

Advanced Master's Degree

MBA in Nursing
Management and
Administration





Advanced Master's Degree MBA in Nursing Management and Administration

- » Modality: Online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/enfermeria/grand-master/grand-master-mba-nursing-management-administration

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01

Introduction

Managing a healthcare center is not an easy task, since it is a multidisciplinary job in which all areas of the center are involved. Therefore, it is essential that nurses who wish to achieve positions of great responsibility are qualified with high-level education such as the one we present here, which combines the most relevant knowledge of an MBA with specific specialization in healthcare management.





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The new scenarios in healthcare and hospital management push us to propose new specialization programs that meet the real needs of experienced professionals, so that they can incorporate new developments in the field into their daily practice”

The study of the management of healthcare institutions can bring a higher degree of quality to the healthcare organization. The new challenges of the profession, such as research, the improvement of nursing care, the need to increase efficiency in the use of resources, assume new leadership or gain its position in the interdisciplinary team, are not simple challenges to address.

This educational program follows the competency development guidelines for managers in the health, social and social care sector, based on the International Hospital Federation's Leadership Competencies for Healthcare Services Managers. It combines the best of an Online Business School to develop managerial skills, together with management, communication and social and professional responsibility skills, together with the social awareness and ethical conduct required in a position of hospital responsibility.

We will not only take you through the theoretical knowledge we offer, but we will introduce you to another way of studying and learning, one which is simpler, more organic, and efficient. We will work to keep you motivated and to create in you a passion for learning. 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. Additionally, as it is a 100% online education, it is the students themselves who decide where and when to study. No fixed schedules and no obligation to travel to the classroom, which facilitates the reconciliation of work and family life.

In addition, TECH has incorporated a unique collection of 10 additional Masterclasses, developed by a renowned international expert in Nursing and Healthcare Management. This will allow graduates to improve their clinical practice under the guidance of a professional with extensive experience.

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

- ◆ The latest technology in online teaching software
- ◆ A highly visual teaching system, supported by graphic and schematic contents that are easy to assimilate and understand
- ◆ Practical cases presented by practicing experts
- ◆ State-of-the-art interactive video systems
- ◆ Teaching supported by remote education
- ◆ Continuous updating and retraining systems
- ◆ Autonomous learning: full compatibility with other occupations
- ◆ Practical exercises for self-evaluation and learning verification.
- ◆ Support groups and educational synergies: Questions to the expert, discussion forums and knowledge
- ◆ 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 education has ended.



Looking to improve your Nursing and Healthcare Management skills? Thanks to TECH, you will have access to a set of 10 Masterclasses developed by a leading international expert"

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

Our teaching staff is made up of working professionals. In this way, we ensure that we provide you with the up-to-date education we are aiming for. A multidisciplinary team of professionals qualified and experienced in different fields, who will develop the theoretical knowledge in an efficient way but, above all, will put at the service of the specialization the practical knowledge derived from their own experience.

This mastery of the subject is complemented by the effectiveness of the methodological design of this Advanced Master's Degree, which has been developed by a multidisciplinary team of e-learning experts and integrates the latest advances in educational technology. In this way, you will be able to study with a range of easy-to-use and versatile multimedia tools that will give you the necessary skills you need for your specialization.

The design of this program is based on Problem-Based Learning, an approach that conceives learning as a highly practical process. To achieve this remotely, we will use telepractice 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 facing the scenario you are learning at that moment. A concept that will allow you to integrate and fix learning in a more realistic and permanent way.

A deep and complete dive into the strategies and approaches to leadership and management in nursing.

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



02

Objectives

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





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



General Objectives

- ♦ Define the latest trends and developments in business management.
- ♦ Build a plan for the development and improvement of personal and managerial skills
- ♦ Develop strategies for making decisions in a complex and unstable environment
- ♦ Develop the ability to detect, analyze and solve 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 developed by each area of the company.
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Formulate and implement growth strategies that adapt the company to changes in the national and international environment.
- ♦ Analyze the theories and models on the organization and functioning of health systems, focusing on their political, social, legal, economic and organizational structure
- ♦ Approach clinical management from the criteria of efficacy, efficiency, effectiveness, equity, performance and profitability; and the solution of problems through the adequate use of information systems
- ♦ Describe the principles of clinical management that allow for planning, organization, management and evaluation of a center, service or care unit.





