Master's Degree

MBA in Hospital and Health Services Management for Nursing

tech global university

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Master's Degree

MBA in Hospital and Health Services Management for Nursing

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

Website: **www.techtitute.com/us/nursing/master-degree/master-mba-hospital-health-services-management-nursing**

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01

Introduction

Managing a team requires communication and leadership skills. Not only to lead the nursing department to perfection, but the entire management of a hospital, understanding in depth the singularities involved in this complex task. Therefore, this complete program is designed with the objective of providing the nurse with the necessary skills to know all the important aspects of planning and organizational theory, understanding the evolution of the health system and all the aspects related to the direction and management of a hospital.

Take your career a step further and become a prestigious hospital director with this program that TECH makes available to you"

The figure of the hospital director is essential to ensure proper health organization, since the operation and development of all areas that make life in these instructions depends on them. Likewise, it is important to have a great capacity for leadership, communication, sensitivity and social responsibility. Working as a nurse, these competencies are developed naturally and, thanks to the many years of experience, they are suitable professionals to perform executive management of the highest quality.

Due to the above, this program has been created to help train nurses in hospital development and management. Because of this, the student will get the best of the management of a hospital center, knowing key aspects that will allow them to develop as a high-level manager and polish their skills in communication and social responsibility, together with the awareness and ethical conduct that is required in a position of great responsibility.

The practical nature of the topics makes it easy for each of them to transmit their experience and professional background, making each session before the program an opportunity to expand knowledge and put it into action. In addition, the graduate will be able to enjoy 10 Masterclasses by an internationally renowned expert specialized in Hospital Management, who will enrich the learning process by providing innovative strategies to be put into practice in their day-to-day work.

This program is focused on deepening the understanding in all aspects which make hospital management unique. It also demonstrates the weaknesses and future opportunities we have ahead of us, making the most of the new educative technology available. The syllabus is presented in a rigorous way with practical cases in which we can develop our knowledge with the aim of sharing experiences and new techniques that are already being used by some professionals in different health services around the world.

This **MBA in Hospital and Health Services Management for Nursing** contains the most complete and up-to-date scientific program on the market. The most important features include:

- The development of practical 100 cases presented by experts in Hospital and Health Services Management for Nursing
- The graphic, schematic, and practical contents with which they are created provide scientific and practical information on the disciplines that are essential for professional practice
- New developments in Hospital Management
- Practical exercises where the self-assessment process can be carried out to improve learning
- Algorithm-based interactive learning system for decision-making in the situations that are presented to the student
- Special emphasis is put on the the evidence and research methodology in hospital and health services management
- Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- Content that is accessible from any fixed or portable device with an Internet connection

Get trained with this program that includes 10 Masterclasses from an international expert"

An educational process of this program focused on practice in real situations to achieve an efficient and fast training of the nursing professional in the management of the direction of a hospital center"

If you are a nurse, this program is perfect to aspire to a management position in the direction of hospital centers.

Don't miss the opportunity and get up to date on advances in hospital and health services management to incorporate them into your daily clinical practice.

The program's teaching staff includes professionals from the sector who contribute their work experience to this educational program, as well as renowned specialists from leading societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide immersive education programmed to prepare for real situations.

This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise during the course. For this purpose, the students will be assisted by an innovative interactive video system created by renowned and experienced experts.

02

Objectives

The objective of this program is to offer the nursing professional the opportunity to learn and understand the fundamental concepts for the Management of Hospitals and Health Services. In this way, from a 100% online environment, you will be able to continue with your professional and personal work. After completing the syllabus, you will be able to strengthen your managerial skills and abilities, along with critical thinking that will allow you to make decisions following an impartial and fair value judgment.

A high quality program that will allow you to prepare you efficiently in all the processes required for hospital and health services management as a nurse"

General Objectives

- 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
- Showcase and evaluate advanced clinical and health management initiatives and experiences
- Provide the basic skills necessary to improve problem solving and decision making in daily clinical and care management

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

Specific Objectives

Module 1. Planning and Control of Health Organizations

- 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 health division in the interdisciplinary team and learn about the new challenges of the health sector
- Learn about the different professionals in the Health System, and their day-to-day interactions
- Explore the concept of sustainability in Public Healthcare and the factors that contribute to it or detract from it
- Describe the conflicts of interest that exist between the different professionals of the health care system

Module 2. Health Systems and Policies

- Describe the Main Health System Models
- Know and differentiate the entities and professionals in the healthcare system, as well as the established forms of health financing
- Understand the right to health care and know about the portfolio of basic and complementary services
- Define user co-payment and financing, as well as the consequences of its use
- Integrate new information technologies to drive transformation of health systems

Module 3. Medical and Welfare Management Department in the Health System

- Describe how to achieve the aforementioned transformation of the healthcare system and of the current healthcare model, to ensure excellent care that is sustainability in the medium to long term
- Overcome care fragmentation with more integrated care, not only between primary care and hospitals, but also between hospitals and social services
- Develop mechanisms for effective patient participation in the healthcare system
- Integrate ICT as a fundamental driver of transformation, which supports a clinical information sharing strategy

Module 4. Clinical Management

- Facilitate the necessary coordination between units and patient monitoring
- Make this a clear management priority because, if properly developed, it is the basis for true continuous quality improvement
- Get to know and understand the models and key features of interhospital clinical management units (ICMUs)
- Explore the features of interhospital clinical management units and be aware of the importance of leadership and organizational structure in ICMUs
- Identify patient needs
- Know the fundamentals of human resources management
- Know how processes are organized in the ICMU: Learn about the control panel Identify and integrate synergies
- Know how to implement management by objectives and a vision for improvement

Module 5. Chronicity and Telemedicine Management

- Explore the definition and origins of telemedicine, its evolution over the years and the different types of telemedicine that are currently available
- Know the key considerations when introducing telemedicine projects into healthcare organization, studying both the aspects most valued by patients and those that can guarantee success in the implementation of a telemedicine project
- Examine examples of telemedicine services currently in place around the world, with a final reflection on the advantages and risks that may be involved in the large-scale implementation of a healthcare system that knows no geographical boundaries

Module 6. People and Talent Management

- Learn the key concepts of people assessment, talent development and organizational culture, which will lead to improved performance
- Implement evaluation systems, develop empowerment skills and commit to improving the organizational culture

Module 7. Management and Economic Assessment

- Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals in 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 applied in management practice within health systems
- Determine the techniques, styles and methods for defining, guiding and leading professional talent management policies in health institutions
- Within a clinical setting, recognize, apply and learn how to assess the usefulness of different leadership and management tools that can also be applied to the context of healthcare practice

Module 8. Quality Management

- 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 Management and Administration decisions in clinical units
- Understand, interpret and appropriately apply the most suitable tools for clinical assessment and decision making in each situation
- Design and lead improvement, innovation and transformation processes in the units, services and centers

Module 9. Management by Process Lean Healthcare

- Integrate the necessary knowledge for a healthcare manager on what a process is, how it is managed and how to implement process management in an organization
- Acquire the necessary knowledge for a health care manager on the improvement of the processes
- Acquire the necessary knowledge for healthcare managers on the different ways of defining "how" processes are carried out

