

# Advanced Master's Degree

## MBA in Medical Management and Service Leadership



## Advanced Master's Degree MBA in Medical Management and Service Leadership

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/in/medicine/advanced-master-degree/advanced-master-degree-mba-medical-management-service-leadership](http://www.techtute.com/in/medicine/advanced-master-degree/advanced-master-degree-mba-medical-management-service-leadership)

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# 01

# Introduction

Introducing management skills to the managers of healthcare centers is essential for them to acquire the necessary knowledge and skills to achieve business success. If you are looking for the most complete training in this field, don't think twice, at TECH we have compiled everything you need to know about MBA and clinical management and medical and healthcare management in a single program. A unique specialization that will give you a boost to your career.





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*We offer you a specialization that meets the current needs of clinical management so that you can develop your activity with total guarantees of success”*

In the healthcare structure, clinical management and medical and care management have become areas that need to be studied extensively to avoid possible errors that could alter the development of the healthcare center. Therefore, training in this area is necessary for physicians who hold or may hold positions of responsibility in health care, whether as middle managers, in health care and medical management, or in management positions.

The new challenges of the sector, such as the approach to complexity and chronicity, the relationships between professional groups, citizens (as users - patients - clients) and suppliers, the development of new health technologies, the need to increase efficiency in the use of resources, assume the new leadership, participative and transparent, or gain its position in the interdisciplinary team, are challenges to be addressed in order to achieve business success.

Throughout this specialization, the student will learn all of the current approaches to the different challenges posed by their profession. A high-level step that will become a process of improvement, not only on a professional level, but also on a personal level.

This challenge is one of TECH's social commitments: to help highly qualified professionals to specialize and develop their personal, social and work skills during the course of their training.

We will not only take you through the theoretical knowledge we offer, but we will introduce you to another way of studying and learning, one which is simpler, more organic, and efficient. We will work to keep you motivated and to develop your passion for learning, helping you to think and develop critical thinking skills. And we will push you to think and develop critical thinking.

This **Advanced Master's Degree: MBA in Medical Management and Service Leadership** contains the most complete and up-to-date scientific program on the market. The most important features include:

- ♦ The latest technology in online teaching software
- ♦ A highly visual teaching system, supported by graphic and schematic contents that are easy to assimilate and understand
- ♦ Practical cases presented by practising experts
- ♦ State-of-the-art interactive video systems
- ♦ Teaching supported by remote education
- ♦ Continuous updating and retraining systems
- ♦ Autonomous learning: full compatibility with other occupations
- ♦ Practical exercises for self-evaluation and learning verification
- ♦ Support groups and educational synergies: questions to the expert, debate and knowledge forums
- ♦ Communication with the teacher and individual reflection work
- ♦ Content that is accessible from any, fixed or portable device with an Internet connection
- ♦ The banks of supplementary documentation permanently available, even after training



*A high level scientific educational program, supported by advanced technological development and the teaching experience of the best professionals"*

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*An educational program created for professionals who aspire to excellence that will allow you to acquire new skills and strategies in a smooth and effective way”*

Our teaching staff is made up of working professionals. In this way we ensure that we deliver the educational update we are aiming for. A multidisciplinary staff of trained and experienced professionals from a variety of environments, who will develop theoretical knowledge in an efficient manner, but above all, will put at the service of specialization the practical knowledge derived from their own experience.

This mastery of the subject matter is complemented by the effectiveness of the methodological design of this Advanced Master's Degree. Developed by a multidisciplinary team of e-learning experts, it integrates the latest advances in educational technology. This way, you will be able to study with a range of comfortable and versatile multimedia tools that will give you the operability you need in your education.

The design of this program is based on Problem-Based Learning, an approach that conceives learning as a highly practical process. To achieve this remotely, we will use telepractice learning. With the help of an innovative interactive video system and learning *from an expert*, to acquire the knowledge as if you were facing the scenario you are learning at that moment. A concept that will allow you to integrate and fix learning in a more realistic and permanent way.

*We offer you a deep and complete immersion in the strategies and approaches necessary for healthcare management.*

*We have the best teaching methodology and a multitude of simulated cases that will help you prepare for real situations.*



# 02 Objectives

Our objective is to prepare highly qualified professionals for the working An objective that is complemented, moreover, in a global manner, by promoting human development that lays the foundations for a better society. This objective is focused on helping professionals reach a much higher level of expertise and control. A goal that you can take for granted, with high intensity and precision training.







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*If your goal is to improve in your profession, to acquire a qualification that will enable you to compete among the best, then look no further: Welcome to TECH”*



## General Objectives

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- ♦ Define the latest trends and developments in business management
- ♦ Build a plan for the development and improvement of personal and managerial skills
- ♦ Develop strategies to carry out decision-making in a complex and unstable environment
- ♦ Develop the ability to detect, analyze and solve and problem solving
- ♦ Develop the skills required to manage business activities strategically
- ♦ Explain the company from a global point of view, as well as the responsibility developed by each area of the company
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Formulate and implement growth strategies that adapt the company to changes in the national and international environment
- ♦ Analyze the theories and models regarding the organization and functioning of Healthcare Systems, focusing on their political, social, legal, economic and organizational structure
- ♦ Improve knowledge and professional skills in health management from the viewpoint of clinical management, knowing the practical methodological tools to apply in the critical areas of health management and direction, both institutional and day-to-day
- ♦ Approach clinical management using the criteria of efficacy, efficiency, effectiveness, equity, performance and profitability and the solution of problems through the appropriate use of information systems
- ♦ Describe the principles of clinical management that allow for planning, organization, management and evaluation of a center, service or care unit
- ♦ Showcase and evaluate advanced clinical and health management initiatives and experiences
- ♦ Train professionals to improve their problem-solving and decision-making using basic skills in daily clinical and healthcare management



## Specific Objectives

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- Describe, compare and interpret characteristics and performance data of different health models and systems
- Apply the essential concepts and methods of planning, organization and management of health institutions
- Contextualize the care and medical division in the interdisciplinary team and learn about the new challenges of the health sector
- Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals regarding clinical management in accordance with the legal framework of the health sector
- Recognize and know how to apply and interpret health law in order to contextualize clinical practice in terms of professional and social responsibility, as well as the ethical aspects associated with health care
- Understand and know how to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems
- Incorporate the fundamental concepts of the techniques and instruments of economic evaluation applied to management practices in healthcare systems
- Analyze and apply techniques, styles and methods to define, guide and lead professional talent management policies in health institutions