Specific Objectives

- ♦ 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 nursing division in the interdisciplinary team and learn about the new challenges of the profession.
- ♦ Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals regarding clinical management in accordance with the legal framework of the health sector.
- ♦ Understand and know how to apply and interpret health law in order to contextualize clinical practice in terms of professional and social responsibility, as well as the ethical aspects associated with health care.
- ♦ Understand and know how to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems
- ♦ Understand and know how to apply the fundamental concepts of economic evaluation techniques and tools applied in health systems and facilities.
- ♦ Understand and apply techniques, styles and methods to define, conduct and lead the personnel policy in health care institutions
- ♦ Understand, apply and know how to assess the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice
- ♦ Understand and know how to apply the approaches to health accreditation in different types of health centers
- ♦ Develop the ability to assess different health care services
- ♦ Develop methodological and instrumental skills in epidemiological research and the assessment of centers, services, technologies and the health programs
- ♦ Develop methodological and instrumental skills to adequately use the different health information systems in the management decisions of the clinical units.
- ♦ Design and lead improvement, innovation and transformation processes in the units, services and centers
- ♦ Identify, understand and integrate management skills in the daily processes of health management
- ♦ Conduct a critical and in-depth study on a topic of scientific interest in the field of infectious diseases

03 Skills

Once all the contents have been studied and the objectives of the Advanced Master's Degree MBA in Nursing Management and Administration have been achieved, the professional will have a higher level of expertise and performance in this area. A very complete approach, in a high-level Advanced 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”



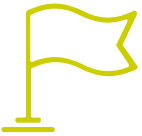
General Skills

- ♦ 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.



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





Specific Skills

- ♦ Describe, compare and interpret characteristics and performance data of different health care models and systems
- ♦ Apply the essential concepts and methods of planning, organization and management of health institutions
- ♦ Learn 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 the provision of health care
- ♦ Contextualize the nursing division in the interdisciplinary team and learn about the new challenges of the profession
- ♦ Understand, interpret, transmit and apply regulatory standards for the activities and functions of health professionals in clinical management in accordance with the legal framework of the health field
- ♦ Understand and know how to perform an economic analysis of the functioning of health care institutions and the economic behavior of the agents involved in health systems
- ♦ Understand and know how to apply the fundamental concepts of the techniques and instruments of economic assessment applied to healthcare systems and facilities
- ♦ Understand and apply techniques, styles and methods for defining, conducting and leading personnel policy in healthcare institutions
- ♦ Understand, apply and know how to evaluate the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice.
- ♦ Get to know, apply and lead quality and patient safety systems applied to the context of clinical management units
- ♦ Understand and know how to apply health accreditation approaches to different types of healthcare centers
- ♦ Develop the skills to evaluate the different health benefits.
- ♦ Develop methodological and instrumental skills in epidemiological research and the evaluation of centers, services, technologies and health programs.
- ♦ Develop methodological and instrumental skills to adequately use the different health information systems in the management decisions of the clinical units
- ♦ Understand, interpret and appropriately apply the most suitable tools for clinical assessment and decision making in each situation.
- ♦ Design and lead improvement, innovation and transformation processes in the units, services and centers
- ♦ Identify, understand and integrate managerial skills into daily health management procedures
- ♦ Manage scientific databases for carrying out reviews and bibliographic searches of scientific studies.
- ♦ Communicate result findings after having analyzed, evaluated, and synthesized the data

04

Course Management

This Advanced Master's Degree in MBA in Nursing Management and Administration has been designed by a team of outstanding professionals in the healthcare field, who will not only deliver knowledge, but will also motivate graduates to be visionary leaders in the medical field. In this way, their goal will be to empower students to challenge established norms and lead with skill and vision in a global context.



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Keep your knowledge in Nursing Management and Administration up to date with the leading specialists in the field. Give your career a boost thanks to TECH!”

International Guest Director

Andrew D. Magalee is an outstanding leader in the field of **Nursing and Health Care Management**, with a career path marked by his commitment to **excellence and innovation**. As such, he has served as **Director of Nursing for Nursing Staffing and Resource Management** at **Johns Hopkins Bayview Medical Center**, a position of great responsibility at one of the most prestigious medical institutions internationally.

With a strong academic background, including a **Master's Degree in Nursing Administration**, with a specialization in **Pediatric Care**, from New York University, he has combined his theoretical knowledge with extensive practical experience. In addition, he has held the position of **Director of Nursing** at **Dartmouth-Hitchcock Medical Center**, where he has made a significant mark in improving **quality of care and operational efficiency**. He has also served as **Assistant Manager** at **Langone Medical Center**, New York University.

In addition to his outstanding **professional work**, Andrew D. Magalee has demonstrated a commitment to academic preparation, having completed undergraduate degrees in both **Biology and Nursing** at renowned American institutions such as St. John's University and New York University. Therefore, his knowledge and skills range from **hospital management** to the implementation of **healthcare technologies**, including his extensive background in **Human Resources, performance improvement, health insurance, clinical research and emergency management**. All this positions him as an influential and respected figure in the international **healthcare arena**.



Mr. Magalee, Andrew D.