Module 10. Competency Management

- Define the concept of skills from different perspectives
- Develop a performance appraisal procedure and a plan to implement it
- Learn how to provide professional feedback to improve performance, self-assessment and enhance results
- Apply methods to improve performance through intrinsic and extrinsic motivation
- Learn about communicative strategies, putting different techniques into use

Module 11. Patient Security

- Describe the background and current status of patient safety in the healthcare system
- Accurately identify patients using track and trace systems
- Define the risk of infections associated with nursing, as well as venous access care and fall hazards
- Review the definition and classification of nosocomial infection
- Establish nursing care plan for hospital-acquired infection through various surveillance activities and written protocols and procedures

Module 12. Quality Accreditation in Healthcare

- Understand the role of accreditation for healthcare quality assurance programs
- Reviewing the history of quality accreditation in health care
- Know the criteria of the excellence models and the render logic scheme
- Learn to integrate the standards used as a basis for certification, as well as any major theoretical and practical conflicts

Module 13. Leadership Management

- Describe the concept of leadership and establish the steps to follow for success, as well as the qualities and actions of a leader
- Study the seven habits common to successful people and leaders
- Review intrinsic and extrinsic motivation to establish the differences between motivation, satisfaction and the different theories relating to them
- Learn to evaluate whether tasks can be delegated and recognize non-delegable functions

Module 14. Change, Decision-Making and Time Management

- Identify, understand and integrate managerial skills into daily health management
- 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 the results of an investigation after having analyzed, evaluated, and synthesized the data

Module 15. Internal Communication in Management

- Know the fundamentals of communications theory
- Know and identify the obstacles to effective internal communication within the healthcare organization
- Appreciate the importance of internal transparency within the organization
- Identify the keys to good face-to-face verbal communication with professionals
- Learn how to make the most of technological tools and manage them efficiently
- Know the basic techniques for non-verbal Communication
- Appropriately evaluate the use of the meeting as an element of internal communication and participation within the healthcare organization
- Know the keys to the efficient use of meetings as a resource
- Identify the basic features of the clinical committee structure
- Be aware of the potential for asynchronous work using new technologies
- Develop skills to get the most out of meetings
- Learn how to identify and anticipate a conflict within the organization
- Be aware of the specific features of conflict within healthcare organizations
- Get to know the main causes of conflict
- Acquire change management skills to avoid conflicts arising from resistance to change
- Understand the basic methodology for conflict mediation

Module 16. Creating a Personal Brand

- Establish a strategy to promote the personal brand, understood as the set of marketing strategies focused on the person who wants to achieve certain personal and/or professional goals
- Learn how to conduct a productive job interview, using methods to ensure successful outcome

Module 17. Communication and Marketing in Health

- Gain knowledge about the basic concepts of marketing
- Identify the main historical and current references
- Identify the peculiarities of marketing in the healthcare world
- Start to view communication as an essential element within the healthcare organization
- Be aware that nowadays, internal and external communication are intermingled concepts
- Put a communication strategy in place as part of an overall knowledge management strategy
- Identify the importance of information symmetry in healthcare
- Know the fundamentals of the market

Module 18. Teaching and Research Management

- Introduce the student to the concept of clinical epidemiology and the benefits of applying epidemiological method to clinical questions
- Define the essential features of clinical trials design and implementation
- Describe the main observational studies and their most important measures of disease frequency and association between exposure and disease. Detail the unique features of diagnostic evaluation studies and their indicators

- Describe the different forms of prognostic studies
- Explain the most important potential biases in epidemiological studies
- Introduce the student to current program-based, translational and cooperative research
- Explore the impact of the new paradigm for big data and Systems Medicine
- Make students aware of the importance of research projects design, both in terms of structure and rigor
- Briefly describe research funding options in biomedical research
- State the value of the technological transfer of health research results

Module 19. Leadership, Ethics and Social Responsibility in Companies

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

Module 20. Commercial Management and Strategic Marketing

- Structure the conceptual framework and the importance of commercial management in companies
- Delve into the fundamental elements and activities of marketing and their impact on the organization
- Determine the stages of the marketing strategic planning process
- Evaluate strategies to improve corporate communication and the digital reputation of the company

Module 21. Executive Management

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

03

Skills

After passing the evaluations of the MBA in Hospital and Health Services Management for Nurses, the student will have acquired the professional skills necessary to know how to communicate their conclusions and reasons on the management of a medical team, carrying out quality hospital management and focused on the latest theoretical advances in the field. In this way, nurses who complete the program will be able to define and use the basic concepts of clinical and care management for the organization of the various hospitalization services, central services, special services and hospital support services.

Intervene as an expert in all areas necessary for proper hospital and health center management"

General Skills

- 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
- Develop within the profession in terms of working with other health professionals, acquiring skills to work as a team
- Recognize the need to maintain your professional skills and keep them up to date, with special emphasis on autonomous and continuous learning of new information
- Develop the capacity for critical analysis and research in your professional field

Specific Skills

- Plan health services and structures from a clinical management perspective, taking into account the differences in the organizational models and experiences of 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 latest developments of program contracts in a health department, as well as the design of budgets and subsequent cost control, assessing and interpreting financial and socioeconomic results of the various clinical processes
- Assess the health and healthcare division with bioethical and good health governance criteria, in a multidisciplinary 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
- 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
- Develop an up-to-date management system for users-patients-clients with the main elements and systems of care quality management and clinical safety, improving the satisfaction and loyalty of both the people-patients-clients and the professionals who care for them and their work environment
- Define and use the basic concepts of clinical and care management for the organization of 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 health field and their current and future relationships with health professionals, 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

04

Course Management

With the support and supervision of a team of professionals in the area of health management, the graduate will be able to update academically with the highest quality content and without complications. This is a program developed by experts of international and national importance, who add great value to this degree. Therefore, the healthcare professional who completes this academic itinerary will master cutting-edge strategies in the area of management.

Master the new strategies in Management, supported by a teaching team of the highest level"

International Guest Director

Dr. Leslie K. Breitner, 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** leader ship, 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** Academic Co-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

- Program Director, School of Healthcare Management, McGill University, Montreal, Canada
- Specialist in Hospital Business Administration
- Director of the International Master's Degree in Healthcare Leadership
- Academic Co-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

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

International Guest Director

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

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

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

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

Ms. Dove, Jennifer

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

TECH has a distinguished and specialized group of International Guest Directors, with important leadership roles in the most leading companies in the global market"

International Guest Director

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

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

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

Mr. Gauthier, Rick

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

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

International Guest Director

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

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

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

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

Mr. Arman, Romi

- Chief Digital Officer (CDO) at Shell Energy Corporation, London, United Kingdom
- Global Head of eCommerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (Automotive OEM and Retail) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- Graduate of the University of Leeds
- Postgraduate Diploma in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

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

International Guest Director

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

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

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

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

Mr. Arens, Manuel

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

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

International Guest Director

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

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

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **Marketing strategies** for **apparel** and **accessories**. His tactics have also focused on **retail** and **consumer needs** and **behavior**. In this role, La Sala has also been responsible for shaping the marketing of products in different markets, acting as **team leader** in the **Design, Communication** and **Sales departments**.

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure**, **development** and **marketing** of **different collections**. In turn, he has been in charge of creating **effective calendars** for **buying and selling campaigns.**
He has also been in charge of the **terms**, **costs**, **processes** and **delivery times** of different operations.

