

# Advanced Master's Degree

## MBA Dental Clinic Management and Administration





## Advanced Master's Degree MBA Dental Clinic Management and Administration

Course Modality: **Online**

Duration: **2 years**

Certificate: **TECH Technological University**

Official N° of Hours: **3,000 h.**

Website: [www.techitute.com/in/dentistry/advanced-master-degree/advanced-master-degree-mba-dental-clinic-management-administration](http://www.techitute.com/in/dentistry/advanced-master-degree/advanced-master-degree-mba-dental-clinic-management-administration)

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# 01

# Introduction

Making a business a success, regardless of the sector it belongs to, is a challenge. In the field of dentistry, competition is increasing every day, so it is essential to strengthen business management. With this program we want to offer you the opportunity to train in all areas related to the management of dental clinics: human resources, marketing, quality, time management, planning and strategy, accounting and costs, etc., in order to ensure the success of your company.





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*Dentists who wish to open their own dental clinics must have extensive knowledge of business management in order to make their businesses successful”*

The growing number of dental graduates and the increase in the number of dental clinics that have been emerging in recent years has made the clinical-dental sector one of the most competitive markets in existence today. In this context, it is essential that professionals in this field are trained in the direction and management of this type of business, and must focus on learning the skills of business management and team management that will ensure the success of their company.

At the end of their university studies, dentists will have acquired the necessary skills and competencies to diagnose and treat different oral pathologies, as well as to advise their clients on proper oral health. However, business management studies are very limited in dental schools.

For this reason, TECH has designed this Advances Master's Degree that combines the best of an MBA with the most complete specialization in management and direction of dental clinics. In this way, at the end of their dental studies, professionals can continue with this specialization that will lead them to the business success of their dental clinics, so that they can turn their business into competitive and quality centers.

Throughout this specialization, the student will learn all of the current approaches to the different challenges posed by their profession. A high-level step that will become a process of improvement, not only on a professional level, but also on a personal level. Additionally, at TECH we have a social commitment: to help highly qualified professionals to specialize and to develop their personal, social and professional skills throughout the course of their studies.

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

This Advanced Master's Degree is designed to give you access to the specific knowledge of this discipline in an intensive and practical way. A great value for any professional. Furthermore, as it is a 100% online specialization, the student decides where and when to study. Without the restrictions of fixed timetables or having to move between classrooms, this course can be combined with work and family life.

This **MBA in Dental Clinic Management and Administration**, contains the most complete and up-to-date academic program on the university scene. The most important features include:

- ♦ The latest technology in e-learning software
- ♦ Intensely visual teaching system, supported by graphic and schematic contents that are easy to assimilate and understand
- ♦ The development of practical case studies presented by practising experts
- ♦ State-of-the-art interactive video systems
- ♦ Teaching supported by telepractice
- ♦ Continuous updating and recycling systems
- ♦ Self organised learning which makes the course completely compatible with other commitments
- ♦ Practical exercises for self-assessment 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 training program, supported by advanced technological development and the teaching experience of the best professionals"*

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*A training program created for professionals who aspire to excellence that will allow you to acquire new skills and strategies in a smooth and effective way"*

Our teaching staff is made up of working professionals. In this way, at TECH we ensure that we provide you with the up-to-date training we are aiming for. A multidisciplinary staff of trained and experienced professionals from a variety of environments, who will develop theoretical knowledge in an efficient manner, but above all, will bring their practical knowledge from their own experience to the course.

This command of the subject is complemented by the effectiveness of the methodological design of this Advanced Master's Degree. Developed by a multidisciplinary team of *e-learning* experts, it integrates the latest advances in educational technology. In this way, the student will be able to study with a range of comfortable and versatile multimedia tools that will give them the operability they need in their training.

The design of this program is based on Problem-Based Learning, an approach that conceives learning as a highly practical process. To achieve this remotely, we will use telepractice learning. With the help of an innovative interactive video system, and *Learning from an Expert*, you will be able to acquire the knowledge as if you were actually dealing with the scenario you are learning about. A concept that will allow students to integrate and memorize what they have learnt in a more realistic and permanent way.

*Improve your skills in management and administration of dental clinics and make your business project more visible while offering quality care.*

*We offer you the best training program currently available which allows you to gain an in-depth understanding of dental clinical management and administration.*



# 02 Objectives

Our objective is to train highly qualified professionals for the working world. 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 and acquire a qualification that will enable you to compete with the best, then look no further: Welcome to TECH”*



## General Objectives

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- ◆ Define the latest trends and developments in business management
- ◆ Construct a development plan and improve personal and managerial skills
- ◆ Develop strategies to carry out decision-making in a complex and unstable environment
- ◆ Develop the ability to detect, analyze, and solve problems
- ◆ Develop the skills required to manage business activities strategically
- ◆ Explain the company from a global point of view, as well as the responsibility of each department within the company
- ◆ Design innovative strategies and policies to improve management and business efficiency
- ◆ Formulate and implement growth strategies that allow the company to adapt to changes in the national and international environment
- ◆ Use theoretical, methodological and analytical tools to optimally manage and direct clinical-dental businesses, effectively differentiating themselves in a highly competitive environment
- ◆ Incorporate strategy and envisioning skills to facilitate the identification of new business opportunities
- ◆ Favor the acquisition of personal and professional skills that will encourage students to undertake their own business projects with greater confidence and determination, both in the case of initiating the creation of their clinical-dental business, and in the case of innovating in the management and direction model of the clinical-dental business they already have
- ◆ Professionalize the clinical-dental sector, through continuous and specific training in the field of business management and direction





