

# Advanced Master's Degree

## MBA in Senior Hospital and Health Services Management



## Advanced Master's Degree MBA in Senior Hospital and Health Services Management

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

Website: [www.techtitute.com/us/medicine/advanced-master-degree/advanced-master-degree-mba-senior-hospital-health-services-management](http://www.techtitute.com/us/medicine/advanced-master-degree/advanced-master-degree-mba-senior-hospital-health-services-management)

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# 01

# Introduction

If you want to move up to the field of health management and acquire the skills you need to carry out this job in a competitive way, do not hesitate to study with us. At TECH, we have created a comprehensive specialization program that combines the most advanced concepts of a high-level MBA education with specific study of hospital and health services management. A unique opportunity to start out in this area.





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*New scenarios in accident and nursing management urge us to propose new specialization programs that meet the real needs of experienced professionals, so that they can apply new advances into their daily practice"*

The management of a hospital center or health service is a complex task, and it is normal for the professional in charge who does not have previous specialization or experience in this field to experience certain shortcomings, such as lack of leadership skills, problems in negotiation, relationship management, or lack of knowledge in the management of finances, for example.

This educational program follows competency development guidelines for managers and executives in the health, socio-health and social sectors, based on the Leadership Competencies for Healthcare Service Managers document, issued by the International Hospital Federation.

It combines the best of an Online Business School to develop managerial, administrative and communication skills, as well as social and professional responsibility, coupled with the social awareness and ethical conduct required in positions of responsibility in hospitals.

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 on both professional and personal levels.

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

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 create in you a passion for learning. We will encourage you to develop critical thinking.

This **Advanced Master's Degree MBA in Senior Hospital and Health Services Management** contains the most complete and up-to-date scientific program on the market. Its 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 training
- ♦ 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
- ♦ Supplementary documentation databases are permanently available, even after the training has ended



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



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*A program created for professionals who aspire to excellence, and 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. This way, we ensure that we deliver the educational update we are aiming for. A multidisciplinary staff of professional experts from a variety of environments who will develop theoretical knowledge in an efficient manner, and, above all, will bring practical aspects of their own experience to the program.

This mastery of 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, the program integrates the latest advances in educational technology. This way, you will be able to study with a range of easy-to-use and versatile multimedia tools that will give you the necessary skills you need for your specialization.

The design of this program is based on Problem-Based Learning, an approach that views 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 the Learning from an Expert approach, you will learn the skills you need to deal with real situations through their simulation. A concept that will allow you to integrate and fix learning in a more realistic and permanent way.

*We offer an in-depth and comprehensive immersion plan in strategies and approaches in Health Management.*

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



# 02

# Objectives

Our objective is to prepare highly qualified professionals for the workforce. 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 will be able to achieve thanks to a highly intensive and detailed course.





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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

- 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 carry out problem-solving measures
- Develop the skills required to manage business activities strategically
- Understand the company from a global point of view, as well as the responsibility developed by each area
- 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
- Expand knowledge and develop professional skills in health management from the perspective of clinical management, by learning the practical methodological tools to be applied in critical areas, at both an institutional level as well as in day-to-day practice
- Approach clinical management using the criteria of efficacy, efficiency, effectiveness, equity, performance, profitability and the solution of problems through the appropriate use of information systems
- Showcase and evaluate advanced clinical and health management initiatives and experiences
- Train professionals to use basic skills in order to improve their problem-solving and decision-making 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
- ♦ Carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems
- ♦ Apply the fundamental concepts of economic evaluation techniques and tools used within Health Systems
- ♦ Determine the techniques, styles and methods for defining, guiding and leading 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
- ♦ Understand, interpret and appropriately apply the most suitable tools for clinical assessment and decision-making in each context
- ♦ 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 research findings having analyzed, evaluated, and synthesized data



*We are the largest Spanish-speaking online university in the world, and we want to help you improve your future"*

# 03 Skills

Once the contents have been covered and the objectives of the Advanced Master's Degree MBA in Senior Hospital and Health Services Management have been reached, the professional will have superior abilities and performance skills in this area. A comprehensive approach through a high-level specialist program that makes a difference.