- ◆ Recognize, apply and know how to evaluate the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice
- ◆ Develop the ability to analyze different health benefits
- ◆ Lead quality and patient safety systems applied to the context of clinical management units
- ◆ Develop methodological and instrumental skills in epidemiological research and the assessment of centers, services, technologies and the health programs
- ◆ Apply health accreditation approaches to different types of organizations and health centers
- ◆ Develop methodological and instrumental skills to adequately use the different health information systems in the management decisions of the clinical units
- ◆ Interpret and appropriately apply the most appropriate tools in each context for valuation and clinical decision making
- ◆ Design and lead improvement, innovation and transformation processes in the units, services and centers
- ◆ Identify, understand and integrate managerial skills into daily health management procedures
- ◆ Manage scientific databases for carrying out reviews and bibliographic searches of scientific studies
- ◆ Conduct a critical and in-depth study on the complexity and chronicity of care and assistance in the health system
- ◆ Communicate result findings after having analyzed, evaluated, and synthesized the data





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*We are the largest online university  
in the world and we want to help you  
improve your future”*

# 03 Skills

Once all the contents have been studied and the objectives of the Advanced Master's Degree in Medical Management and Service Leadership have been achieved, the professional will have superior competence and performance in this area. A comprehensive approach, in a top-level qualification, that makes all the difference.



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*Achieving excellence in any profession requires effort and perseverance. But, above all, the support of professionals, who will give you the boost you need, with the necessary means and assistance. At TECH, we offer you everything you need”*



## General Skills

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- ◆ Possess and understand knowledge that provides a basis or opportunity to be original in the development and/or application of ideas, often in a research context
- ◆ Know how to apply acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to the field of study
- ◆ Integrate knowledge and face the complexity of making judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments
- ◆ Know how to communicate conclusions, knowledge, and supporting arguments to specialized and non-specialized audiences in a clear and unambiguous way
- ◆ Acquire the learning skills that will enable further studying in a largely self-directed or autonomous manner







## Specific Skills

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- Plan health services and structures from a clinical management perspective, taking into account the differences in the organizational models and experiences of the National Health System and other entities of international projection, providing the future trends and needs of the health system
- Identify clinical and health management tools and resources, favoring both the best possible quality of care and the optimal management of available care resources, including both social and economic costs, based on continuity of care
- Improve care for complexity and chronicity by acquiring the necessary information on the interrelation and coordination with the health department
- Incorporate the new developments on program contracts in a health area, as well as the design of budgets and subsequent cost control, assessing and interpreting financial and socioeconomic results of the various clinical processes.
- Evaluate the medical and healthcare division using bioethical criteria and good health governance, in a multi and interdisciplinary manner.
- Carry out the functions of health manager generating individual and collective critical reflection of each style of work, both individual and teamwork, within the organizational health setting.
- To acquire the fundamentals and principles of health economics applied to the field of clinical management in the areas of clinical management, professional-talent management and economic management.
- To develop an updated management of users - patients - clients with the main elements and systems of care quality management and clinical safety, improving the satisfaction and loyalty of the people - patients - clients as well as of the professionals who attend them and their work environment.
- Define and use the basic concepts of Clinical and Healthcare management for organizing the various inpatient services, central services, special services and hospital support services, as well as primary care and outpatient care, in a complex and chronic patient management environment
- Describe the actors in the field of health and their current and future relationships with health professionals, especially physicians, as well as the main aspects of our health system, with its current and future developments
- Apply leadership management tools, decision making and, in short, management skills, even favoring the generation of an adequate "personal brand" and starting from communication and marketing, both external and internal to the health organization.



*Our goal is very simple: to offer you a quality specialization with the best teaching system of the moment, so that you can achieve excellence in your profession"*

04

# Course Management

The program's teaching staff includes leading experts, who bring their work experience to this training. Additionally, other recognized specialists participate in its design and preparation, which means that the program is developed in an interdisciplinary manner.





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*We have an excellent team of professionals who have come together to teach you the latest advances in the field, so that you can develop your profession with total security”*

## Management



### Dra Carrasco González, Mercedes

- ♦ Attending Physician in Intensive Care Medicine at Hospital Clínico San Juan Alicante
- ♦ Professional Master's Degree in Health Management and Planning for Health Executives
- ♦ Director of the Alicante Emergency Health Services (S.E.S.) for 10 years, with coordination and management functions across all human and technical resources involved in Emergency Care in the province of Alicante.
- ♦ S.E.S. (Emergency Health Services) Director Valencian Community, assuming the joint management of the three provinces for 2 years
- ♦ LEAD Diploma (Specialization in Leadership and Transformation in Welfare Organizations and Systems), with the best academic record in her class (2014-2015).
- ♦ EADA Diploma in Hospital Management Techniques
- ♦ Clinical Simulation Instructor at Harvard University

## Professors

### Dr. Arenas, Carlos Alberto

- ♦ Specialist Doctor in Public Health and Preventive Medicine
- ♦ Manager of Area IX Vega Alta del Segura in the Murcia Health Service.
- ♦ Vice President Economics and Health Foundation

### Dr. Bermúdez Pestonit, Isabel

- ♦ Medical specialist in General and Digestive Surgery
- ♦ Former Director of Assistance Processes of the EOXI of Lugo, Cervo and Monforte.
- ♦ Master's Degree in Health Planning and Management.. Universidad Europea

### Dr. Burón, Ricardo

- ♦ General Director of the Spanish Society of Digestive Pathology and the FEAD Foundation
- ♦ Master's Degree in Strategic Management in Scientific Organizations. ESADE
- ♦ Professional Master's Degree in Health Management and Planning. SEDISA. Universidad Europea

### Dr. Cervera Pérez, Inmaculada

- ♦ Specialist in Family and Community Medicine
- ♦ Specialization Diploma in Leadership and Transformation of Health Organizations and Systems. Deusto Bussines School Health

- ♦ Former Medical Director of Primary Care in the Requena Department

**Dr. Cueto Serrano, María Mercedes**

- ♦ Degree in Medicine and Surgery
- ♦ Canary Islands Emergency Plan Coordinator
- ♦ Former Managing Director of the Ntra. Sra. de Candelaria University Hospital Canary Islands Health Service

**Dr. De Juan García, Susana**

- ♦ Degree in Medicine and Surgery
- ♦ Director at the Continued Care Unit of the Niño Jesús Pediatric University Hospital
- ♦ Former Medical Director of the Infanta Leonor University Hospital

**Dr. Fernández Ratero, José Antonio**

- ♦ Degree in Medicine and Surgery
- ♦ Head of the Intensive Care Service at Hospital Universitario de Burgos
- ♦ Diploma in Clinical Management. National School of Health

**Dr. León Rodríguez, Carlos**

- ♦ Family Physician. Cantabria Health Service
- ♦ Former Managing Director of the Cantabrian Health Service.
- ♦ Former General Director of Health Care and Management of the Government of Cantabria