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

Mr. La Sala, Andrea

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

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

International Guest Director

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

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

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

In terms of education, the executive has several Master's degrees and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, this expert has achieved cutting-edge skills. Because of this, he has come to be considered a **born leader** of the **new global economy**, entered on the impulse of data and its infinite possibilities.

Mr. Gram, Mick

- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Café
- Independent Business Intelligence and Data Science Consultant
- Business Intelligence Director at Capgemini
- Chief Analyst at Nordea
- Chief Business Intelligence Consultant for SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

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International Guest Director

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

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

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

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

Mr. Stevenson, Scott

- Digital Marketing Director at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- Master's Degree in Creative Writing from the University of California
- Degree in Telecommunications from the University of Florida

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International Guest Director

Eric Nyquist is an outstanding professional in the **international sports field**, who has built an impressive career, standing out for his**strategic leadership** and his ability to drive change and **innovation** in **top-level** sports organizations.

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

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

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

Mr. Nyquist, Eric

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

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05

Structure and Content

The structure of the contents has been designed by a team of professionals with a strong background in the from the best of the Health, aware of the current relevance of innovative education, and committed to quality teaching through new educational technologies. All this, from a global perspective for the sake of its application at an international level, incorporating all the fields of work involved in professional development in this type of work environment. A study plan created in an efficient way by professionals in Nursing and other related fields, which will allow you to progress gradually in a stimulating and attractive way. With the most up-to-date content and the most efficient approach.

This MBA in Hospital and Health Services Management for Nursing contains the most complete and up-to-date Scientific program on the market"

Module 1. Planning and Control of Health Organizations

1.1. The Process of Strategic Planning
- 1.1.1. Mission, Vision, and Values
- 1.1.2. The Cycle of Strategic Planning. Strategic Plan and Strategic Lines
- 1.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
- 1.1.4. Internal and Competitive Analysis of the Environment. Benchmarking

1.2. Management by Values and Objectives
- 1.2.1. Operative Planning. Obtaining Objectives from Strategic Lines of Action
- 1.2.2. Types of Objectives Goals
- 1.2.3. Management by Values and Objectives: Management Plans
- 1.2.4. Assessment of the Strategic and Operational Plan

1.3. Organizational Theory Applied to Healthcare
- 1.3.1. Types of Organization
- 1.3.2. Organizational Behavior Studies
- 1.3.3. Characteristics of the Public Organization
- 1.3.4. New Organizational Models. Fluid and Matrix Organizations

1.4. Management and Direction
- 1.4.1. The Management Process
- 1.4.2. Collegiate Management Bodies
- 1.4.3. Management Styles

1.5. Planners, Funders, Suppliers and Managers, Relationships and Differences
- 1.5.1. Control and Inspection
- 1.5.2. Citizens: Clients and Patients. Patient Associations
- 1.5.3. Professionals: Trade Unions and Professional Societies
- 1.5.4. Activists: Citizen Platforms and Pressure Groups

1.6. Future Organization
- 1.6.1. Organizational Environment
- 1.6.2. Knowledge Management as the Driving Force of the Organization of the Future
- 1.6.3. Innovative Hospitals and Health Centers

Module 2. Health Systems and Policies

2.1. Health Systems
- 2.1.1. Main Health System Models. Comparison and Results
- 2.1.2. Beverige SMS Health Systems Model: Example
- 2.1.3. Health Systems Biskmark Assurance Model: Examples
- 2.1.4. Evolution of the Different Health Systems

2.2. Healthcare Financing and Provision
- 2.2.1. Financing of the Health Systems. Public Contributions
- 2.2.2. The Right to Health Care: Basic and Complementary Services
- 2.2.3. Different Provision Models in a NHS. Private Provision
- 2.2.4. Co-payment and User Financing

2.3. General Health Law and Basic Health Structures
- 2.3.1. Health Services of the Autonomous Communities and Territorial Coordination. The Interterritorial Health Council
- 2.3.2. Comparison of the Autonomous Communities' Health Service Organization and Resources

2.4. Evolution and Other Aspects of Health Systems
- 2.4.1. Complexity and Chronicity Care
- 2.4.2. Information Technologies as a Driving Force for the Transformation of Health Systems
- 2.4.3. Promotion of Health and Heath Education Prevention
- 2.4.4. Traditional Public Health and Its Evolution
- 2.4.5. Health Coordination or Integration. The Concept of a Public Health Space

2.5. Alternatives to the Traditional Management Models
- 2.5.1. Evaluation of New Management Models. Results and Experience

Module 3. Medical and Welfare Management Department in the Health System

3.1. Classical Medical Management VS. Care Management
- 3.1.1. Structure and Content of Health System Authorities. Current Organization Charts and Future Alternatives
- 3.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management
- 3.1.3. Preparation and Value Contribution
- 3.1.4. Medical Division: Critical Areas
- 3.1.5. Different Organizational Structures within the Medical Division

3.2. Management Information Systems and Electronic Medical Records
- 3.2.1. Control Panels
- 3.2.2. Electronic Clinical History
- 3.2.3. Assisted Prescription Systems
- 3.2.4. Other Useful Information Systems in Health Management

3.3. Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare
- 3.3.1. The Need for Healthcare Integration
- 3.3.2. Integrated Health Organizations. Initial Bases
- 3.3.3. Starting an OSI

3.4. Bioethics and Humanization in Medical Practice
- 3.4.1. Bioethical Principles
- 3.4.2. Ethics Committees in Health Organizations
- 3.4.3. Humanization of Health Care

3.5. Medical and Healthcare Management: Relations with the Nursing Division
- 3.5.1. Tools for Knowledge Management in Clinical and Healthcare Management
- 3.5.2. Medical and Healthcare Management: Relations with the Nursing Division

3.6. Public Health, Promotion of Health and Health EpS for Healthcare Directorates
- 3.6.1. Public Health Concept and Scope
- 3.6.2. Promotion of Health and Heath Education
- 3.6.3. Prevention Programs Types

3.7. Transformation of the Healthcare Model: The Triple Objective
- 3.7.1. Continuity of Healthcare Strategy
- 3.7.2. Social Health Strategy
- 3.7.3. Efficiency, Health and Patient Experience

Module 4. Clinical Management

4.1. Definitions and Regulation of Clinical Analysis Management
- 4.1.1. Different Definitions and Visions of Clinical Management
- 4.1.2. Different decrees and Regulations on Clinical Management
- 4.1.3. Levels of Autonomy

4.2. Processes and Protocols in Clinical Management. Handling Scientific Evidence
- 4.2.1. Types and Classification of Scientific Evidence
- 4.2.2. Protocols, Clinical Practice Guidelines, Clinical Pathways: Differences
- 4.2.3. Grade and Care Routes

4.3. Patient Classification Systems
- 4.3.1. Patient Classification Systems
- 4.3.2. Patient Dependency Analysis. Dependency Scales and Classification
- 4.3.3. Calculation of Staffing/Cash Flow Based on Patient Classification. Workload Distribution

4.4. Models and Clinical Management Units
- 4.4.1. Types of Clinical Management Units
- 4.4.2. Mixed Primary and Specialized Care Units
- 4.4.3. Interservice Units
- 4.4.4. Inter-hospital Units