## Specific Objectives

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- Describe the current situation and future trends of management and direction models of clinical-dental business, both nationally and internationally, in order to be able to define objectives and differentiating and successful strategies
- Become familiar with the terminology and concepts specific to the field of business management and direction for their effective application in clinical-dental businesses
- Discover and analyze the key points of successful business models of leading dental clinics in order to increase the motivation, inspiration and strategic mindset of future managers
- Learn to effectively identify and describe the value proposition of the dental practice business, as a solid basis for establishing a subsequent marketing and sales strategy
- Learn the most widely used validation method for the creation and innovation of business models in all business sectors, with practical and specific application in the clinical-dental sector
- Describe the language, concepts, tools and logic of marketing as a key business activity for the growth and positioning of the clinical-dental business
- Delve into the digital communication tools that are essential to master in this 2.0 era, in order to convey the value proposition of the dental clinic to the target patients through the most appropriate channels
- Design targeted marketing and communication campaigns, being able to measure their impact through easy to interpret metrics
- Acquire management skills based on leadership that facilitate effective communication with the team, favoring the creation of a healthy work environment focused on common objectives and the achieving results
- Learn the fundamental concepts of human resources management to lead recruitment processes and protect the talent of the team that works at the dental clinic
- Learn to assign tasks according to the definition of roles, thus promoting a healthy, balanced and productive work environment
- Develop an effective method for team management, decision making and conflict resolution based on the emotional intelligence model and organizational *coaching* techniques
- Reflect on the characteristics of the leader in organizations and enhance managerial skills for successful leadership by applying the latest techniques of coaching and emotional intelligence
- Design work procedures focused on a productivity and quality model for the dental clinic, based on the philosophy of continuous improvement
- Use digital tools that facilitate the efficient planning and management of dental clinic tasks, resulting in significant cost savings in the short term
- Apply tools and work procedures that are essential for optimal purchasing and resource warehouse management, avoiding unproductive expenditure
- Develop negotiation skills with which to deal with suppliers, customers and team management focused on *win win* results
- Master the main financial tools to facilitate key decisions based on objective data
- Acquire important knowledge on cost analysis to understand the current state of your company in terms of profitability and be able to define future scenarios
- Explain the main duties and moral obligations related to the development of the dental professional in the business environment, focusing especially on patient treatment

# 03 Skills

Once all the contents have been studied and the objectives of the Advanced Master's Degree MBA in Dental Clinic Management and Administration have been achieved, professionals will have gained superior expertise and performance in this area. A very complete approach, in a high-level master's degree, which makes the difference.



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



## General Skills

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

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*Our objective is very simple: to offer you quality specialized training, with the best teaching methods currently available, so that you can reach new heights of excellence in your profession"*





## Specific Skills

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

04

# Course Management

For our advanced master's degree to be of the highest quality, TECH is proud to work with a teaching staff of the highest level, chosen for their proven track record in the field of education. Professionals from different areas and fields of expertise that make up a comprehensive multidisciplinary team. A unique opportunity to learn from the best.







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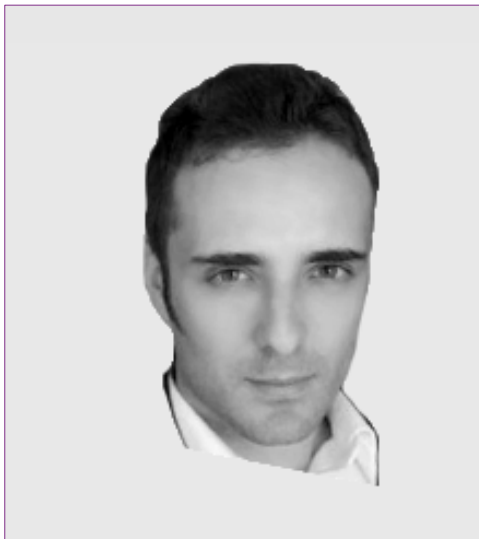
*Our professors bring their vast experience and their teaching skills to offer you a stimulating and creative specialized training program”*

## Management



### Mr. Gil, Andrés

- ♦ Director-Manager at Pilar Roig Dental Clinic
- ♦ Co-founder and CEO at MedicalDays
- ♦ Master's Degree in Management and Direction (Michigan State University)
- ♦ Diploma in Dental Management (DenalDoctors Institute)
- ♦ Diploma in Cost Accounting (Valencia Chamber of Commerce)
- ♦ Accounting Course. Centre for Financial Studies
- ♦ Leadership and Team Management Course. César Piqueras
- ♦ Agricultural Engineer Polytechnic University of Valencia



### Mr. Guillot, Jaime

- ♦ Degree in Business Administration and Management Polytechnic University of Valencia
- ♦ Industrial Specialization
- ♦ Co-founder and Strategy Director of Hikaru VR Agency
- ♦ Co-founder and CEO of Drone Spain. (2014-2017)
- ♦ Founder of the Interet & Mobile Business School. (2012-2015)
- ♦ Founder and CEO of Fight Technologies (2011-2013)
- ♦ Highly experienced in business creation
- ♦ Professor at Bankinter's Master's Degree in Innovation and Business Creation
- ♦ Executive Coach certified by the European School of Leaders (EEL)
- ♦ Trainer in leadership and emotional management programs for companies

## Professors

### Mr. Dolz, Juan Manuel

- ♦ Diploma in Business Sciences (University of Valencia)
- ♦ Degree in Business Administration and Management (University of Valencia)
- ♦ Professional training in Digital Marketing (Internet Startup Camp - UPV)
- ♦ Business digitalization consultant
- ♦ Highly experienced in business creation
- ♦ Co-founder and CTO MedicalDays
- ♦ Co-founder and COO Drone Spain
- ♦ Co-founder and COO Hikaru VR Agency