**Siro Lleras Muñoz**

- ♦ Degree in Medicine and Surgery
- ♦ Technical Director of Primary Care

- ♦ Regional Health Management (Sacyl) in the Regional Government of Castilla y León

**Miguel Ángel Mániz Ortiz**

- ♦ Economist
- ♦ Director of Human Resources of the University Hospital of Fuenlabrada
- ♦ IESE Senior Management Program for Welfare Institutions

**Dr. Miguel Ángel Ortiz Dr. Valdivielso**

- ♦ Degree in Medicine and Surgery
- ♦ Managing Director of Hospital Universitario de Burgos
- ♦ IESE Senior Management Program for Welfare Institutions

**Dr. Carmen Rodríguez Pajares**

- ♦ Medical Director at the University Hospital of Burgos
- ♦ IESE Senior Management Program for Welfare Institutions
- ♦ Medical Management Program. IE Business School



*A high-level specialization created by an elite faculty"*

05

# Structure and Content

The contents of this specialization have been developed by different professors, with a clear purpose: to ensure that our students acquire each and every one of the skills necessary to become true experts in this field. The content of this Advanced Master's Degree will allow you to learn all aspects of the different disciplines involved in this area. A complete and well-structured program that will take you to the highest standards of quality and success.



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*Through a very well compartmentalized development, you will be able to access the most advanced knowledge of the moment to specialize in this exciting field”*

## Module 1. Leadership, Ethics, and CSR

- 1.1. Globalization and Governance
  - 1.1.1. Globalization and Trends: Market Internationalization
  - 1.1.2. Economic Environment and Corporate Governance
  - 1.1.3. Accountability
- 1.2. Leadership
  - 1.2.1. Intercultural Environment
  - 1.2.2. Leadership and Business Management
  - 1.2.2. Management Roles and Responsibilities
- 1.3. Business ethics
  - 1.3.1. Ethics and Integrity
  - 1.3.2. Ethical Behavior in Companies
  - 1.3.3. Deontology, Codes of Ethics and Codes of Conduct
  - 1.3.4. Fraud and Corruption Prevention
- 1.4. Sustainability
  - 1.4.1. Business and Sustainable Development
  - 1.4.2. Social, Environmental, and Economic Impact
  - 1.4.3. The 2030 Agenda and the SDGs
- 1.5. Corporate Social Responsibility
  - 1.5.1. Corporate Social Responsibility
  - 1.5.2. Roles and Responsibilities
  - 1.5.3. Implementing Corporate Social Responsibility

## Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Organizational Culture
  - 2.1.2. Organisational analysis
  - 2.1.3. Designing the Organizational Structure
- 2.2. Corporate Strategy
  - 2.2.1. Corporate-Level Strategy
  - 2.2.2. Types of Corporate-Level Strategies
  - 2.2.3. Determining the Corporate Strategy
  - 2.2.4. Corporate Strategy and Reputational Image
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Strategic Thinking
  - 2.3.2. Strategic Planning and Formulation
  - 2.3.3. Sustainability and Corporate Strategy
- 2.4. Strategy Models and Patterns
  - 2.4.1. Wealth, Value, and Return on Investments
  - 2.4.2. Corporate Strategy: Methods
  - 2.4.3. Growing and Consolidating the Corporate Strategy
- 2.5. Strategic Management
  - 2.5.1. Strategic Mission, Vision, and Values
  - 2.5.2. The Balanced Scorecard
  - 2.5.3. Analyzing, Monitoring, and Evaluating the Corporate Strategy
  - 2.5.4. Strategic Management and Reporting
- 2.6. Implementing and Executing Strategy
  - 2.6.1. Implementing the Strategy: Objectives, Actions, and Impacts
  - 2.6.2. Supervision and Strategic Alignment
  - 2.6.3. Continuous Improvement Approach
- 2.7. Executive Management
  - 2.7.1. Integrating Functional Strategies into the Global Business Strategies
  - 2.7.2. Management Policy and Processes
  - 2.7.3. Knowledge Management





- 2.8. Analyzing and Solving Cases/Problems
  - 2.8.1. Problem Solving Methodology
  - 2.8.2. Case Method
  - 2.8.3. Positioning and Decision-Making

### Module 3. People and Talent Management

- 3.1. Organizational Behavior
  - 3.1.1. Organizational Theory
  - 3.1.2. Key Factors for Change in Organizations
  - 3.1.3. Corporate Strategies, Types, and Knowledge Management
- 3.2. Strategic People Management
  - 3.2.1. Job Design, Recruitment, and Selection
  - 3.2.2. Human Resources Strategic Plan: Design and Implementation
  - 3.2.3. Job Analysis: Design and Selection of People
  - 3.2.4. Training and Professional Development
- 3.3. Management and Leadership Development
  - 3.3.1. Management Skills: 21st Century Skills and Abilities
  - 3.3.2. Non-Managerial Skills
  - 3.3.3. Map of Skills and Abilities
  - 3.3.4. Leadership and People Management
- 3.4. Change Management
  - 3.4.1. Performance Analysis
  - 3.4.2. Strategic Approach
  - 3.4.3. Change Management: Key Factors, Process Design and Management
  - 3.4.4. Continuous Improvement Approach
- 3.5. Negotiation and Conflict Management
  - 3.5.1. Negotiation Objectives: Differentiating Elements
  - 3.5.2. Effective Negotiation Techniques
  - 3.5.3. Conflicts: Factors and Types
  - 3.5.4. Efficient Conflict Management: Negotiation and Communication

- 3.6. Executive Communication
  - 3.6.1. Performance Analysis
  - 3.6.2. Leading Change. Resistance to Change
  - 3.6.3. Managing Change Processes
  - 3.6.4. Managing Multicultural Teams
- 3.7. Team Management and People Performance
  - 3.7.1. Multicultural and Multidisciplinary Environment
  - 3.7.2. Team and People Management
  - 3.7.3. Coaching and People Performance
  - 3.7.4. Executive Meetings: Planning and Time Management
- 3.8. Knowledge and Talent Management
  - 3.8.1. Identifying Knowledge and Talent in Organizations
  - 3.8.2. Corporate Knowledge and Talent Management Models
  - 3.8.3. Creativity and Innovation