4.5. Prudent Drug Prescription. Electronic Prescription
- 4.5.1. Prudent Prescribing: Choosing Wisely
- 4.5.2. "Non-Action" Strategies

4.6. Prescription Complementary Tests
- 4.6.1. Prudent Prescribing vs. Defensive Medicine
- 4.6.2. Prescription Audits and Prescription Monitoring: Results

Module 5. Chronicity and Telemedicine Management

5.1. Complex and Chronic Patient Management
- 5.1.1. Chronic Care Model and Population Stratification. Kaiser Permanente
- 5.1.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
- 5.1.3. Chronicity and Social and Health Care

5.2. Experiences in Patient Empowerment: Active Patients, School of Patients
- 5.2.1. Active Patient Model. Stanford University
- 5.2.2. Self-care Education Program. International Experiences
- 5.2.3. Patient Schools
- 5.2.4. Patient Empowerment and Nursing Input

5.3. Telemedicine

5.3.1. Services Currently in Place and Future Perspectives

Module 6. People and Talent Management

6.1. Worker's Statute. Rights and Responsibilities
- 6.1.1. Statutory and Civil Servant Personnel. Status of Statutory Personnel. Disciplinary Regime. Incompatibilities
- 6.1.2. Remuneration of Civil Servants and Statutory Personnel
- 6.1.3. Labor Personnel in Public Administrations and Private Institutions
- 6.1.4. Trade Unions. Representation, Participation and Collective Bargaining. Personnel Boards and Works Councils

6.2. Working Hours; Leaves and Leaves of Absence for Statutory Personnel and Civil Servants
- 6.2.1. Collective Bargaining Agreements in the Health Sector
- 6.2.2. Shift Work and On-call System. Shift Planning Systems. Turnover. Continued Care
- 6.2.3. Demand-Driven Staffing

6.3. Public Employment Offers. Types of offers. Merit Scales
- 6.3.1. Personnel Selection Systems in the Private Sector
- 6.3.2. Terminations or Dismissals, Motivation, Justification and Communication, thereof

6.4. Personnel Assessment and Talent Development. Social and Institutional Climate
- 6.4.1. Welcoming, Mentoring and Dismissal Plans
- 6.4.2. Talent Detection and Development
- 6.4.3. Institutional and Social Climate: Measurement and Improvement

6.5. Staffing and Performance Calculations
- 6.5.1. Estimated Staffing Requirements
- 6.5.2. Staffing Calculation
- 6.5.3. Allocate Time for Healthcare Activity

6.6. Visibility in Clinical and Care Management: Blogs and Networks
- 6.6.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools. How to Improve Visibility
- 6.6.2. Experiences with Networks and Blogs of Health Professionals

6.7. Health Professionals and Types of Relationships
- 6.7.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools
- 6.7.2. Experiences with Networks and Blogs of Health Professionals

Module 7. Management and Economic Assessment

7.1. Cost Calculation
- 7.1.1. Weighting and Calculation of Health Costs
  - 7.1.1.1. Cost/Benefit
  - 7.1.1.2. Cost/Utility
  - 7.1.1.3. Cost/Productivity

7.2. Accounting Basis
- 7.2.1. General Accounting Principles
- 7.2.2. What is a Budget? Types of Budgeting and Financial Management
- 7.2.3. Retrospective Income and Expenses Budget
- 7.2.4. Prospective Public Budget by Chapters

7.3. Budget and Purchasing
- 7.3.1. Purchasing Management. Purchasing and Procurement Commissions
- 7.3.2. Integrated Procurement Systems. Centralized Purchasing
- 7.3.3. Management of Public Service Procurement: Competitions, Bid for Tenders
- 7.3.4. Hiring in the Private Sector
- 7.3.5. Supply Logistics

7.4. Efficiency and Sustainability of Health Systems
- 7.4.1. Financial Situation of the Public Health System, Sustainability Crisis
- 7.4.2. Spending for Health Benefits. Comparison of Investments for Further Health Benefits
- 7.4.3. Expenditure Control in the Public Health System

7.5. Funding Models
- 7.5.1. Financing Based on Historical Budget and Activity
- 7.5.2. Capitation Funding
- 7.5.3. Financing by DRGs and Processes, Payment per Procedure
- 7.5.4. Incentives for Professionals Based on Funding

7.6. Management Agreements
- 7.6.1. Management Agreements. Definition and Models
- 7.6.2. Development and Assessment of a Management Agreement

Module 8. Quality Management

8.1. Quality in Health Care
- 8.1.1. Definitions of Quality and of the Historical Development of the Concept Quality Dimensions
- 8.1.2. Quality Assessment and Improvement Cycle
- 8.1.3. EFQM Quality Improvement Model. Implementation
- 8.1.4. ISO Standards and External Quality Accreditation Models

8.2. Quality of Healthcare Programs
- 8.2.1. Quality Circles
- 8.2.2. Continuous Quality Improvement Strategies
- 8.2.3. LEAN

Module 9. Management by Process Lean Healthcare

9.1. Management of "What": Process Management and Management by Processes
- 9.1.1. Conceptual Principles
- 9.1.2. Process Management

9.2. Management of "How"
- 9.2.1. Health Care Processes
- 9.2.2. Integrated Healthcare Processes
- 9.2.3. Procedures
- 9.2.4. Standard Operating Procedures (SOP)
- 9.2.5. Protocols
- 9.2.6. Clinical Practice Guidelines. Grade Method. AGREE Instrument
- 9.2.7. Clinical Pathways
- 9.2.8. Care Guidelines

9.3. Process Improvement
- 9.3.1. Continuous Process Improvement. PDCA Cycle (Plan, Do, Check, Act)
- 9.3.2. Process Re-engineering
- 9.3.3. Other Methods for Process Improvement

Module 10. Competency Management

10.1. Performance Evaluation. Competency Management
- 10.1.1. Definition of Competencies
- 10.1.2. Performance Evaluation Procedure. Implementation
- 10.1.3. Feedback from Professions for Improving their Performance and Self-evaluation
- 10.1.4. Training Itinerary Design for Skills Development

10.2. Methods and Techniques
- 10.2.1. The Assessment Interview. Instructions for the Assessor
- 10.2.2. Main Common Errors and Impediments in Assessment
- 10.2.3. Motivational Interview
- 10.2.4. Miller's Pyramid

Module 11. Patient Security

11.1. Patient Safety: Evolution Over Time
- 11.1.1. Introduction and Definition. Background and Current Situation
- 11.1.2 Basic Studies on Patient Safety

11.2. Nosocomial Infections
- 11.2.1. Hospital Infection Control and Surveillance Programs and Networks
- 11.2.2. Asepsis, Disinfection and Sterilization

11.3. Prevention
- 11.3. 1 Prevention and Detection of Adverse Events Related to Health Care
- 11.3. 2 AMFE: (Modal Analysis of Failures and Effects). Cause / Root Analysis

11.4. Information and Record Systems
- 11.4.1. Adverse Event Reporting and Recording Systems

11.5. Secondary and Tertiary Victims
- 11.5.1. Health Professionals in the Face of Adverse Effects
- 11.5.2. Recovery Trajectory and Emotional Support
- 11.5.3. Impact on Corporate Image