### Ms. Fortea Paricio, Anna

- ♦ Degree in Law from the University of Valencia
- ♦ Professional neurocoach
- ♦ Founder of the European Leadership Center in Miami, U.S.A
- ♦ Founder of the Anna Fortea High Human Performance Center in Valencia, Spain
- ♦ Co-founder of Esexox
- ♦ President of the INA (International Neurocoaching Association)
- ♦ Professor at several Spanish universities, and at UAC and Humboldt University in Miami, USA
- ♦ Psychology at UOC and Neurosciences at UPenn, University of Pennsylvania, USA
- ♦ CAC Coach Certified by the Centro de Alto Rendimiento Humano IESEC (High Human Performance Center)

### Ms. González Benavent, María

- ♦ Degree in Business Administration and Management University of Valencia
- ♦ Master's Degree in Consumer Neuromarketing - University of Barcelona (UB)
- ♦ Master's Degree in Marketing and Market Research - University of Valencia
- ♦ Specialist in Marketing and Communication
- ♦ Trade Marketing specialist
- ♦ Has worked as a specialist in international logistics, communications and cost analysis
- ♦ Digital Marketing and Web Analytics Program. Google & IAB



*A high-level team for a very high quality specialization"*

# 05

# Structure and Content

The contents of this Advanced Master's Degree have been developed by the different experts on this course, 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 course enables 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 in order to achieve professional success”*

## Module 1. Leadership, Ethics, and CSR

- 1.1. Globalization and Governance
  - 1.1.1. Globalization and Trends: Market Internationalization
  - 1.1.2. Economic Environment and Corporate Governance
  - 1.1.3. Accountability
- 1.2. Leadership
  - 1.2.1. Intercultural Environment
  - 1.2.2. Leadership and Business Management
  - 1.2.3. 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: Methodologies
  - 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. Stocks 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. Strategic Marketing Management
  - 7.2.1. Sources of Innovation
  - 7.2.2. Current Trends in Marketing
  - 7.2.3. Marketing Tools
  - 7.2.4. Marketing Strategy and Communication with Customers
- 7.3. Digital Marketing Strategy
  - 7.3.1. Approach to Digital Marketing
  - 7.3.2. Digital Marketing Tools
  - 7.3.3. Inbound Marketing and the Evolution of Digital Marketing
- 7.4. Sales and Communication Strategy
  - 7.4.1. Positioning and Promotion
  - 7.4.2. Public Relations
  - 7.4.3. Sales and Communication Strategy
- 7.5. Corporate Communication
  - 7.5.1. Internal and External Communication
  - 7.5.2. Communication Departments
  - 7.5.3. Communication Managers: Managerial Skills and Responsibilities
- 7.6. Corporate Communication Strategy
  - 7.6.1. Corporate Communication Strategy
  - 7.6.2. Communication Plan
  - 7.6.3. Press Release/Clipping/Publicity Writing



## Module 8. Innovation and Project Management

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

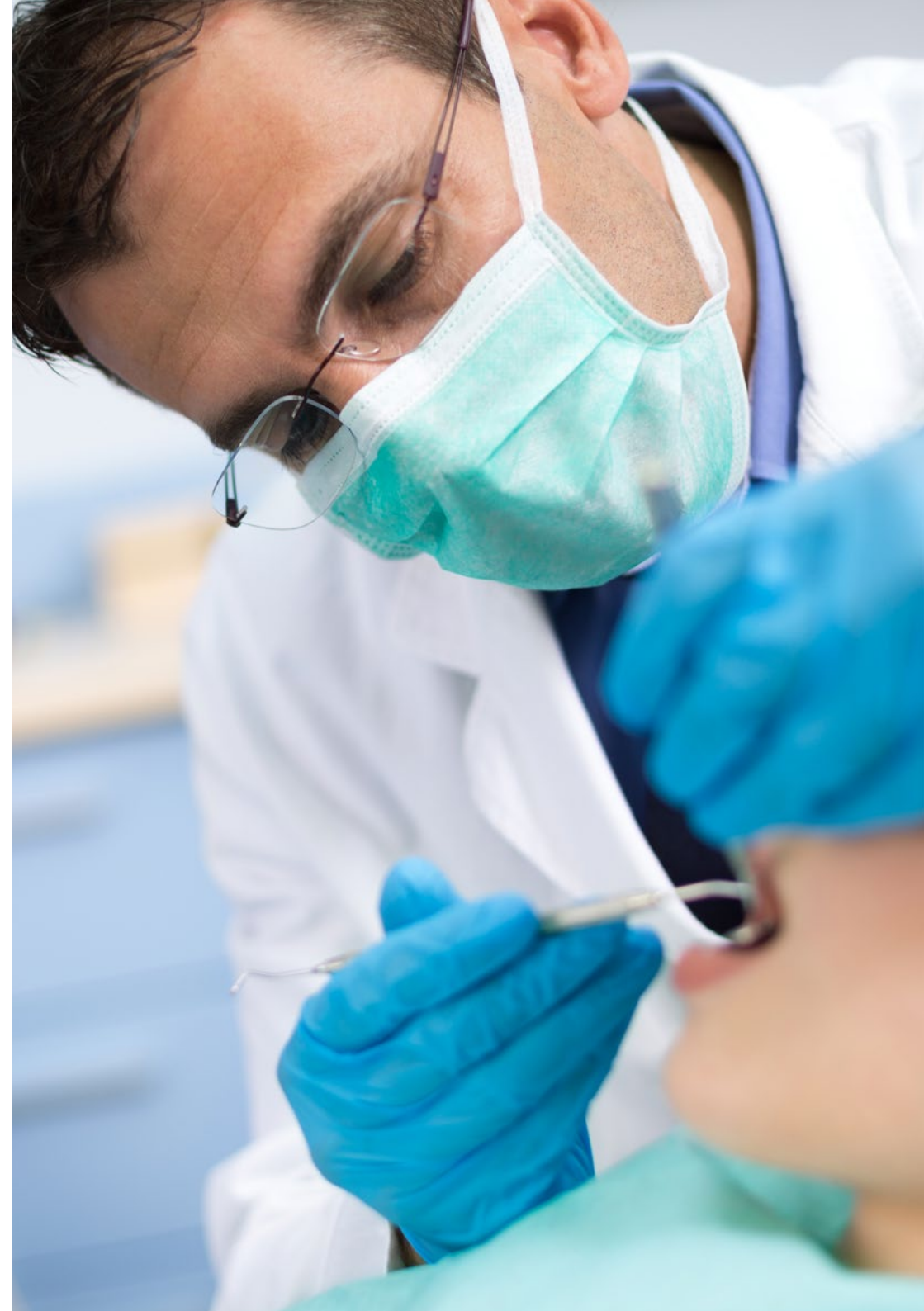
## Module 9. Pillars of Dental Clinic Management