## Module 4. Economic and Financial Management

- 4.1. Economic Environment
  - 4.1.1. Organizational Theory
  - 4.1.2. Key Factors for Change in Organizations
  - 4.1.3. Corporate Strategies, Types, and Knowledge Management
- 4.2. Executive Accounting
  - 4.2.1. International Accounting Framework
  - 4.2.2. Introduction to the Accounting Cycle
  - 4.2.3. Company Financial Statements
  - 4.2.4. Analysis of Financial Statements: Decision-Making
- 4.3. Budget and Management Control
  - 4.3.1. Budgetary Planning
  - 4.3.2. Management Control: Design and Objectives
  - 4.3.3. Supervision and *Reporting*
- 4.4. Corporate Tax Responsibility
  - 4.4.1. Corporate Tax Responsibility
  - 4.4.2. Tax Procedure: Case-Country Approach
- 4.5. Corporate Control Systems
  - 4.5.1. Types of Control
  - 4.5.2. Regulatory Compliance
  - 4.5.3. Internal Auditing
  - 4.5.4. External Auditing
- 4.6. Financial Management
  - 4.6.1. Introduction to Financial Management
  - 4.6.2. Financial Management and Corporate Strategy
  - 4.6.3. Chief Financial Officer (CFO): managerial competencies
- 4.7. Financial Planning
  - 4.7.1. Business Models and Financing Needs
  - 4.7.2. Financial Analysis Tools
  - 4.7.3. Short-Term Financial Planning
  - 4.7.4. Long-Term Financial Planning
- 4.8. Corporate Financial Strategy
  - 4.8.1. Corporate Financial Investments
  - 4.8.2. Strategic Growth: Types
- 4.9. Macroeconomic Context
  - 4.9.1. Macroeconomic Analysis
  - 4.9.2. Economic Indicators
  - 4.9.3. Economic Cycle
- 4.10. Strategic Financing
  - 4.10.1. Banking Business: Current Environment
  - 4.10.2. Risk Analysis and Management
- 4.11. Money and Capital Markets
  - 4.11.1. Fixed Income Market
  - 4.11.2. Equity Market
  - 4.11.3. Valuation of Companies
- 4.12. Analyzing and Solving Cases/Problems
  - 4.12.1. Problem Solving Methodology
  - 4.12.2. Case Method

## Module 5. Operations and Logistics Management

- 5.1. Operations Management
  - 5.1.1. Define the Operations Strategy
  - 5.1.2. Supply Chain Planning and Control
  - 5.1.3. Indicator Systems
- 5.2. Purchasing Management
  - 5.2.1. Stock Management
  - 5.2.2. Warehouse Management
  - 5.2.3. Purchasing and Procurement Management
- 5.3. Supply Chain Management (1)
  - 5.3.1. Costs and Efficiency of the Operations Chain
  - 5.3.2. Change in Demand Patterns
  - 5.3.3. Change in Operations Strategy
- 5.4. Supply Chain Management (2). Implementation
  - 5.4.1. Lean Manufacturing/Lean Thinking
  - 5.4.2. Logistics Management
  - 5.4.3. Purchasing
- 5.5. Logistical Processes
  - 5.5.1. Organization and Management by Processes
  - 5.5.2. Procurement, Production, Distribution
  - 5.5.3. Quality, Quality Costs, and Tools
  - 5.5.4. After-Sales Service
- 5.6. Logistics and Customers
  - 5.6.1. Demand Analysis and Forecasting
  - 5.6.2. Sales Forecasting and Planning
  - 5.6.3. Collaborative Planning, Forecasting, and Replacement
- 5.7. International Logistics
  - 5.7.1. Customs, Export and Import processes
  - 5.7.2. Methods and Means of International Payment
  - 5.7.3. International Logistics Platforms

- 5.8. Competing through Operations
  - 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
  - 5.8.2. Emerging Technologies and Sciences
  - 5.8.3. Information Systems in Operations

## Module 6. Information Systems Management

- 6.1. Information Systems Management
  - 6.1.1. Business Information Systems
  - 6.1.2. Strategic Decisions
  - 6.1.3. The Role of the CIO
- 6.2. Information Technology and Business Strategy
  - 6.2.1. Company and Industry Sector Analysis
  - 6.2.2. Online Business Models
  - 6.2.3. The Value of IT in a Company
- 6.3. IS Strategic Planning
  - 6.3.1. The Process of Strategic Planning
  - 6.3.2. Formulating the IS Strategy
  - 6.3.3. Strategy Implementation Plan
- 6.4. Information Systems and Business Intelligence
  - 6.4.1. CRM and *Business Intelligence*
  - 6.4.2. *Business Intelligence Project Management*
  - 6.4.3. *Business Intelligence Architecture*
- 6.5. New ICT-Based Business Models
  - 6.5.1. Technology-Based Business Models
  - 6.5.2. Innovation Abilities
  - 6.5.3. Redesigning the Value Chain Processes
- 6.6. E-Commerce
  - 6.6.1. E-Commerce Strategic Plan
  - 6.6.2. Logistics Management and Customer Service in E-Commerce
  - 6.6.3. E-Commerce as an Internationalization Opportunity

- 6.7. E-Business Strategies
  - 6.7.1. Social Media Strategies
  - 6.7.2. Optimizing Service Channels and Customer Support
  - 6.7.3. Digital Regulation
- 6.8. Digital Business
  - 6.8.1. *Mobile e-Commerce*
  - 6.8.2. Design and Usability
  - 6.8.3. E-Commerce Operations

## Module 7. Commercial Management, Marketing, and Corporate Communication

- 7.1. Commercial Management
  - 7.1.1. Sales Management
  - 7.1.2. Commercial Strategy
  - 7.1.3. Sales and Negotiation Techniques
  - 7.1.4. Management of Sales Teams
- 7.2. Marketing
  - 7.2.1. Marketing and the Impact on the Company
  - 7.2.2. Basic Marketing Variables
  - 7.2.3. Marketing Plan
- 7.3. Strategic Marketing Management
  - 7.3.1. Sources of Innovation
  - 7.3.2. Current Trends in Marketing
  - 7.3.3. Marketing Tools
  - 7.3.4. Marketing Strategy and Communication with Customers
- 7.4. Digital Marketing Strategy
  - 7.4.1. Approach to Digital Marketing
  - 7.4.2. Digital Marketing Tools
  - 7.4.3. *Inbound Marketing* and the Evolution of Digital Marketing
- 7.5. Sales and Communication Strategy
  - 7.5.1. Positioning and Promotion
  - 7.5.2. Public Relations
  - 7.5.3. Sales and Communication Strategy



- 7.6. Corporate Communication
  - 7.6.1. Internal and External Communication
  - 7.6.2. Communication Departments
  - 7.6.3. Communication Managers: Managerial Skills and Responsibilities
- 7.7. Corporate Communication Strategy
  - 7.7.1. Corporate Communication Strategy
  - 7.7.2. Communication Plan
  - 7.7.3. Press Release/*Clipping*/Publicity Writing