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*Achieving excellence in any profession requires effort and perseverance. It is also best served by 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 area 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 that favor the best possible quality of care, as well as optimal management of available care resources, including both social and economic costs, and 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 new developments in contracts and programs as well as budget design and subsequent cost control into a health area, assessing and interpreting the financial and socio-economic results of the various clinical processes involved
- ♦ Evaluate the medical and healthcare division using bioethical criteria and good health governance, in a multi and interdisciplinary manner
- ♦ Carry out the functions of a health manager, generating individual and collective critical reflection of both work styles within the organizational health setting
- ♦ Learn the fundamentals and principles of health economics as applied to different areas of clinical management, including professional talent and economic management
- ♦ Develop an updated management plan for users-patients-clients with the main elements and systems of care quality management and clinical safety, in order to enhance people-patient-client satisfaction and loyalty, as well as that of professionals who care for them, and also improve the work environment
- ♦ Define and use the basic concepts of Clinical and Care Management for organizing the various inpatient, central, special 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 general management skills that will favor the generation of an adequate "personal brand", based on external as well as internal communication and marketing for the health organization



*Our objective is very simple: to offer you quality education using the best teaching system available today, so that you can achieve excellence in your profession"*

04

# Course Management

The program's teaching staff includes leading experts who contribute to this initiative with their vast work experience. Other recognized specialists also 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 been brought together to teach you the latest advances in the field and help you carry out your profession with the utmost confidence”*

## International Guest Director

Dr. Leslie K. Breitner, Ph.D., is an internationally renowned specialist with a distinguished career in the fields of business administration, not-for-profit management, and health care. Her professional and research career has focused on analyzing the impact of initiatives that improve the quality of financial systems in healthcare organizations. In that sense, her main contributions have been related to education and leadership, collaborating with numerous educational institutions in the creation of training programs for managers. She is also co-author of the popular accounting books "Essentials of Accounting, 10th Edition" and "Essentials of Accounting Review". In these volumes, she reflects her extensive knowledge of financial management, budgeting and performance measurement in hospitals. In addition, many of the studies and contributions contained in her various publications have been supported by grants from the U.S. Department of Health and Human Services. Dr. Breitner is a graduate of Boston University and collaborates as a specialist at McGill University in Montreal, Canada. At McGill University, she founded the International Master's Degree in Healthcare Leadership (IMHL) program and served as Co-Academic Director of the Graduate Program in Healthcare Management. She also lectures frequently at Harvard University, Washington University and Seton Hall University. Dr. Breitner's professional experience has been recognized on numerous occasions, receiving awards from important organizations and university institutions around the world. Among other distinctions, she holds the Beekhuis Award from the Simmons College Graduate School of Management and is an honorary member of the Boston chapter of the Beta Gamma Sigma Society.



## Dr. Breitner, Leslie

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- Director of the International Professional Master's Degree in Healthcare Leadership.
- Co-Academic Director of the Graduate Program in Healthcare Management.
- Supervisor of the Mitacs-Accelerate graduate research internship program.
- Collaboration with UNICEF on Budget and Fiscal Analysis Training
- Doctorate in Business Administration (DBA) from Boston University Graduate School of Management
- Master's Degree in Business Administration (MBA), Simmons College Graduate School of Management

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*The teaching materials of this program, elaborated by these specialists, have contents that are completely applicable to your professional experiences”*

## Management



### **Dr. 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. 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 Business School Health
- ◆ Former Medical Director of Primary Care in the Requena Department

### 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. Ortiz Dr. Valdivielso, Miguel Ángel

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

# 05

## Structure and Content

The contents of this specialisation have been developed by the different teachers of this program, with a clear purpose: to ensure that our students acquire each and every one of the necessary skills 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 field. 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-organized program, you will be able to access the most advanced knowledge and achieve professional success”*