- 9.1. Introduction to Dental Clinic Management
  - 9.1.1. The Concept of Management
  - 9.1.2. The Purpose of Management
- 9.2. The Corporate Vision of the Dental Clinic
  - 9.2.1. Definition of a Company: Approach to the Dental Practice as a Service Company
  - 9.2.2. Company Elements Applied to Dental Clinics
- 9.3. The Figure of the Manager
  - 9.3.1. Description of the Managerial Position in Dental Clinics
  - 9.3.2. Duties of the Manager

- 9.4. Types of Company Organization
  - 9.4.1. The Owner
  - 9.4.2. The Legal Person as the Owner of a Dental Clinic
- 9.5. Knowing the Clinical-Dental Sector
- 9.6. Terminology and Key Concepts in Business Management and Administration
- 9.7. Current Models of Success of Dental Clinics

## Module 10. Designing Your Dental Clinic

- 10.1. Introduction and Objectives
- 10.2. Current Situation the Clinical-Dental Sector
  - 10.2.1. National Scope
  - 10.2.2. International Scope
- 10.3. Evolution of the Clinical-Dental Sector and its Trends
  - 10.3.1. National Scope
  - 10.3.2. International Scope
- 10.4. Competitive Analysis
  - 10.4.1. Price Analysis
  - 10.4.2. Differentiation Analysis
- 10.5. DAFO Analysis
- 10.6. How to Design the Canvas Model of Your Dental Clinic?
  - 10.6.1. Customer Segments
  - 10.6.2. Requirements
  - 10.6.3. Solutions
  - 10.6.4. Channels
  - 10.6.5. Value proposition
  - 10.6.6. Income Structure
  - 10.6.7. Cost structure
  - 10.6.8. Competitive Advantages
  - 10.6.9. Key Metrics
- 10.7. Method to Validate Your Business Model: *Lean Startup* Cycle
  - 10.7.1. Case 1: Validating Your Model at the Creation Stage
  - 10.7.2. Case 2: Application of the Method to Innovate With Your Current Model



- 10.8. The Importance of Validating and Improving the Business Model of Your Dental Practice
- 10.9. How to Define the Value Proposition of Our Dental Clinic?
- 10.10. Mission, Vision, and Values
  - 10.10.1. Mission
  - 10.10.2. Vision
  - 10.10.3. Values
- 10.11. Defining the Target Patient
- 10.12. Optimal Location of My Clinic
  - 10.12.1. Plant Layout
- 10.13. Optimal Staff Sizing
- 10.14. Importance of a Recruitment Model in Line With the Defined Strategy
- 10.15. Keys for Defining the Price Policy
- 10.16. External Financing vs. Internal Financing
- 10.17. Strategy Analysis of a Dental Practice Success Story

## Module 11. Introduction to Marketing

- 11.1. Main Principles of Marketing
  - 11.1.1. Basic Variables of Marketing
  - 11.1.2. The Evolution of the Concept of Marketing
  - 11.1.3. Marketing as an Exchange System
- 11.2. New Trends in Marketing
  - 11.2.1. Evolution and Future of Marketing
- 11.3. Emotional Intelligence Applied to Marketing
  - 11.3.1. What is Emotional Intelligence?
  - 11.3.2. How to Apply Emotional Intelligence in Your Marketing Strategy
- 11.4. Social Marketing and Corporate Social Liability
- 11.5. Internal Marketing
  - 11.5.1. Traditional Marketing (Marketing Mix)
  - 11.5.2. Referral Marketing
  - 11.5.3. Content Marketing

- 11.6. External Marketing
  - 11.6.1. Operational Marketing
  - 11.6.2. Strategic Marketing
  - 11.6.3. Inbound Marketing
  - 11.6.4. E-mail Marketing
  - 11.6.5. Influencer Marketing
- 11.7. internal VS External Marketing
- 11.8. Patient Loyalty Techniques
  - 11.8.1. The Importance of Patient Loyalty
  - 11.8.2. Digital Tools Applied to Patient Loyalty