## Module 8. Innovation and Project Management

- 8.1. Innovation
  - 8.1.1. Macro Concept of Innovation
  - 8.1.2. Types of Innovation
  - 8.1.3. Continuous and Discontinuous Innovation
  - 8.1.4. Training and Innovation
- 8.2. Innovation Strategy
  - 8.2.1. Innovation and Corporate Strategy
  - 8.2.2. Global Innovation Project: Design and Management
  - 8.2.3. Innovation Workshops
- 8.3. Business Model Design and Validation
  - 8.3.1. The Lean Startup Methodology
  - 8.3.2. Innovative Business Initiative: Stages
  - 8.3.3. Financing Arrangements
  - 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
  - 8.3.5. Growth and Loyalty
- 8.4. Project Management
  - 8.4.1. Innovation Opportunities
  - 8.4.2. Feasibility Study and Proposal Specification
  - 8.4.3. Project Definition and Design
  - 8.4.4. Project Execution
  - 8.4.5. Project Closure

## Module 9. Management and Economic Assessment

- 9.1. Funding Models
- 9.2. Cost Calculation
  - 9.2.1. Weighting and Calculation of Health Costs
    - 9.2.1.1. Cost/Benefit
    - 9.2.1.2. Cost/Utility
    - 9.2.1.3. Cost/Productivity
- 9.3. Efficiency and Sustainability of Health Systems
  - 9.3.1. Financial Situation of the Public Health System, Sustainability Crisis
  - 9.3.2. Spending for Health Benefits. Comparison of Investments for Further Health Benefits
  - 9.3.3. Expenditure Control in the Public Health System
- 9.4. Management Agreements
- 9.5. Budget and Purchasing
- 9.6. Purchasing, Contracting and Supplies
  - 9.6.1. Purchasing Management. Purchasing and Procurement Commissions
  - 9.6.2. Integrated Procurement Systems. Centralized Purchasing
  - 9.6.3. Management of Public Service Procurement: Competitions, Bid for Tenders
  - 9.6.4. Hiring in the Private Sector
  - 9.6.5. Supply Logistics
- 9.7. Staffing and Performance Calculations
- 9.8. Budget Management
- 9.9. Supplier Negotiation

## Module 10. People and Talent Management

- 10.1. Rights and Responsibilities. Retributions
  - 10.1.1. Worker's Statute. Rights and Responsibilities
  - 10.1.2. Statutory and Civil Servant Personnel. Status of Statutory Personnel. Disciplinary Regime. Incompatibilities
  - 10.1.3. Remuneration of Civil Servants and Statutory Personnel
  - 10.1.4. Labor Personnel in Public Administrations and Private Institutions
  - 10.1.5. Trade Unions. Representation, Participation and Collective Bargaining. Personnel Boards and Works Councils

- 10.2. Working Hours in Units and Services
  - 10.2.1. Working Hours; Leaves and Leaves of Absence for Statutory Personnel and Civil Servants
  - 10.2.2. Collective Bargaining Agreements in the Health Sector
  - 10.2.3. Shift Work and On-call System. Shift Planning Systems. Turnover. Continued Care
  - 10.2.4. Demand-Driven Staffing
- 10.3. Employability Tools in the Private and Public Sector
  - 10.3.1. Public Employment Offers. Types of offers. Merit Scales
  - 10.3.2. Personnel Selection Systems in the Private Sector
  - 10.3.3. Terminations or Dismissals, Motivation, Justification and Communication, thereof
- 10.4. Personnel Assessment and Talent Development. Social and Institutional Climate
  - 10.4.1. Welcoming, Mentoring and Dismissal Plans
  - 10.4.2. Talent Detection and Development
  - 10.4.3. Institutional and Social Climate: Measurement and Improvement
- 10.5. Visibility in Clinical and Care Management: Blogs and Networks
  - 10.5.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools. How to Improve Visibility
  - 10.5.2. Experiences with Networks and Blogs of Health Professionals
- 10.6. Health Professionals and Types of Relationships
  - 10.6.1. Health Professions Ordinance. Types of Professionals and Their Interactions
  - 10.6.2. Training of Health Personnel with Special Emphasis on Physicians, Situation and Opportunities for Improvement

## Module 11. Clinical Management

- 11.1. Patient Classification Systems
  - 11.1.1. Patient Classification Systems
  - 11.1.2. Dependency analysis of patients, scales and classification of dependency
  - 11.1.3. Calculation of Staffing/Cash Flow Based on Patient Classification. Workload Distribution
- 11.2. Definitions and Regulation of Clinical Analysis Management
  - 11.2.1. Different Definitions and Visions of Clinical Management
  - 11.2.2. Different decrees and Regulations on Clinical Management
  - 11.2.3. Levels of Autonomy

- 11.3. Processes and Protocols in Clinical Management. Handling Scientific Evidence
  - 11.3.1. Types and Classification of Scientific Evidence
  - 11.3.2. Protocols, Clinical Practice Guidelines, Clinical Pathways: Differences
  - 11.3.3. Grade and Care Routes
- 11.4. Models and Clinical Management Units
  - 11.4.1. Types of Clinical Management Units
  - 11.4.2. Mixed Primary and Specialized Care Units
  - 11.4.3. Interservice Units
  - 11.4.4. Inter-hospital Units
- 11.5. Prudent Drug Prescription. Electronic Prescription
  - 11.5.1. Prudent Prescribing: Choosing Wisely
  - 11.5.2. "Non-action" Strategies
- 11.6. Prescription Complementary Tests
  - 11.6.1. Prudent Prescription VS Defensive Medicine
  - 11.6.2. Prescription Audits and Prescription Monitoring: Results

## Module 12. Planning and control of health organizations

- 12.1. Actors in the National Health System

## Module 13. Medical and Welfare Management Department in the Health System

- 13.1. Classical Medical Management VS. Care Management
  - 13.1.1. Structure and Content of Health System Governing Bodies. Current Organization Charts and Future Alternatives
  - 13.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management
  - 13.1.3. Preparation and Value Contribution
  - 13.1.4. Medical Division: Critical Areas
  - 13.1.5. Different Organizational Structures within the Medical Division
- 13.2. Management Information Systems and Electronic Medical Records
  - 13.2.1. Control Panels
  - 13.2.2. Electronic Clinical History
  - 13.2.3. Assisted Prescription Systems
  - 13.2.4. MBDS, ICD
  - 13.2.5. Other Useful Information Systems in Health Management