Module 12. Quality Accreditation in Healthcare

12.1. Accreditation in Health Care
- 12.1.1. Specific Features of Health Services Accreditation
- 12.1.2. The Value of Being Accredited. How the Organization and Patients Benefit
- 12.1.3. Health Accreditation in Clinical Services

12.2. Joint Commission International
- 12.2.1. Criteria and Process Phases

12.3. EFQM Model
- 12.3.1. The Concept of Self-assessment
- 12.3.2. Improvement Plans
- 12.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Health Care

12.4. ISO Accreditation
- 12.4.1. Definition and General Criteria
- 12.4.2. ISO 9001
- 12.4.3. ISO 14001
- 12.4.4. Other Types of ISO Relevant to the Health Sector

Module 13. Leadership Management

13.1. Team Leadership
- 13.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Conceptions. Functional Approach Behavioral Approach Integrative Approach
- 13.1.2. Authority and Power, Types of Power
- 13.1.3. Leadership. Components of Leadership and Types
- 13.1.4. How to Create a Leader
- 13.1.5. New Leadership Models. Situational Leadership Coaching
- 13.1.6. The Term 'Staff', Functional Hierarchical Scheme, Different Types of Staff, Line and Staff Concepts; Theories, Influence of Cultures on Leadership

13.2. Motivation
- 13.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation
- 13.2.2. Differences Between Motivation and Satisfaction and Their Different Theories
- 13.2.3. Available Evidence on How to Motivate Professionals

13.3. Delegation
- 13.3.1. What is Delegation? Forms of Delegation Ways to Evaluate Delegation, Tasks and Delegation, Non-Delegable Tasks and Functions
- 13.3.2. Personal Attitudes Towards Delegation. Guidelines for Effective Delegation

13.4. Executive Coaching
- 13.4.1. Coaching. Types of Coaching
- 13.4.2. Organizational Benefits and Applications to the Health Sector. Examples

Module 14. Change, Decision-Making and Time Management

14.1. Decision Making
- 14.1.1. Deciding as an Organizational Process
- 14.1.2. Decision Process Phases
- 14.1.3. Features of any Decision

14.2. The Decision Process
- 14.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process
- 14.2.2. Limiting Factor Principle. Cost Effectiveness and Efficiency in the Decision-Making Process
- 14.2.3. Choosing the Best Solution. Prioritization. Decision Tree

14.3. Time, Stress and Happiness Management
- 14.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance
- 14.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

Module 15. Internal Communication in Management

15.1. Communication
- 15.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers
- 15.1.2. Communication Methods and Tools. Verbal Communication. Non-Verbal Communication. Written Communication

15.2. Meetings
- 15.2.1. Techniques for Holding Profitable Meetings. Preparation for Meetings and Types of Meetings. Participant Selection
- 15.2.2. Welfare and Technical Committees and Commissions in Hospitals, Centers and Areas of Health Care
- 15.2.3. Negotiation. Strategy Types, Assertiveness Win-Win Strategy

15.3. Conflict Management
- 15.3.1. Possible Conflicts in Health Organizations. Preventive Strategies
- 15.3.2. Conflict Management. Mediation

Module 16. Creating a Personal Brand

16.1. Public Profile
- 16.1.1. Presenting Ourselves to the World. Our Digital Footprint
- 16.1.2. Professional Profile on Professional Social Networks
- 16.1.3. Digital Reputation. Positive References
- 16.1.4. Cover Letter

16.2. Interview for a Managerial Position
- 16.2.1. How to Tackle an Interview
- 16.2.2. Body Language During an Interview. Kinesics

Module 17. Communication and Marketing in Health

17.1. Marketing and Social Media
- 17.1.1. Definition of the Term. Dimensions of Marketing. Marketing Mission and Cycles. Marketing Tools
- 17.1.2. Patient, Client, User? Marketing Aimed at Public Health Care Users
- 17.1.3. External Marketing Planning in a Private Center
- 17.1.4. The Internal Client. Marketing and Internal Communication Plans in Health Institutions
- 17.1.5. Management of Institutional Presence on Social Networks. Facebook
- 17.1.6. Use of Twitter by the Organization
- 17.1.7. Use of LinkedIn by the Organization on a Professional Level
- 17.1.8. Use of Other Networks: Instagram, Tumbler, etc

17.2. Communication in Organizations
- 17.2.1. Communication Systems in Organizations. Intranet/Internet
- 17.2.2. Communication Specific to Welfare Institutions. Hospitals
- 17.2.3. Welfare Awards. Presentation of Nominations
- 17.2.4. Organization of Conferences, Congresses and Other Educational Events
- 17.2.5. Managing Local Communication: Press
- 17.2.6. Managing Local Communication: Radio
- 17.2.7. Managing Local Communication: Television
- 17.2.8. External Conflicts. Information Crises Due to Bad News and How it is Managed

17.3. Relations with Social Agents, Users and Suppliers
- 17.3.1. Communication with Citizens, and with Patient and Consumer– User Associations
- 17.3.2. Communication with Political Leaders, Owners-Shareholders and Suppliers
- 17.3.3. Collaboration with the Pharmaceutical Industry
- 17.3.4. Internationalisation of the Health Sector. Health Tourism

17.4. Corporate Social Responsibility. Good Healthcare Governance
- 17.4.1. CSR in the Welfare Sector. CSR Strategic Plans in Organizations. Good Welfare Governance: Transparency From Public and Private Companies
- 17.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions
- 17.4.3. Development Cooperation through Healthcare Institutions
- 17.4.4. Networking. Strategic Partnerships
- 17.4.5. The Patient Portal. Health Promotion and Disease Prevention Through the Internet

Module 18. Teaching and Research Management

18.1. Research Methodology: Epidemiology and Research Study Design and Bias
- 18.1.1. Epidemiology and Clinical Epidemiology
- 18.1.2. Main Study Designs in Clinical Research
- 18.1.3. Quality of Studies: Reliability and Validity. Biases

18.2. Sources of Information for Research and Sourcing Strategies
- 18.2.1. Clinical Research Questions
- 18.2.2. Information Sources
- 18.2.3. Where and How to Search for Information
- 18.2.4. Searching
- 18.2.5. Databases

18.3. Critical Reading of Articles
- 18.3.1. Phases in Critical Reading
- 18.3.2. Tools for Critical Reading
- 18.3.3. Main Mistakes

18.4. Research Projects: Financial Resources. Product and Patents Development
- 18.4.1. Research Project Design
- 18.4.2. Funding in Research
- 18.4.3. Exploitation of Research Results

18.5. Communication and Diffusion of Research Findings
- 18.5.1. Research Reports
- 18.5.2. Choosing a Journal for Publication
- 18.5.3. Some Style Recommendations

Module 19. Leadership, Ethics and Social Responsibility in Companies

19.1. Globalization and Governance
- 19.1.1. Governance and Corporate Governance
- 19.1.2. The Fundamentals of Corporate Governance in Companies
- 19.1.3. The Role of the Board of Directors in the Corporate Governance Framework

19.2. Cross-Cultural Management
- 19.2.1. Concept of Cross-Cultural Management
- 19.2.2. Contributions to the Knowledge of National Cultures
- 19.2.3. Diversity Management