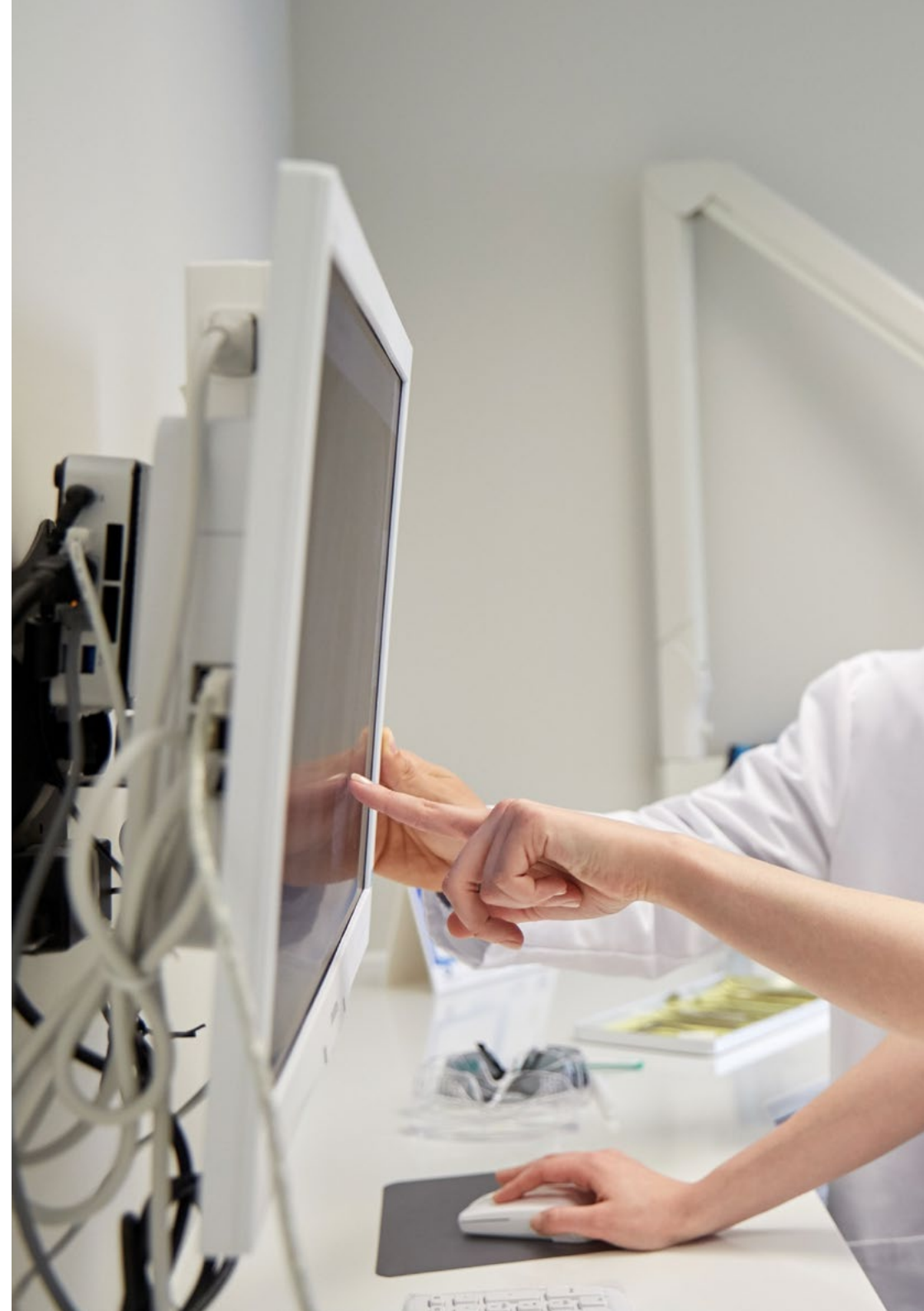
## Module 12. Marketing 2.0

- 12.1. The Importance of Branding for Differentiation
  - 12.1.1. Visual Identity
  - 12.1.2. The Stages of Branding
  - 12.1.3. Branding as a Differentiation Strategy
  - 12.1.4. Junk Archetypes to Give Your Brand Personality
- 12.2. The Dental Clinic's Website and Corporate Blog
  - 12.2.1. Keys for an Effective and Functional Website
  - 12.2.2. Choice of the Tone of Voice for the Communication Channels
  - 12.2.3. Advantages of Having a Corporate Blog
- 12.3. Effective Use of Social Networks
  - 12.3.1. The Importance of Strategy in Social Networks
  - 12.3.2. Automation Tools for Social Networks
- 12.4. Use of Instant Messaging
  - 12.4.1. The Importance of Direct Communication With Your Patients
  - 12.4.2. Channel for Personalized Promotions or Mass Messages
- 12.5. The Importance of Transmedia Storytelling in Communication 2.0
- 12.6. How to Create Databases Through Communication
- 12.7. Google Analytics to Measure the Impact of Your Communication 2.0
- 12.8. Analysis of the Situation
  - 12.8.1. Analysis of the External Situation
  - 12.8.2. Analysis of the Internal Situation

- 12.9. Establishing Goals
  - 12.9.1. Key Points for Establishing Goals
- 12.10. Strategy Selection
  - 12.10.1. Types of Strategies
- 12.11. Action Plan
- 12.12. Budgets
  - 12.12.1. Budget Allocation
  - 12.12.2. Forecast of Results
- 12.13. Control and Monitoring Methods

### Module 13. The Value of Human Capital

- 13.1. Introduction to the Management of Human Resources
- 13.2. Corporate Culture and Work Environment
- 13.3. The Team
  - 13.3.1. The Dental Team
  - 13.3.2. The Auxiliary Team
  - 13.3.3. Administration and Management
- 13.4. Organization Chart in Our Dental Clinic
  - 13.4.1. Organization Chart of the Clinic: Hierarchy
  - 13.4.2. Description of the Organization Chart's Departments
  - 13.4.3. Description of the Positions at Each Department
  - 13.4.4. Assigning Tasks for Each Position
  - 13.4.5. Department Coordination
- 13.5. Introduction to the Labor and Human Resource Management
- 13.6. Strategies for Adding Human Capital
  - 13.6.1. Strategies for Selecting Staff
  - 13.6.2. Recruitment Strategy
- 13.7. Remuneration Policies
  - 13.7.1. Fixed Remuneration
  - 13.7.2. Variable Remuneration
- 13.8. Strategy for Retaining Talent
  - 13.8.1. What is Talent Retention?
  - 13.8.2. Advantages of Retaining Talent in a Dental Clinic
  - 13.8.3. Ways of Retain Talent





