dental Clinic Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

Professional Master's Degree

MBA in Dental Clinic Management