## Module 1. Leadership, Ethics, and CSR

- 1.1. Globalization and Governance
  - 1.1.1. Globalization and Trends: Internationalization of Markets
  - 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
  - 1.2.3. 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. Strategic Implementation: 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: A 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 Skills
- 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. The 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(I)
  - 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(II). 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 Opportunity for Internationalization
- 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 Start-up 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. Planning and Control in Health Organizations

- 9.1. The Process of Strategic Planning
  - 9.1.1. Mission, Vision, and Values
  - 9.1.2. The Cycle of Strategic Planning. Strategic Plan and Strategic Lines
  - 9.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
  - 9.1.4. Internal and Competitive Analysis of the Environment. Benchmarking
- 9.2. Management by Values and Objectives
  - 9.2.1. Operative Planning. Obtaining Objectives from Strategic Lines of Action
  - 9.2.2. Types of Objectives Goals
  - 9.2.3. Management by Values and Objectives: Management Plans
  - 9.2.4. Assessment of the Strategic and Operational Plan

- 9.3. Organizational Theory Applied to Healthcare
  - 9.3.1. Types of Organization
  - 9.3.2. Organizational Behavior Studies
  - 9.3.3. Characteristics of the Public Organization
  - 9.3.4. New Organizational Models. Fluid and Matrix Organizations
- 9.4. Management and Direction
  - 9.4.1. The Management Process
  - 9.4.2. Collegiate Management Bodies
  - 9.4.3. Management Styles
- 9.5. Actors in the National Health System
  - 9.5.1. Planners, Funders, Suppliers and Managers, Relationships and Differences
  - 9.5.2. Control and Inspection
  - 9.5.3. Citizens: Clients and Patients. Patient Associations
  - 9.5.4. Professionals: Trade Unions and Professional Societies
  - 9.5.5. Activists: Citizen Platforms and Pressure Groups
- 9.6. Future Organization

## Module 10. Health Systems and Policies

- 10.1. Health Systems
  - 10.1.1. Main Health System Models. Comparison and Results
  - 10.1.2. The Health Care System in Spain
  - 10.1.3. Beverige SMS Health Systems Model: Example
  - 10.1.4. Health Systems, Biskmark Assurance Model: Examples
  - 10.1.5. Evolution of the Different Health Systems
- 10.2. Healthcare Financing and Provision
  - 10.2.1. Financing of the Health Systems. Public Contributions
  - 10.2.2. The Right to Health Care: Basic and Complementary Services
  - 10.2.3. Different Provision Models in an NHS. Private Provision
  - 10.2.4. Co-payment and User Financing

- 10.3. National Health System
  - 10.3.1. General Health Law and Basic Health Structures
  - 10.3.2. Health Services of the Autonomous Communities and Territorial Coordination The Interterritorial Health Council
  - 10.3.3. Comparison of the Autonomous Communities' Health Service Organization and Resources
- 10.4. Evolution and Other Aspects of Health Systems
  - 10.4.1. Complexity and Chronicity Care
  - 10.4.2. Information Technology as a Driver for the Transformation of Healthcare Systems
  - 10.4.3. Promotion of Health and Health Education Prevention
  - 10.4.4. Traditional Public Health and Its Evolution
  - 10.4.5. Health Coordination or Integration. The Concept of a Public Health Space
- 10.5. Alternatives to the Traditional Management Models
  - 10.5.1. Description of the New Forms of NHS Management, Public Ownership and Public-Private Collaboration Map of New Management Models in Spain
  - 10.5.2. Evaluation of New Management Models. Results and Experience