- 13.9. Strategy for Managing Absences
  - 13.9.1. The Importance of Planning for Managing Absences
  - 13.9.2. Ways of Managing Absences at a Dental Clinic
- 13.10. The Labor Relationship
  - 13.10.1. The Work Contract
  - 13.10.2. Working Hours
- 13.11. Recruitment Modalities
  - 13.11.1. Work Contract Types and Modalities
  - 13.11.2. Substantial Modifications of the Work Contract
  - 13.11.3. Ineffectiveness, Suspension and Termination of the Work Contract
- 13.12. Payroll Management
  - 13.12.1. Consultancy: the Dentist's Intelligent Ally
  - 13.12.2. Social Security Contributions
  - 13.12.3. Withholding of Personal Income Tax
- 13.13. Legal Regulations
  - 13.13.1. The Social Security System
  - 13.13.2. Social Security Regimes
  - 13.13.3. Registrations and Withdrawals

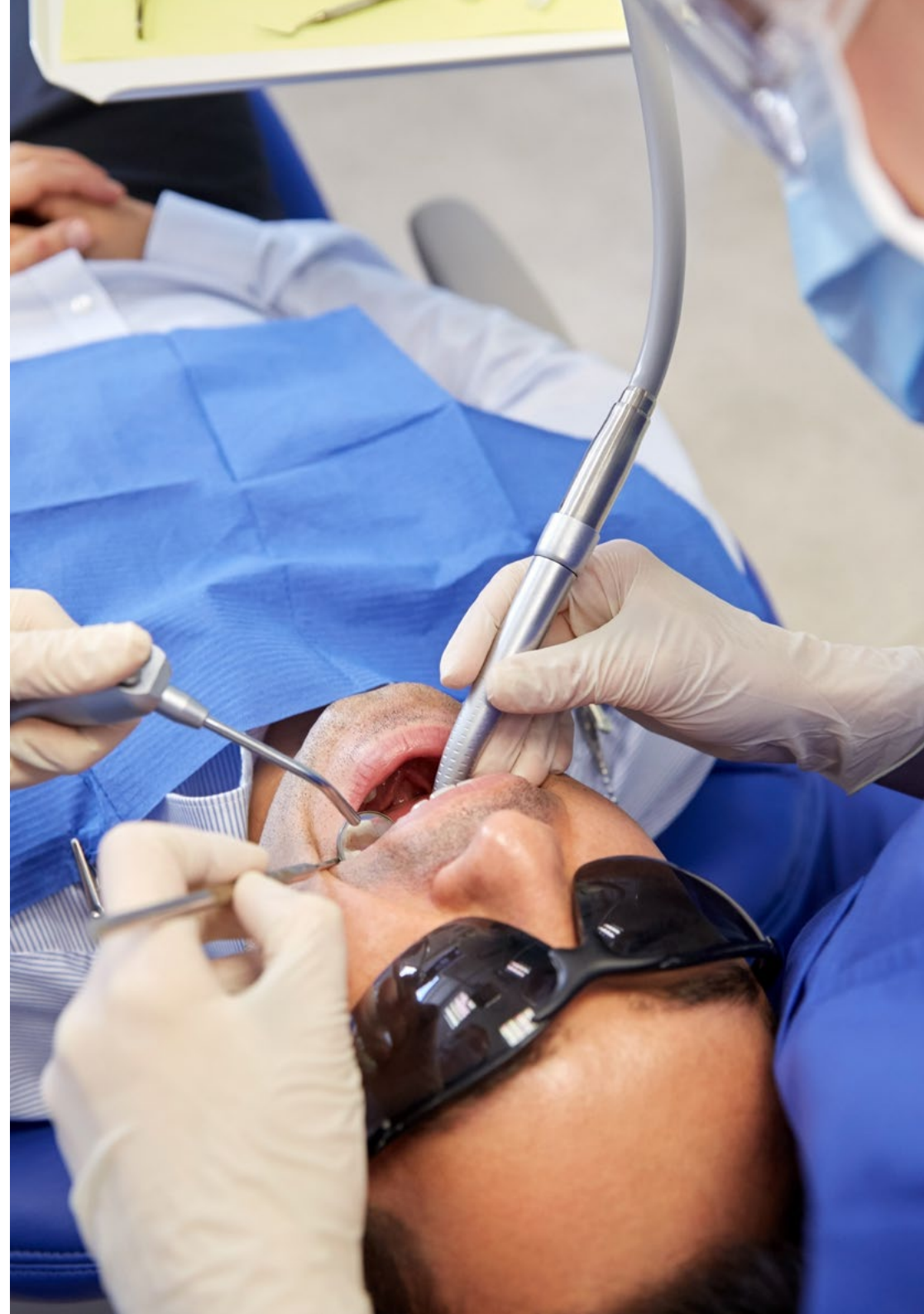
## Module 14. Team Management

- 14.1. What is Personal Leadership?
- 14.2. The Importance of Applying the 33% Rule
- 14.3. Advantages of Implementing a Culture of Leadership at the Dental Clinic
- 14.4. What Type of Leadership is Better to Manage Your Dental Clinic?
  - 14.4.1. Self-Critical Leadership
  - 14.4.2. Objective-Based Leadership
  - 14.4.3. Value-Based Leadership
- 14.5. Personal Leadership Skills
  - 14.5.1. Strategic Thinking
  - 14.5.2. The Importance of the Leader's Vision
  - 14.5.3. How To Develop a Healthy Self-Critical Attitude?