- 13.3. Care Continuity: Primary Care, Hospital Care and Social Health Care Integration
  - 13.3.1. Welfare Continuity in the Care Process. Integrated Healthcare Processes
  - 13.3.2. Moving Towards a Model of Social and Health Care
- 13.4. Bioethics and Humanization in Medical Practice
  - 13.4.1. Bioethical Principles
  - 13.4.2. Ethics Committees in Health Organizations
  - 13.4.3. Humanization of Health Care
- 13.5. Medical and Healthcare Management: Relations with the Nursing Division
  - 13.5.1. Knowledge Management Tools for Clinical and Healthcare Management
  - 13.5.2. Medical and Healthcare Management: Relations with the Nursing Division
- 13.6. Public Health, Promotion of Health and Health Education for Welfare Directorates
  - 13.6.1. Public Health Concept and Scope
  - 13.6.2. Promotion of Health and Health Education
  - 13.6.3. Prevention Programs Types
- 13.7. Transformation of the Healthcare Model. The Triple Aim

## Module 14. Quality Management

- 14.1. Quality in Health Care
  - 14.1.1. Definitions of Quality and of the Historical Development of the Concept. Quality Dimensions
  - 14.1.2. Quality Assessment and Improvement Cycle
  - 14.1.3. EFQM Quality Improvement Model. Implementation
  - 14.1.4. ISO standards and External Quality Accreditation Models
- 14.2. Quality of Care Programs. Improvement Cycles
  - 14.2.1. Quality Circles
  - 14.2.2. Continuous Quality Improvement Strategies
  - 14.2.3. LEAN

## Module 15. Competency Management

- 15.1. Performance Evaluation. Competency Management
  - 15.1.1. Definition of Competencies
  - 15.1.2. Performance Evaluation Procedure. Implementation
  - 15.1.3. Feedback from Professions for Improving their Performance and Self-evaluation
  - 15.1.4. Training Itinerary Design for Skills Development

- 15.2. Methods and Techniques
  - 15.2.1. The Assessment Interview. Instructions for the Assessor
  - 15.2.2. Main Common Errors and Impediments in Assessment
  - 15.2.3. Motivational Interview
  - 15.2.4. Miller's Pyramid

## Module 16. Patient Security

- 16.1. Patient Safety: Evolution Over Time
  - 16.1.1. Introduction and Definition. Background and Current Situation
  - 16.1.2. Basic Studies on Patient Safety
- 16.2. Nosocomial Infections
  - 16.2.1. Definition and Classification. Evolution EPINE Studies
  - 16.2.2. Hospital Infection Control and Surveillance Programs and Networks
  - 16.2.3. Asepsis, Disinfection and Sterilization
- 16.3. Prevention
  - 16.3.1. Prevention and Detection of Adverse Events Related to Health Care
  - 16.3.2. FMEA: (Modal Analysis of Failures and Effects). Cause / Root Analysis
- 16.4. Secondary and Tertiary Victims
  - 16.4.1. Health Professionals in the Face of Adverse Effects
  - 16.4.2. Recovery Trajectory and Emotional Support
  - 16.4.3. Impact on Corporate Image

## Module 17. Quality Accreditation in Healthcare

- 17.1. Accreditation in Health Care
  - 17.1.1. Specific Features of Health Services Accreditation
  - 17.1.2. The Value of Being Accredited. How the Organization and Patients Benefit
  - 17.1.3. Health Accreditation in Clinical Services
- 17.2. Joint Commission International
  - 17.2.1. Criteria and Process Phases

- 17.3. EFQM Model
  - 17.3.1. The Concept of Self-assessment
  - 17.3.2. Improvement Plans
  - 17.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Health Care
- 17.4. ISO Accreditation
  - 17.4.1. Definition and General Criteria
  - 17.4.2. ISO 9001
  - 17.4.3. ISO 14001
  - 17.4.4. Other Types of ISO Relevant to the Health Sector

## Module 18. Managing Special and Hospitalization Services

- 18.1. Emergency Services Management
  - 18.1.1. The Emergency Department. Physical Structure, Organization and Channels
  - 18.1.2. Emergency Patient Care. Channels and Triage
  - 18.1.3. Human and Material Resources. Calculation
  - 18.1.4. Management of Observation and Short Stays in Emergency Departments
  - 18.1.5. Pre-admission and Early Discharge Units
  - 18.1.6. Feasible Improvements: Queue Management and Patient Traceability
  - 18.1.7. Citizen Information in Emergency Rooms and Emergencies
- 18.2. ICU Management
  - 18.2.1. ICU. Physical Structure, Organization and Channels
  - 18.2.2. Human Resource Allocation. Standards. ICU Nursing Competencies
  - 18.2.3. Material Resources: Technology and Equipment. Monitoring
  - 18.2.4. Transplant Management. Transplant Patient Care. Transplant Team. Transplant Coordination
  - 18.2.5. Safety Management in ICU. Zero Bacteremia Project
  - 18.2.6. Humanization in ICUs

- 18.3. Surgical Unit Management
  - 18.3.1. The Surgical Unit. Physical Structure, Organization and Circuits. Restrictions
  - 18.3.2. Coordination of Operating Rooms. Surgical Performance and Operation Indicators. Surgical Programming
  - 18.3.3. Improving Performance
  - 18.3.4. Calculation of Human Resources in a Surgical Department
  - 18.3.5. Material Resource Calculation: Operating Room Technology and Maintenance
  - 18.3.6. Safety Management in ICU. Surgical CHECK LIST. Surgical Hand Washing
  - 18.3.7. Asepsis and Sterilization in Operating Rooms. Environmental Monitoring of the Operating Room
- 18.4. Management of Hospitalization Units
  - 18.4.1. Clinical Unit Management. Physical Structure, Organization and Channels
  - 18.4.2. Patient Reception and the Humanization of Inpatient Care
  - 18.4.3. Human Resources in Hospitalization Units
  - 18.4.4. Material Resources: Health Equipment and Technology
- 18.5. Other Units or Special Services
  - 18.5.1. Other Units or Special Services. Physical Structure, Organization and Channels
  - 18.5.2. Hemodynamic Units. Physical Structure, Organization and Channels
  - 18.5.3. Stroke Units. Physical Structure, Organization and Channels
  - 18.5.4. Pain Management Units. Physical Structure, Organization and Channels

## Module 19. Managing Central Services

- 19.1. Admission and Clinical Documentation Service
  - 19.1.1. Admission and Bed Management
  - 19.1.2. Clinical Documentation: Medical Records
  - 19.1.3. Computerization and Digitization of Archives
  - 19.1.4. Transmission of Information and Reports