19.3. Business Ethics
- 19.3.1. Ethics and Morality
- 19.3.2. Business Ethics
- 19.3.3. Leadership and Ethics in Companies

19.4. Sustainability
- 19.4.1. Sustainability and Sustainable Development
- 19.4.2. The 2030 Agenda
- 19.4.3. Sustainable Companies

19.5. Corporate Social Responsibility
- 19.5.1. International Dimensions of Corporate Social Responsibility
- 19.5.2. Implementing Corporate Social Responsibility
- 19.5.3. The Impact and Measurement of Corporate Social Responsibility

19.6. Responsible Management Systems and Tools
- 19.6.1. CSR: Corporate Social Responsibility
- 19.6.2. Essential Aspects for Implementing a Responsible Management Strategy
- 19.6.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 19.6.4. Tools and Standards of CSR

19.7. Multinationals and Human Rights
- 19.7.1. Globalization, Multinational Corporations and Human Rights
- 19.7.2. Multinational Corporations and International Law
- 19.7.3. Legal Instruments for Multinationals in the Field of Human Rights

19.8. Legal Environment and Corporate Governance
- 19.8.1. International Rules on Importation and Exportation
- 19.8.2. Intellectual and Industrial Property
- 19.8.3. International Labor Law

Module 20. Commercial Management and Strategic Marketing

20.1. Commercial Management
- 20.1.1. Conceptual Framework of Commercial Management
- 20.1.2. Commercial Strategy and Planning
- 20.1.3. The Role of Sales Managers

20.2. Digital Marketing and e-Commerce
- 20.2.1. Objectives of Digital Marketing and e-Commerce
- 20.2.2. Digital Marketing and the Media It Uses
- 20.2.3. E-Commerce. General Context
- 20.2.4. Categories of e-Commerce
- 20.2.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce

20.3. Digital Marketing to Reinforce a Brand
- 20.3.1. Online Strategies to Improve Brand Reputation
- 20.3.2. Branded Content and Storytelling

20.4. Digital Marketing to Attract and Retain Customers
- 20.4.1. Loyalty and Engagement Strategies Using the Internet
- 20.4.2. Visitor Relationship Management
- 20.4.3. Hypersegmentation

20.5. Digital Campaign Management
- 20.5.1. What Is a Digital Advertising Campaign?
- 20.5.2. Steps to Launch an Online Marketing Campaign
- 20.5.3. Mistakes in Digital Advertising Campaigns

20.6. Sales Strategy
- 20.6.1. Sales Strategy
- 20.6.2. Sales Methods

20.7. Corporate Communication
- 20.7.1. Concept
- 20.7.2. The Importance of Communication in the Organization
- 20.7.3. Type of Communication in the Organization
- 20.7.4. Functions of Communication in the Organization
- 20.7.5. Elements of Communication
- 20.7.6. Problems of Communication
- 20.7.7. Communication Scenarios

20.8. Digital Communication and Reputation
- 20.8.1. Online Reputation
- 20.8.2. How to Measure Digital Reputation?
- 20.8.3. Online Reputation Tools
- 20.8.4. Online Reputation Report
- 20.8.5. Online Branding

Module 21. Executive Management

21.1. General Management
- 21.1.1. The Concept of General Management
- 21.1.2. The Role of the CEO
- 21.1.3. The CEO and their Responsibilities
- 21.1.4. Transforming the Work of Management

21.2. Manager Functions: Organizational Culture and Approaches
- 21.2.1. Manager Functions: Organizational Culture and Approaches

21.3. Operations Management
- 21.3.1. The Importance of Management
- 21.3.2. Value Chain
- 21.3.3. Quality Management

21.4. Public Speaking and Spokesperson Education
- 21.4.1. Interpersonal Communication
- 21.4.2. Communication Skills and Influence
- 21.4.3. Communication Barriers

21.5. Personal and Organizational Communication Tools
- 21.5.1. Interpersonal Communication
- 21.5.2. Interpersonal Communication Tools
- 21.5.3. Communication in the Organization
- 21.5.4. Tools in the Organization

21.6. Communication in Crisis Situations
- 21.6.1. Crisis
- 21.6.2. Phases of the Crisis
- 21.6.3. Messages: Contents and Moments

21.7. Preparation of a Crisis Plan
- 21.7.1. Analysis of Possible Problems
- 21.7.2. Planning
- 21.7.3. Adequacy of Personnel

21.8. Emotional Intelligence
- 21.8.1. Emotional Intelligence and Communication
- 21.8.2. Assertiveness, Empathy, and Active Listening
- 21.8.3. Self- Esteem and Emotional Communication

21.9. Leadership and Team Management
- 21.9.1. Leadership and Leadership Styles
- 21.9.2. Leadership Skills and Challenges
- 21.9.3. Managing Change Processes
- 21.9.4. Managing Multicultural Teams

06

Methodology

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

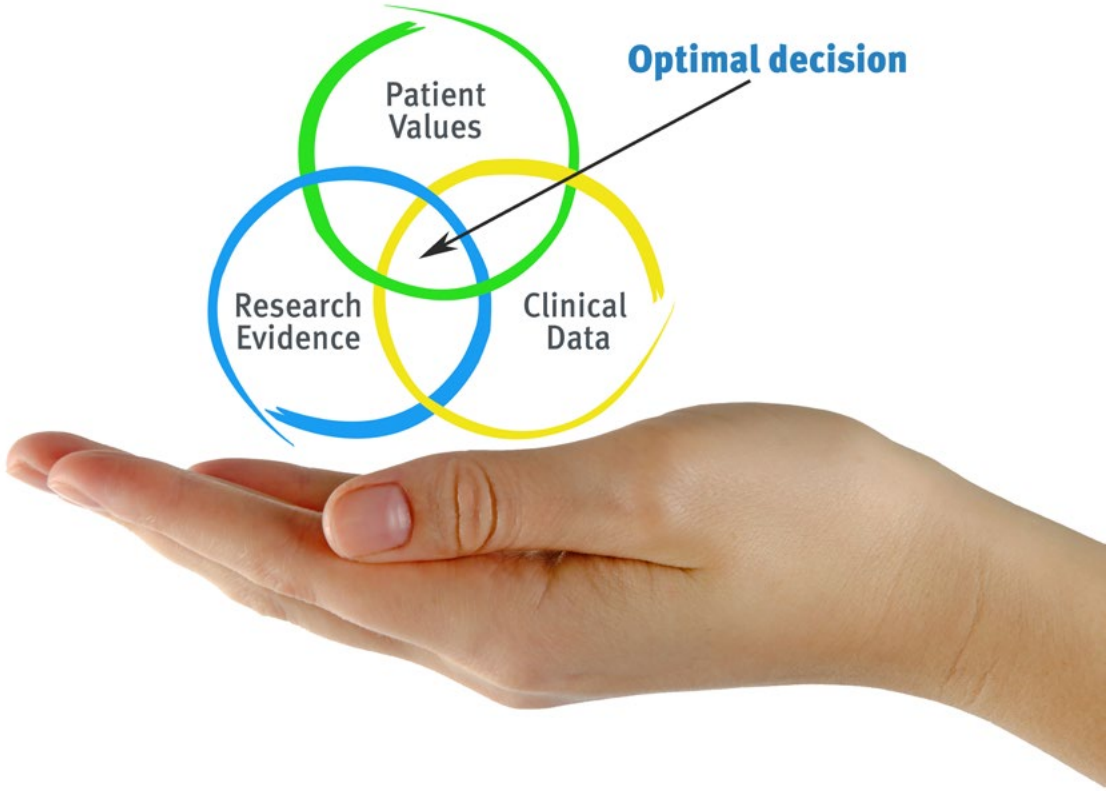
This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.