## Module 11. Medical and Welfare Management Department in the Health System

- 11.1. Classic Medical Management vs. Care Management
  - 11.1.1. Structure and Content of Health System Governing Bodies. Current Organization Charts and Future Alternatives
  - 11.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management
  - 11.1.3. Preparation and Value Contribution
  - 11.1.4. Medical Division: Critical Areas
  - 11.1.5. Different Organizational Structures within the Medical Division
- 11.2. Management Information Systems and Electronic Medical Records
  - 11.2.1. Control Panels
  - 11.2.2. Electronic Medical Records
  - 11.2.3. Assisted Prescription Systems
  - 11.2.4. MBDS, ICD
  - 11.2.5. Other Useful Information Systems in Health Management

- 11.3. Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare
  - 11.3.1. Territorial Coordination and Levels of Assistance
  - 11.3.2. Welfare Continuity in the Care Process. Integrated Healthcare Processes
  - 11.3.3. Moving Towards a Model of Social and Health Care
- 11.4. Bioethics and Humanization in Medical Practice
  - 11.4.1. Bioethical Principles
  - 11.4.2. Ethics Committees in Health Organizations
  - 11.4.3. Humanization of Health Care
- 11.5. Medical and Healthcare Management: Relations with the Nursing Division.
  - 11.5.1. Knowledge Management Tools for Clinical and Healthcare Management
  - 11.5.2. Medical and Healthcare Management: Relations with the Nursing Division
- 11.6. Public Health, Promotion of Health and Health Education for Welfare Directorates
  - 11.6.1. Public Health Concept and Scope
  - 11.6.2. Promotion of Health and Health Education
  - 11.6.3. Prevention Programs Types

## Module 12. Clinical Management

- 12.1. Regulating Clinical Management
  - 12.1.1. Different Definitions and Visions of Clinical Management
  - 12.1.2. Different decrees and Regulations on Clinical Management
  - 12.1.3. Levels of Autonomy
- 12.2. Processes and Protocols in Clinical Management. Handling Scientific Evidence
  - 12.2.1. Types and Classification of Scientific Evidence
  - 12.2.2. Protocols, Clinical Practice Guidelines, Clinical Pathways: Differences
  - 12.2.3. Grade and Care Routes
- 12.3. Patient Classification Systems
  - 12.3.1. Patient Classification Systems
  - 12.3.2. Patient Dependency Analysis. Dependency Scales and Classification
  - 12.3.3. Calculation of Staffing/Cash Flow Based on Patient Classification. Workload Distribution

- 12.4. Models and Clinical Management Units
  - 12.4.1. Types of Clinical Management Units
  - 12.4.2. Mixed Primary and Specialized Care Units
  - 12.4.3. Interservice Units
  - 12.4.4. Inter-hospital Units
- 12.5. Prudent Drug Prescription. Electronic Prescription
  - 12.5.1. Prudent Prescribing: Choosing Wisely
  - 12.5.2. "Non-action" Strategies
- 12.6. Prescription Complementary Tests
  - 12.6.1. Prudent Prescribing vs. Defensive Medicine
  - 12.6.2. Prescription Audits and Prescription Monitoring: Results

## Module 13. Chronicity and Telemedicine Management

- 13.1. Complex and Chronic Patient Management
  - 13.3.1. Chronic Care Model and Population Stratification: Kaiser Permanent
  - 13.3.2. Management of "At Risk" Population Groups Management of Complex and/or Chronic Home Diseases
  - 13.3.3. Chronicity and Social Health Care
- 13.2. Experiences in Patient Empowerment: Active Patients, School of Patients
  - 13.2.1. Active Patient Model. Stanford University
  - 13.2.2. Self-care Education Program International and Spanish Experiences
  - 13.2.3. Patient Schools
  - 13.2.4. Patient Empowerment and Nursing Input
- 13.3. Telemedicine
  - 13.3.1. Services Currently in Place and Future Perspectives

## Module 14. People and Talent Management

- 14.1. Rights and Responsibilities Retributions
  - 14.1.1. Worker's Statute Rights and Responsibilities
  - 14.1.2. Statutory and Civil Servant Personnel Status of Statutory Personnel Disciplinary Regime Incompatibilities
  - 14.1.3. Remuneration of Civil Servants and Statutory Personnel
  - 14.1.4. Labor Personnel in Public Administrations and Private Institutions
  - 14.1.5. Trade Unions. Representation, Participation and Collective Bargaining. Personnel Boards and Works Councils