- 14.6. Interpersonal Leadership Skills
  - 14.6.1. Assertive Communication
  - 14.6.2. The Ability to Delegate
  - 14.6.3. Giving and Receiving *Feedback*
- 14.7. Emotional Intelligence Applied to Conflict-Solving
  - 14.7.1. Identifying the Basic Emotions Involved in Taking Action
  - 14.7.2. The Importance of Active Listening
  - 14.7.3. Empathy as a Key Personal Skill
  - 14.7.4. How to Identify Emotional Hijacking
  - 14.7.5. How to Achieve Win-Win Agreements
- 14.8. The Benefits of the Organizational Constellation Technique
- 14.9. Motivational Techniques for Retaining Talent
  - 14.9.1. Recognition
  - 14.9.2. Assigning Responsibilities
  - 14.9.3. Promoting Labor Health
  - 14.9.4. Offering Incentives
- 14.10. The Importance of Evaluating Performance

## Module 15. Quality and Time Management in the Dental Clinic

- 15.1. Quality Applied to the Treatments Offered
  - 15.1.1. Definition of Quality in Dentistry
  - 15.1.2. Standardizing Processes in the Dental Clinic
- 15.2. Quality Management Principles
  - 15.2.1. What is a Quality Management System?
  - 15.2.2. Benefits for the Organization
- 15.3. Quality in Task Performance
  - 15.3.1. Protocols: Definition
  - 15.3.2. Protocols: Purpose of Their Implementation
  - 15.3.3. Protocols: Benefits of Their Implementation
  - 15.3.4. Practical Example: First Visit Protocol
- 15.4. Tools for Monitoring and Revising Protocols
- 15.5. Continuous Improvement in Dental Clinics
  - 15.5.1. What is Continuous Improvement?
  - 15.5.2. Phase 1: Consultancy
  - 15.5.3. Phase 2: Learning
  - 15.5.4. Phase 3: Monitoring





- 15.6. Quality in Patient Satisfaction
  - 15.6.1. Satisfaction Surveys
  - 15.6.2. Applying Satisfaction Surveys
  - 15.6.3. Improvement Reports
- 15.7. Practical Cases of Quality at the Dental Clinic
  - 15.7.1. Practical Case 1: Protocol for Managing Emergencies
  - 15.7.2. Practical Case 2: Producing a Satisfaction Survey
- 15.8. Managing Safety and Health a Work in a Dental Clinic
  - 15.8.1. The Importance of Defining the Main Tasks in a Dental Clinic
  - 15.8.2. "One Task, One Person Responsible" Productivity Technique
  - 15.8.3. Digital Task Managers
- 15.9. Standardizing Time in Dentistry Treatments
  - 15.9.1. The Importance of Gathering Time Data
  - 15.9.2. How to Document Time Standardization
- 15.10. Research Methodology to Optimize Quality Processes
- 15.11. Describing a Quality Management Model for Dentistry Services
- 15.12. Health Audit: Phases

## Module 16. Purchasing and Storage Management

- 16.1. The Importance of an Appropriate Purchasing Plan
- 16.2. Responsibilities of the Purchasing Duty in a Dental Clinic
- 16.3. Efficiently Managing our Warehouse
  - 16.3.1. Storage Costs
  - 16.3.2. Safety Inventory
  - 16.3.3. Registering the Incoming and Outgoing of Material
- 16.4. Stages in the Process of Purchasing
  - 16.4.1. Searching for Information and Suggesting Alternatives
  - 16.4.2. Evaluation and Decision Making
  - 16.4.3. Follow-Up and Monitoring
- 16.5. Ways of Running Accounts and Account Management
  - 16.5.1. Adjusting Order Types to Our Needs
  - 16.5.2. Risk Management
- 16.6. Relationship With the Supplier
  - 16.6.1. Types of Relationships
  - 16.6.2. Payment Policy

- 16.7. Negotiations in Purchases
  - 16.7.1. Necessary Knowledge and Skills
  - 16.7.2. Stages in the Negotiation Process
  - 16.7.3. How to Negotiate Successfully
- 16.8. Quality in Purchases
  - 16.8.1. Benefits for the Clinic as a Whole
  - 16.8.2. Measuring Parameters
- 16.9. Indicators of Efficiency
- 16.10. New Trends in Purchase Management

## Module 17. Costs and Finances Applied to Dental Clinics

- 17.1. Basic Principles of Economy
- 17.2. The Balance Sheet
  - 17.2.1. Structure of the Balance Sheet
  - 17.2.2. Assets
  - 17.2.3. Liabilities
  - 17.2.4. Net Assets
  - 17.2.5. Interpreting the Balance Sheet
- 17.3. Results Research
  - 17.3.1. Structure of the Income Statement
  - 17.3.2. Interpreting the Income Statement
- 17.4. Introduction to Cost Accounting
- 17.5. Benefits of Its Implementation
- 17.6. Fixed Costs in the Dental Clinic
  - 17.6.1. Establishing Fixed Costs
  - 17.6.2. Fixed Costs of a Typical Dental Clinic
  - 17.6.3. Cost/Hour of the Professional
- 17.7. Variables Costs in the Dental Clinic
  - 17.7.1. Establishing Variable Costs
  - 17.7.2. Variables Costs of a Typical Dental Clinic
- 17.8. Cost/Hour of a Dental Clinic
- 17.9. Treatment Costs
- 17.10. Benefit of the Treatment
- 17.11. Pricing Strategy

- 17.12. Introduction to Financial Analysis
- 17.13. Invoices and Other Payment Documents
  - 17.13.1. The Invoice: Meaning and Minimum Content
  - 17.13.2. Other Payment Documents
- 17.14. Managing Collections and Payments
  - 17.14.1. Administrative Organization
  - 17.14.2. Managing Collections and Payments
  - 17.14.3. The Treasury's Budget
  - 17.14.4. ABC Analysis of Patients
  - 17.14.5. Unpaid Receivables
- 17.15. Modes of External Financing
  - 17.15.1. Bank Financing
  - 17.15.2. Leasing
  - 17.15.3. Differences Between Leasing and Renting
  - 17.15.4. Discounts on Commercial Items
- 17.16. Analysis of the Liquidity of Your Clinic
- 17.17. Analysis of the Profitability of Your Clinic
- 17.18. Debt Analysis