- 19.2. Radio Diagnostic Services Management
  - 19.2.1. Planning and Organization of the Diagnostic Radiology Service. Structure and Circuits
  - 19.2.2. Radiation Protection. Radiation Safety for Patients and Professionals
  - 19.2.3. Human and Material Resources. Differences Between Groups and Functions
  - 19.2.4. Technology in Diagnostic Radiology Services. Digitalization and Information Management
- 19.3. Laboratory Management
  - 19.3.1. Laboratory Organization and Operation. Physical Structure, Organization and Channels
  - 19.3.2. Laboratory Types: Biochemistry, Hematology, Microbiology, Anatomical Pathology, Genetics
  - 19.3.3. Human and Material Resources. Recommendations, Functions and Competencies. Technology
  - 19.3.4. Biological Sample Processing Techniques. Quality Standards
  - 19.3.5. Biosafety in Laboratories. Biological and Chemical Risks Prevention
  - 19.3.6. Laboratory Waste Management. Classification and Disposal
- 19.4. Management of a Hospital and Primary Care Pharmacy
  - 19.4.1. Planning and Organization of Pharmacy Services. Physical Structure, Organization and Channels
  - 19.4.2. Management, Traceability and Single Doses. First aid Kit Units
  - 19.4.3. Human and Material Resources. Differences Between Groups and Functions
  - 19.4.4. Management of Outpatients in a Hospital Pharmacy
  - 19.4.5. Clean Rooms and Other Specialized Cabinets Within These Services
  - 19.4.6. Primary Care Pharmacy
- 19.5. Hospitality, Complementary and Voluntary Services Management
  - 19.5.1. Organization and Operation of Hospital Catering
  - 19.5.2. Complementary Services; TV, Patient Library, Hospital Clowns, Hospital Classrooms, etc
  - 19.5.3. Hospital Volunteering. Type, Benefits and Regulations. Plans for Promoting Volunteerism

## Module 20. Management of Transversal and Primary Services

- 20.1. Primary Healthcare
  - 20.1.1. Legislation and Regulatory Decrees. Basic Welfare Structures. The Welfare Center and Primary Care Team. Planning, Organization and Operation
  - 20.1.2. PA Resolution Capacity. Scientific Evidence of its Capacity. Primary Care Operation Indicators
  - 20.1.3. Community Care: Health Programs
  - 20.1.4. Emergency and Continuous Care. PAC Model and Special Emergency Services Model
- 20.2. Complex-Chronic Patient Management
  - 20.2.1. Chronic Care Model and Population Stratification. Kaiser Permanente
  - 20.2.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
  - 20.2.3. Chronicity and Social and Health Care
- 20.3. Experiences in Patient Empowerment: Active Patients, School of Patients
  - 20.3.1. Active Patient Model. Stanford University
  - 20.3.2. Self-care Education Program. International and Spanish Experiences
  - 20.3.3. Patient Schools
  - 20.3.4. Patient Empowerment and Nursing Input

## Module 21. Managing Outpatients Services

- 21.1. Outpatient Services Management. Day Hospitals and Outpatient Clinics
  - 21.1.1. Organization and Operation of Medical Day Hospitals
  - 21.1.2. Surgical Day Hospital Management
  - 21.1.3. Oncohematologic Day Hospital Management
  - 21.1.4. Management of Outpatient Clinics and Speciality Centers

- 21.2. Out-of-Hospital Emergency Management
  - 21.2.1. Historical Development. Models
  - 21.2.2. Emergency Coordination Centers. EMUs and Mobile ICUs
  - 21.2.3. Human Resources and Skills. Team Involved
  - 21.2.4. Casualty and Emergency Quality Indicators. Coordination With the Rest of the Care Network Structures
  - 21.2.5. Disaster and Emergency plans. Managing a Disaster
- 21.3. Home Care: Models
  - 21.3.1. Home Hospitalization Types and Concepts
  - 21.3.2. Criteria for Patient Selection
  - 21.3.3. Calculation and Management of Human and Material Resources
  - 21.3.4. Palliative Care at Home. Techniques and Patient Selection
  - 21.3.5. Family Support and Bereavement Management
  - 21.3.6. Managing Primary Caregiver Overload. Family Claudication
- 21.4. Mental Health, Addictive Behavior and Social Work
  - 21.4.1. Adult, Child and Adolescent Mental Health Units
  - 21.4.2. Addictive Behavior Units
  - 21.4.3. Occupational Therapy and Social Work

## Module 22. Leadership Management

- 22.1. Team Leadership
  - 22.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Conceptions. Functional Conception. Behavioral Conception. Integrative Conception
  - 22.1.2. Authority and Power, Types of Power
  - 22.1.3. Leadership; Components of Leadership and Types
  - 22.1.4. How to Create a Leader
  - 22.1.5. New Leadership Models. Situational Leadership Coaching
  - 22.1.6. The Term Staff, Functional Hierarchical Scheme, Different Types of Staff, Concepts of Line and Staff; Theories, Influence of Cultures on Leadership

- 22.2. Motivation
  - 22.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation
  - 22.2.2. Differences Between Motivation and Satisfaction and Their Different Theories
  - 22.2.3. Available Evidence on How to Motivate Professionals
- 22.3. Delegation
  - 22.3.1. What is Delegation? Forms of Delegation Ways to Evaluate Delegation, Tasks and Delegation, Non-Delegable Tasks and Functions
  - 22.3.2. Personal Attitudes Towards Delegation. Guidelines for Effective Delegation
- 22.4. Executive Coaching
  - 22.4.1. Coaching. Types of Coaching
  - 22.4.2. Organizational Benefits and Applications to the Health Sector. Examples:

## Module 23. Managerial Decision-making

- 23.1. Decision Making
  - 23.1.1. Managing Change in Organizations: Cultural, Structural and Scientific Changes
  - 23.1.2. Growth, Transition or Transformation. Is Change Permanent in the World of Health Care?
  - 23.1.3. Resistance to Change: How can we Overcome it and Convince People Change is Good?
- 23.2. The Decision Process
  - 23.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process
  - 23.2.2. Limiting Factor Principle. Effectiveness and Cost Efficiency in the Decision-Making Process
  - 23.2.3. Choosing the Best Solution. Prioritization. Decision Tree
- 23.3. Time, Stress and Happiness Management
  - 23.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance
  - 23.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

## Module 24. Creating a Personal Brand

- 24.1. Public Profile
  - 24.1.1. Presenting Ourselves to the World. Our Digital Footprint
  - 24.1.2. Professional Profile on Professional Social Networks
  - 24.1.3. Digital Reputation. Positive References
  - 24.1.4. Cover Letter
- 24.2. Interview for a Managerial Position
  - 24.2.1. How to Tackle an Interview
  - 24.2.2. Body Language During an Interview. Kinesics