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 Nursing School we use the Case Method

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

With TECH, nurses can experience a learning methodology 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, in an attempt to recreate the real conditions in professional nursing 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:

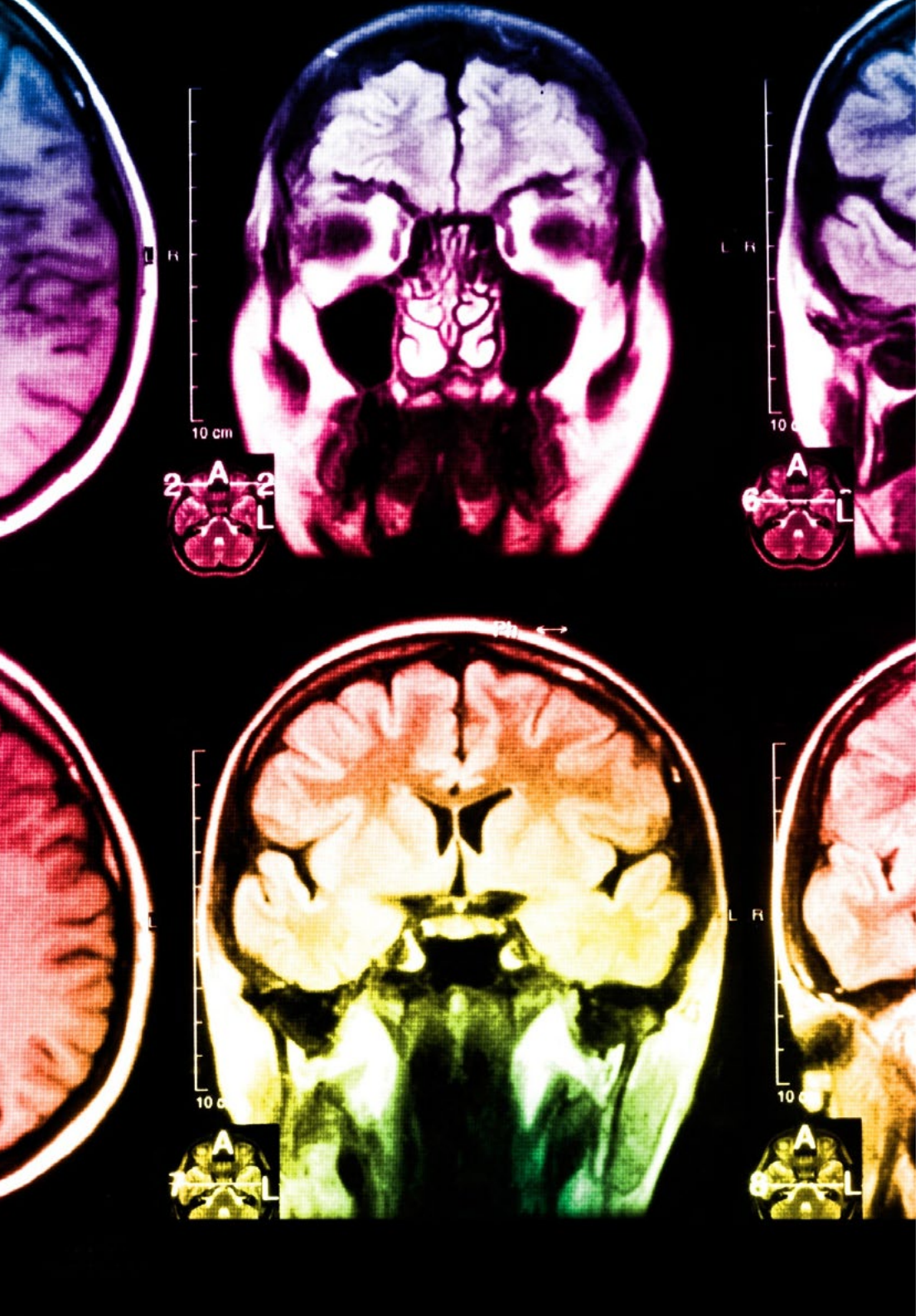
1. Nurses who follow this method not only grasp concepts, but also develop their mental capacity, by evaluating real situations and applying their knowledge.
2. The learning process has a clear focus on practical skills that allow the nursing professional to better integrate knowledge acquisition into the hospital setting or primary care.
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 case studies with a 100% online learning system based on repetition combining a minimum of 8 different elements in each lesson, which is a real revolution compared to the simple study and analysis of cases.

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



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

With this methodology we have trained more than 175,000 nurses with unprecedented success in all specialities regardless of practical workload. Our pedagogical methodology is developed in a highly competitive environment, with a university student body with a strong socioeconomic profile and an average age of 43.5 years old.

Relearning will allow you to learn with less effort and better performance, involving you more in your 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 really 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.

Nursing Techniques and Procedures on Video

We introduce you to the latest techniques, to the latest educational advances, 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 them as many times as you want.