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





## Module 18. Dental Dentistry

- 18.1. Basic Concepts
  - 18.1.1. Definition and objectives
  - 18.1.2. Scope of Application
  - 18.1.3. Clinical Act
  - 18.1.4. The Dentist
- 18.2. General Principles
  - 18.2.1. The Principle of Equality Among Patients
  - 18.2.2. Priority of the Patient's Interests
  - 18.2.3. Vocational Duties of the Dentist
- 18.3. Patient Care
  - 18.3.1. Dealing With the Patient
  - 18.3.2. Underage Patients
  - 18.3.3. The Practitioner's Freedom of Choice
  - 18.3.4. The Freedom to Accept or Reject Patients
- 18.4. Medical History
- 18.5. Patient Information
  - 18.5.1. The Patient's Right to Clinical Information
  - 18.5.2. Informed Consent
  - 18.5.3. Clinical Reports
- 18.6. Professional Secrecy
  - 18.6.1. Concept and Content
  - 18.6.2. Extension of the Obligation
  - 18.6.3. Exceptions to Professional Secrecy
  - 18.6.4. Computer Files
- 18.7. Advertising
  - 18.7.1. Basic Requirements of Professional Advertising
  - 18.7.2. Mentioning Titles
  - 18.7.3. Professional Advertising
  - 18.7.4. Actions with a Possible Advertising Effect

06

# Methodology

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

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





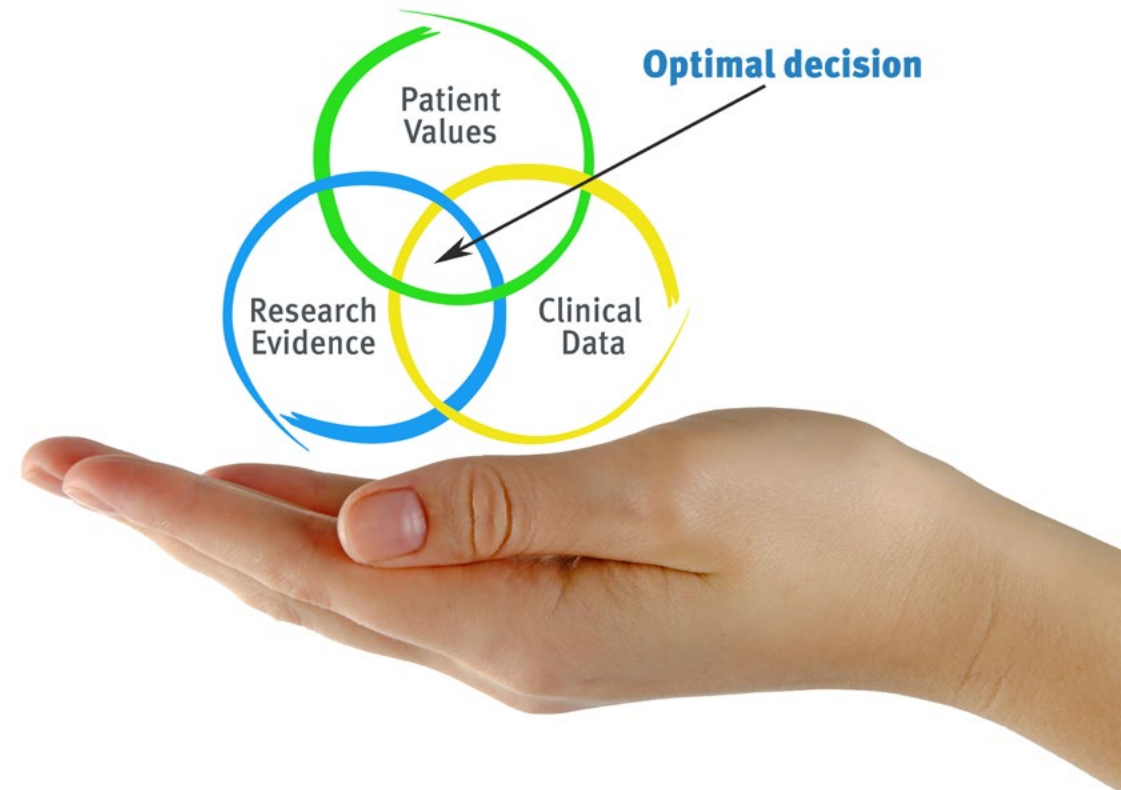
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*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## At TECH we use the Case Method

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

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



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

“

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

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

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



## Relearning Methodology

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

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

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





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

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

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

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

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



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



### Study Material

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

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



### Educational Techniques and Procedures on Video

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



### Interactive Summaries

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

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



### Additional Reading

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





#### Expert-Led Case Studies and Case Analysis

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



#### Testing & Retesting

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



#### Classes

There is scientific evidence suggesting that observing third-party experts can be useful.  
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



#### Quick Action Guides

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



07

# Certificate

This MBA in Dental Clinic Management and Administration guarantees you, in addition to the most rigorous and up-to-date training, access to an Advanced Master's Degree issued by TECH Technological University.



“

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

This **MBA in Dental Clinic Management and Administration** 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** diploma issued by **TECH Technological University** via tracked delivery\*.

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

Title: **Advanced Master's Degree MBA in Dental Clinic Management and Administration**

Official N° of Hours: **3,000 h.**



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

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



**Advanced Master's  
Degree**

MBA Dental Clinic  
Management and  
Administration

Course Modality: Online

Duration: 2 years

Certificate: TECH Technological University

Official N° of Hours: 3,000 h.

# Advanced Master's Degree

## MBA Dental Clinic Management and Administration