- 14.2. Working Hours in Units and Services
  - 14.2.1. Working Hours; Leaves and Leaves of Absence for Statutory Personnel and Civil Servants
  - 14.2.2. Collective Bargaining Agreements in the Health Sector
  - 14.2.3. Shift Work and On-call System Shift Planning Systems Turnover Continued Care
  - 14.2.4. Demand-Driven Staffing
- 14.3. Employability Tools in the Private and Public Sector
  - 14.3.1. Public Employment Offers Types of Offers Merit Scales
  - 14.3.2. Personnel Selection Systems in the Private Sector
  - 14.3.3. Terminations or Dismissals, Motivation, Justification and Communication Thereof
- 14.4. Staff Evaluation and Talent Development Social and Institutional Climate
  - 14.4.1. Welcoming, Mentoring and Dismissal Plans
  - 14.4.2. Talent Detection and Development
  - 14.4.3. Institutional and Social Climate: Measurement and Improvement
- 14.5. Staffing and Performance Calculations
- 14.6. Visibility in Clinical and Care Management: Blog and Networks
  - 14.6.1. The Digital Revolution in Welfare Practice and Clinical Management Description of New Digital Tools. How to Improve Visibility
  - 14.6.2. Experiences with Networks and Blogs of Health Professionals
- 14.7. Health Professionals and Types of Relationships

## Module 15. Management and Economic Assessment

- 15.1. Cost Calculation
  - 15.1.1. Weighting and Calculation of Health Costs
    - 15.1.1.1. Cost/Benefit
    - 15.1.1.2. Cost/Utility
    - 15.1.1.3. Cost/Productivity
- 15.2. Accounting Guidelines
- 15.3. Budget and Purchasing
- 15.4. Health System Efficiency and Sustainability
  - 15.4.1. Financial Situation of the Public Health System: The Sustainability Crisis
  - 15.4.2. Spending for Health Benefits Comparison of Investments for Further Health Benefits
  - 15.4.3. Expenditure Control in the Public Health System

- 15.5. Funding Models
  - 15.5.1. Financing Based on Historical Budget and Activity
  - 15.5.2. Capitation Funding
  - 15.5.3. Financing by DRGs and Processes, Payment per Procedure
  - 15.5.4. Incentives for Professionals Based on Funding
- 15.6. Clinical and Economic Management Agreements and Contracts
  - 15.6.1. Management Agreements Definition and Models
  - 15.6.2. Development and Assessment of a Management Agreement

## Module 16. Quality Management

- 16.1. Quality in Health Care
  - 16.1.1. Definitions of Quality and Historical Development of Concept Quality Dimensions
  - 16.1.2. Quality Assessment and Improvement Cycle
  - 16.1.3. EFQM Quality Improvement Model Implementation
  - 16.1.4. ISO Standards and External Quality Accreditation Models
- 16.2. Care Program Quality
  - 16.2.1. Quality Circles
  - 16.2.2. Continuous Quality Improvement Strategies
  - 16.2.3. LEAN

## Module 17. Management by Process Lean Healthcare

- 17.1. Management of Specific Elements: Process Management and Process-Based Management
- 17.2. Management of Methods
- 17.3. Process Improvement

## Module 18. Competency Management

- 18.1. Performance Evaluation Competency Management
  - 18.1.1. Definition of Competencies
  - 18.1.2. Performance Evaluation Procedure Implementation
  - 18.1.3. Feedback from Professions for Improving Performance; Self-Evaluation
  - 18.1.4. Training Itinerary Design for Skills Development
- 18.2. Methods and Techniques
  - 18.2.1. The Assessment Interview. Instructions for the Assessor
  - 18.2.2. Main Common Errors and Impediments in Assessment
  - 18.2.3. Motivational Interview
  - 18.2.4. Miller's Pyramid