## Module 25. Internal Communication in Management

- 25.1. Communication
  - 25.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers
  - 25.1.2. Communication Methods and Tools. Verbal Communication. Non-Verbal Communication. Written Communication
- 25.2. Meetings
  - 25.2.1. Techniques for Holding Profitable Meetings. Preparation for Meetings and Types of Meetings. Participant Selection
  - 25.2.2. Healthcare and Technical Committees and Commissions in Hospitals, Centers and Areas of Health Care
  - 25.2.3. Negotiation. Types of Strategies. Assertiveness. WiN Strategy
- 25.3. Conflict Management
  - 25.3.1. Possible Conflicts in Health Organizations. Preventive Strategies
  - 25.3.2. Conflict Management. Mediation

## Module 26. Communication and Marketing in Health

- 26.1. Marketing and Social Media
  - 26.1.1. Definition of the Term. Dimensions of Marketing. Marketing Mission and Cycles. Marketing Tools
  - 26.1.2. Patient, Client, User? Marketing Aimed at Public Health Care Users
  - 26.1.3. External Marketing Planning in a Private Center
  - 26.1.4. The Internal Client. Marketing and Internal Communication Plans in Healthcare Institutions
  - 26.1.5. Management of Institutional Presence on Social Networks. Facebook
  - 26.1.6. Use of Twitter by the Organization
  - 26.1.7. The Use of Twitter by the Organization and on a Professional Level
  - 26.1.8. Use of Other Networks: Instagram, Tumblr, etc
- 26.2. Communication in Organizations
  - 26.2.1. Communication Systems in Organizations. Intranet/Internet
  - 26.2.2. Communication Specific to Welfare Institutions. Hospitals
  - 26.2.3. Welfare Awards. Presentation of Nominations
  - 26.2.4. Organization of Conferences, Congresses and Other Educational Events
  - 26.2.5. Managing Local Communication: Press
  - 26.2.6. Managing Local Communication: Radio
  - 26.2.7. Managing Local Communication: Television
  - 26.2.8. National Communication Management: Healthcare Press
  - 26.2.9. External Conflicts. Information Crises Due to Bad News and How it is Managed
- 26.3. Relations with Social Agents, Users and Suppliers
  - 26.3.1. Communication With the Public, Patient and Consumer Associations - Users
  - 26.3.2. Communication with Political Leaders– Owners-Shareholders, and Suppliers
  - 26.3.3. Collaboration with the Pharmaceutical Industry
  - 26.3.4. Internationalisation of the Health Sector. Health Tourism
  - 26.3.5. Corporate Social Responsibility. Good Healthcare Governance

- 26.4. CSR in the Welfare Sector. CSR Strategic Plans in Organizations. Good Welfare Governance: Transparency From Public and Private Companies
  - 26.4.1. Environmental Management and Energy Efficiency in Healthcare Institutions
  - 26.4.2. Development Cooperation through Healthcare Institutions
  - 26.4.3. Networking. Strategic Partnerships
  - 26.4.4. The Patient Portal. Health Promotion and Disease Prevention Through the Internet

### Module 27. Teaching, Research and Innovation Management: R&D&I in the Healthcare Environment

- 27.1. Research Methodology: Epidemiology and Research Study Designs and Biases
- 27.2. Sources of Information for Research and Sourcing Strategies
- 27.3. Critical Reading of Articles
- 27.4. Research Projects: Financial Resources. Product and Patents Development
- 27.5. Communication and Diffusion of Research Findings





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*A comprehensive specialized program that will take you through the necessary education to compete with the best in your profession”*

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.



“

*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

What should a professional do in a given situation? 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 physician'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. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that evaluate real situations and the application of 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.

*Professionals will learn through real cases and by resolving 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, more than 250,000 physicians have been trained with unprecedented success in all clinical specialties regardless of surgical load. 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 specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to 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.



#### Surgical Techniques and Procedures on Video

TECH introduces students to the latest techniques, the latest educational advances and to the forefront of current 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 on the usefulness of learning by observing experts. The system known as 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 Medical Management and Service Leadership guarantees students, in addition to the most rigorous and up-to-date education, access to a Professional Master's Degree diploma issued by TECH Technological University.



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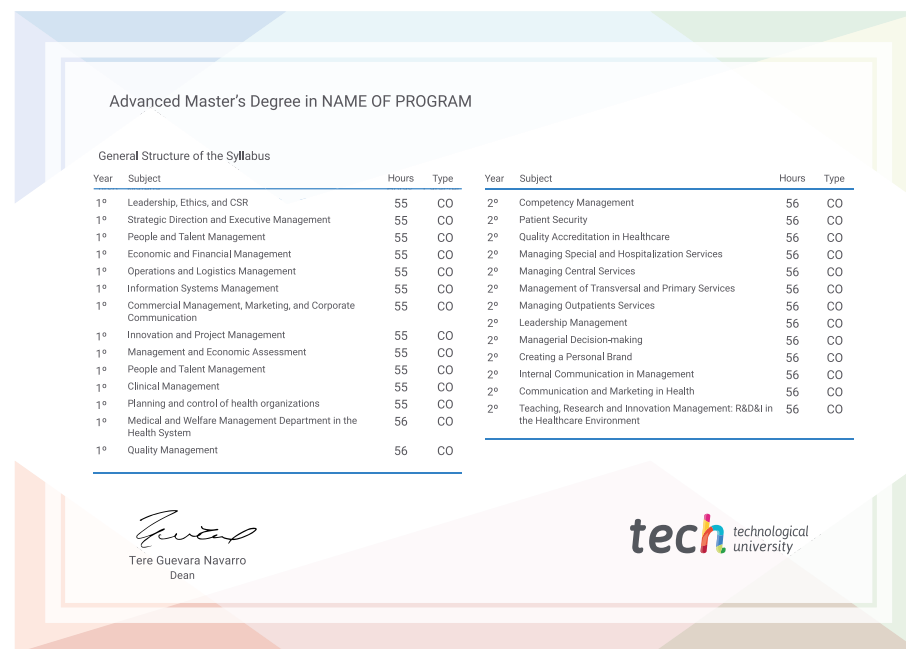
*Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork" A program that will be a high-quality added value for any professional in this area"*

This **MBA in Medical Management and Service Leadership** contains the most complete and up-to-date scientific program on the market.

After the student has passed the assessments, they will receive their corresponding **Advanced Master's Degree** issued by **TECH Technological University** via tracked delivery\*

The certificate issued by **TECH Technological University** will reflect the qualification obtained in the Advanced Master's Degree ,and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: **Advanced Master's Degree: MBA in Medical Management and Service Leadership**  
 Official N° of Hours: **1,500 h.**



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





## Advanced Master's Degree MBA in Medical Management and Service Leadership

- » Modality: **online**
- » Duration: **2 years**
- » Certificate: **TECH Technological University**
- » Dedication: **16h/week**
- » Schedule: **at your own pace**
- » Exams: **online**

# Advanced Master's Degree

## MBA in Medical Management and Service Leadership