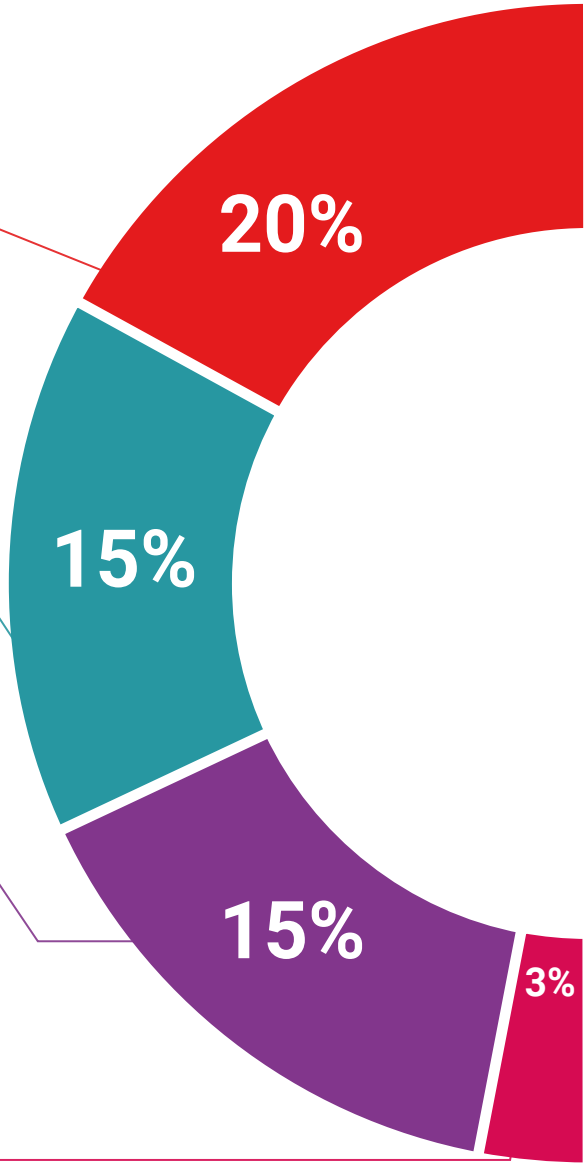
Interactive Summaries

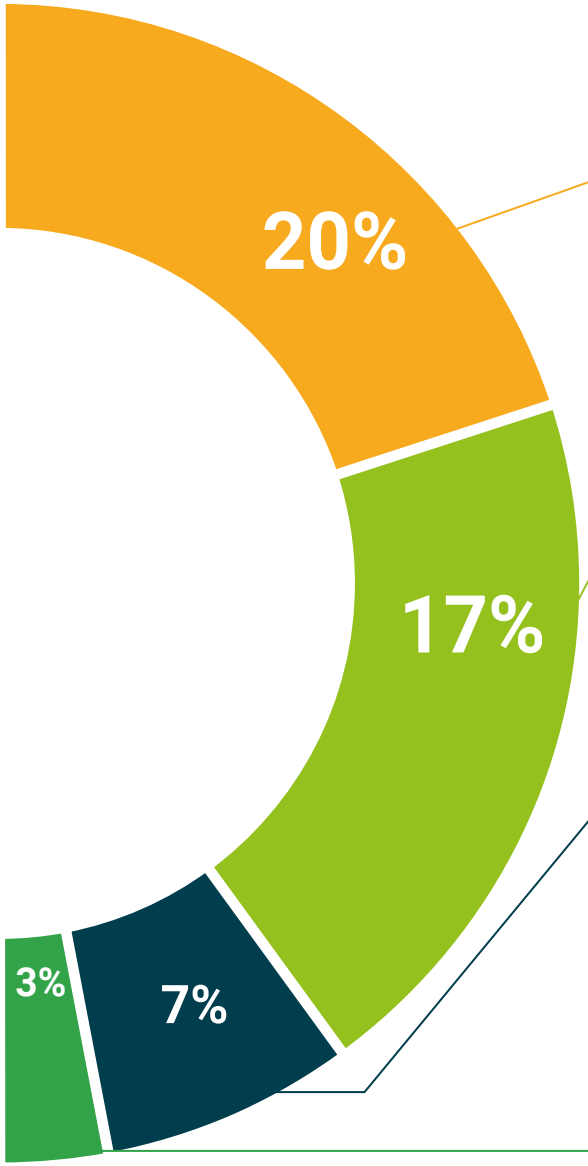
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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

Additional Reading

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





Expert-Led Case Studies and Case Analysis

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

Testing & Retesting

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

Classes

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

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

Quick Action Guides

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

07

Certificate

The MBA in Hospital and Health from Services Management for Nursing guarantees, in addition to the most rigorous and up-to-date education, access to a Executive Master's Degree issued by TECH Global University.

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

This private qualification will allow you to obtain an **MBA in Hospital and Health from Services Management for Nursing** endorsed by **TECH Global University**, the world's largest online university.

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

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

Title: **Master's Degree in MBA in Hospital and Health from Services Management for Nursing**

Modality: **online**

Duration: **12 months**

Accreditation: **90 ECTS**

tech global university

Mr./Ms. _____, with identification document _____
has successfully passed and obtained the title of:

Master's Degree in MBA in Hospital and Health from Services Management for Nursing

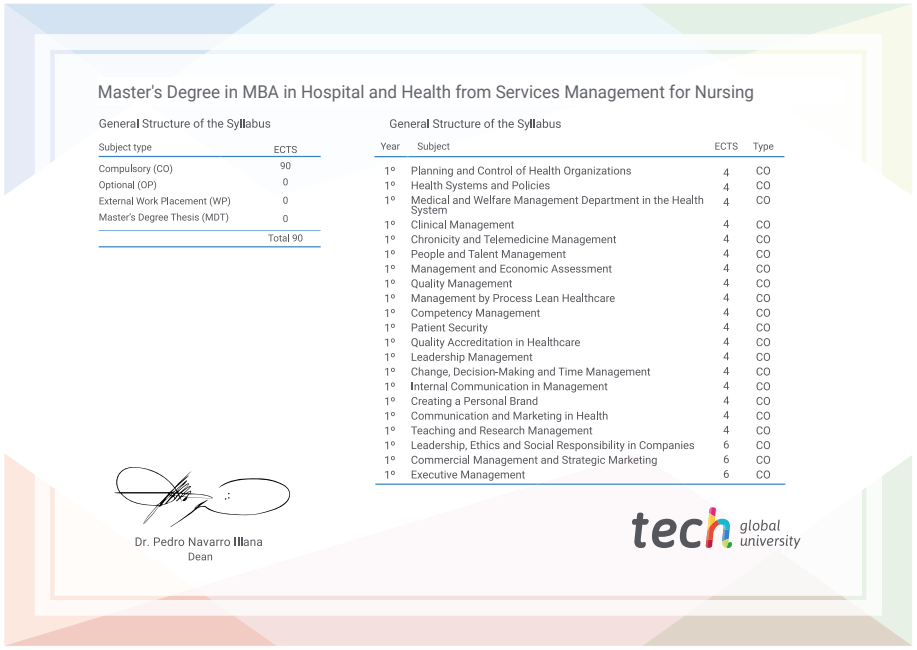
This is a private qualification of 2,700 hours of duration equivalent to 90 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).

In Andorra la Vella, on the 28th of February of 2024

Dr. Pedro Navarro Illana
Dean

This qualification must always be accompanied by the university degree issued by the competent authority to practice professionally in each country. Unique TECH Code: AFWORD23S techtitute.com/certificates


Master's Degree in MBA in Hospital and Health from Services Management for Nursing

General Structure of the Syllabus

Subject type	ECTS
Compulsory (CO)	90
Optional (OP)	0
External Work Placement (WP)	0
Master's Degree Thesis (MDT)	0
	Total 90

General Structure of the Syllabus

Year	Subject	ECTS	Type
1º	Planning and Control of Health Organizations	4	CO
1º	Health Systems and Policies	4	CO
1º	Medical and Welfare Management Department in the Health System	4	CO
1º	Clinical Management	4	CO
1º	Chronicity and Telemedicine Management	4	CO
1º	People and Talent Management	4	CO
1º	Management and Economic Assessment	4	CO
1º	Quality Management	4	CO
1º	Management by Process Lean Healthcare	4	CO
1º	Competency Management	4	CO
1º	Patient Security	4	CO
1º	Quality Accreditation in Healthcare	4	CO
1º	Leadership Management	4	CO
1º	Change, Decision-Making and Time Management	4	CO
1º	Internal Communication in Management	4	CO
1º	Creating a Personal Brand	4	CO
1º	Communication and Marketing in Health	4	CO
1º	Teaching and Research Management	4	CO
1º	Leadership, Ethics and Social Responsibility in Companies	6	CO
1º	Commercial Management and Strategic Marketing	6	CO
1º	Executive Management	6	CO

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Dean

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

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Master's Degree

MBA in Hospital and Health Services Management for Nursing

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

Master's Degree

MBA in Hospital and Health Services Management for Nursing

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