## Module 19. Patient Security

- 19.1. Patient Safety Evolution Over Time
  - 19.1.1. Introduction and Definition Background and Current Situation
  - 19.1.2. Basic Patient Safety Studies
- 19.2. Nosocomial Infections
  - 19.2.1. Definition and Classification EPINE Study Evolution
  - 19.2.2. Hospital Infection Control and Surveillance Programs and Networks
  - 19.2.3. Asepsis, Disinfection and Sterilization
- 19.3. Prevention
  - 19.3.1. Prevention and Detection of Adverse Events Related to Health Care
  - 19.3.2. FMEA: (Modal Analysis of Failures and Effects) Root Cause Analysis
- 19.4. Information and Record Systems
  - 19.4.1. Adverse Event Reporting and Recording Systems
- 19.5. Secondary and Tertiary Victims
  - 19.5.1. Health Professionals in the Face of Adverse Effects
  - 19.5.2. Recovery Trajectory and Emotional Support
  - 19.5.3. Impact on Corporate Image



## Module 20. Quality Accreditation in Healthcare

- 20.1. Accreditation in Health Care
  - 20.1.1. Specific Features of Health Services Accreditation
  - 20.1.2. The Value of Being Accredited. How the Organization and Patients Benefit
  - 20.1.3. Health Accreditation in Clinical Services
- 20.2. Joint International Commission
  - 20.2.1. Criteria and Process Phases
- 20.3. EFQM Model
  - 20.3.1. The Concept of Self-Assessment
  - 20.3.2. Improvement Plans
  - 20.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Health Care
- 20.4. ISO Accreditation
  - 20.4.1. Definition and General Criteria
  - 20.4.2. ISO 9001
  - 20.4.3. ISO 14001
  - 20.4.4. Other Types of ISO Relevant to the Health Sector

## Module 21. Leadership Management

- 21.1. Team Leadership
  - 21.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Conceptions Functional Conception Behavioral Conception Integrative Conception
  - 21.1.2. Authority and Power, Types of Power
  - 21.1.3. Leadership; Components of Leadership and Types
  - 21.1.4. How to Make a Leader?
  - 21.1.5. New Leadership Models Situational and Leadership Coaching
  - 21.1.6. The Term "Staff", Functional Hierarchical Scheme, Different Types of Staff, Line and Staff Concepts; Theories, Influence of Cultures on Leadership Theories, Influence of Cultures on Leadership
- 21.2. Motivation
  - 21.2.1. Motivating Agents Intrinsic and Extrinsic Motivation
  - 21.2.2. Differences between Motivation and Satisfaction: Different Theories
  - 21.2.3. Available Evidence on How to Motivate Professionals

- 21.3. Delegation
  - 21.3.1. What is Delegation? Forms of Delegation, Ways to Evaluate Delegation, Non-Delegable Tasks and Functions
  - 21.3.2. Personal Attitudes Towards Delegation Guidelines for Effective Delegation
- 21.4. Executive Coaching
  - 21.4.1. Coaching. Types of Coaching
  - 21.4.2. Organizational Benefits and Applications in Health Sector Examples:

## Module 22. Managerial Decision-Making

- 22.1. Decision-Making
- 22.2. The Decision Process
  - 22.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process
  - 22.2.2. Limiting Factor Principle Effectiveness and Cost Efficiency in the Decision-Making Process
  - 22.2.3. Choosing the Best Solution Prioritization. Decision Tree
- 22.3. Time, Stress and Happiness Management
  - 22.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance
  - 22.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

## Module 23. Internal Communication in Management

- 23.1. Communication
  - 23.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers
  - 23.1.2. Communication Methods and Tools. Verbal Communication. Non-Verbal Communication. Written Communication
- 23.2. Meetings.
  - 23.2.1. Techniques for Holding Profitable Meetings. Preparation for Meetings and Types of Meetings Participant Selection
  - 23.2.2. Healthcare and Technical Committees and Commissions in Hospitals, Centers and Areas of Health Care
  - 23.2.3. Negotiation Types of Strategies Assertiveness WiN WiN Strategy
- 23.3. Conflict Management
  - 23.3.1. Possible Conflicts in Health Organizations Preventive Strategies
  - 23.3.2. Conflict Management Mediation

## 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. The Interview Process to Apply for a Managerial Position
  - 24.2.1. How to Face an Interview?
  - 24.2.2. Body Language During an Interview Kinesics

## Module 25. Communication and Marketing in Health

- 25.1. Marketing and Social Media
  - 25.1.1. Definition of the Term Dimensions of Marketing Marketing Mission and Cycles Marketing Tools
  - 25.1.2. Patient, Client, User? Marketing Aimed at Public Health Care Users
  - 25.1.3. External Marketing Planning in a Private Center
  - 25.1.4. The Internal Client. Marketing and Internal Communication Plans in Healthcare Institutions
  - 25.1.5. Management of Institutional Presence on Social Networks Facebook
  - 25.1.6. Use of Twitter by the Organization
  - 25.1.7. The Use of Twitter by the Organization and on a Professional Level
  - 25.1.8. Use of Other Networks: Instagram, Tumblr, etc.
- 25.2. Communication in Organizations
  - 25.2.1. Communication Systems in Organizations. Intranet/Internet
  - 25.2.2. Communication Specific to Welfare Institutions. Hospitals
  - 25.2.3. Welfare Awards. Presentation of Nominations
  - 25.2.4. Organization of Conferences, Congresses and Other Educational Events
  - 25.2.5. Managing Local Communication: Press
  - 25.2.6. Managing Local Communication: Radio
  - 25.2.7. Managing Local Communication: Television
  - 25.2.8. National Communication Management: Healthcare Press
  - 25.2.9. External Conflicts. Information Crises Due to Bad News and How it is Managed





- 25.3. Relations with Social Agents, Users and Suppliers
  - 25.3.1. Communication with Citizens and Patient and Consumer–User Associations
  - 25.3.2. Communication with Political Leaders–Owners–Shareholders and Suppliers
  - 25.3.3. Collaboration with the Pharmaceutical Industry
  - 25.3.4. Internationalisation of the Health Sector Health Tourism
- 25.4. Corporate Social Responsibility Good Healthcare Governance
  - 25.4.1. CSR in the Welfare Sector. CSR Strategic Plans in Organizations. Good Healthcare Governance: Transparency on the Part of Public and Private Companies
  - 25.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions
  - 25.4.3. Development Cooperation through Healthcare Institutions
  - 25.4.4. Networking. Strategic Partnerships
  - 25.4.5. The Patient Portal. Health Promotion and Disease Prevention Through the Internet

#### Module 26. Teaching and Research Management

- 26.1. Research Methodology: Epidemiology and Research Study Design and Bias
- 26.2. Sources of Information for Research and Sourcing Strategies
- 26.3. Critical Reading of Articles
- 26.4. Research Projects: Financial Resources Product and Patent Development
- 26.5. Communication and Diffusion of Research Findings



*A comprehensive specialized program that will take you through the necessary training 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 Advanced Master's Degree MBA in Senior Hospital and Health Services Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree issued by TECH Technological University.





*Successfully complete this program  
and receive your university degree  
without travel or laborious paperwork”*

This **Advanced Master's Degree MBA in Senior Hospital and Health Services Management** 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 diploma issued by **TECH Technological University** will reflect the qualification obtained in the Advanced Master's Degree, and meets requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: **Advanced Master's Degree MBA in Senior Hospital and Health Services Management**

Official N° of hours: **3,000 h.**



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



**Advanced Master's Degree**  
**MBA in Senior Hospital and**  
**Health Services Management**

- » 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 Senior Hospital and Health Services Management