- Director of Nursing, Personnel and Resource Management, Johns Hopkins Bayview Medical Center United States
- Director of Nursing, Dartmouth-Hitchcock Medical Center, New Hampshire
- Assistant Manager at Langone Medical Center, New York University
- Master's Degree in Nursing Administration, specialization in Pediatric Care, New York University
- B.S. in Nursing, New York University
- B.S. in Biology, St. John's University

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

05

Structure and Content

The contents of this specialisation have been developed by the different teachers of this Advanced Master's Degree, 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 Grand Master's Degree 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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Thanks to a very well compartmentalized development, you will be able to access the most advanced knowledge of the moment to develop with ease and efficiency in this industry”

Module 1. Leadership, Ethics, and CSR

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

Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Organizational Culture
 - 2.1.2. Organizational 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
 - 2.2.2. Determining the Corporate Strategy
 - 2.2.3. 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. Stock Management
 - 5.2.2. Warehouse Management
 - 5.2.3. Purchasing and Procurement Management
- 5.3. Supply Chain Management (1)
 - 5.3.1. Costs and Efficiency of the Operations Chain
 - 5.3.2. Change in Demand Patterns
 - 5.3.3. Change in Operations Strategy



- 5.4. Supply Chain Management (2). Implementation
 - 5.4.1. Lean Manufacturing/Lean Thinking
 - 5.4.2. Logistics Management
 - 5.4.3. Purchasing
- 5.5. Logistical Processes
 - 5.5.1. Organization and Management by Processes
 - 5.5.2. Procurement, Production and 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 Communications

- 7.1. Commercial Management
 - 7.1.1. Sales Management
 - 7.1.2. Commercial Strategy
 - 7.1.3. Sales and Negotiation Techniques
 - 7.1.4. Management of Sales Teams
- 7.2. Marketing
 - 7.2.1. Marketing and the Impact on the Company
 - 7.2.2. Basic Marketing Variables
 - 7.2.3. Marketing Plan
- 7.3. Strategic Marketing Management
 - 7.3.1. Sources of Innovation
 - 7.3.1. Current Trends in Marketing
 - 7.3.2. Marketing Tools
 - 7.3.3. Marketing Strategy and Communication with Customers
- 7.4. Digital Marketing Strategy
 - 7.4.1. Approach to Digital Marketing
 - 7.4.2. Digital Marketing Tools
 - 7.4.3. Inbound Marketing and the Evolution of Digital Marketing
- 7.5. Sales and Communication Strategy
 - 7.5.1. Positioning and Promotion
 - 7.5.2. Public Relations
 - 7.5.3. Sales and Communication Strategy
- 7.6. Corporate Communication
 - 7.6.1. Internal and External Communication
 - 7.6.2. Communication Departments
 - 7.6.3. Communication Managers: Managerial Skills and Responsibilities
- 7.7. Corporate Communication Strategy
 - 7.7.1. Corporate Communication Strategy
 - 7.7.2. Communication Plan
 - 7.7.3. Press Release/*Clipping*/Publicity Writing

Module 8. Innovation and Project Management

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

Module 9. Planning and Control of Health Organizations

- 9.1. The Process of Strategic Planning
 - 9.1.1. Definition of Planning in Healthcare
 - 9.1.2. Planning Principles in Healthcare
 - 9.1.3. Planning Levels
 - 9.1.4. Stages in the Planning Process
 - 9.1.5. Strategic Planning
 - 9.1.6. Explicit Mission, Vision, and Values
 - 9.1.7. Analysing the Situation
 - 9.1.8. Establishing Strategic Lines, Objectives and Goals Action Plan
 - 9.1.9. Planning and Continuous Quality Improvement
 - 9.1.10. Advantages of Strategic Planning
 - 9.1.11. Limitations of Strategic Planning
 - 9.1.12. Assessment
- 9.2. Management by Values and Objectives
 - 9.2.1. Management by Values and Objectives
 - 9.2.2. Strategic Lines and Objectives
 - 9.2.3. Monitoring Actions and Ongoing Evaluation
 - 9.2.4. Planning and Management Techniques
 - 9.2.5. Healthcare Management Plans, Programs and Projects
 - 9.2.6. Planning Assessment
- 9.3. Organizational Theory Applied to Healthcare
 - 9.3.1. Types of Organization
 - 9.3.2. Organizational Behavior
 - 9.3.3. Characteristics of Public Healthcare Organization
 - 9.3.4. New Organizational Models
- 9.4. Management and Direction
 - 9.4.1. The Concept of Management
 - 9.4.2. Management Function
 - 9.4.3. Other Theories on the Managerial Function
 - 9.4.4. Collegiate Management Bodies
- 9.5. Management Control
 - 9.5.1. Definition, Types and Procedures
 - 9.5.2. Audits, Permanent Control and Monitoring

Module 10. Health Systems and Policies

- 10.1. Health Systems
 - 10.1.1. Main Health System Models
 - 10.1.2. The Spanish Healthcare System BORRAR
 - 10.1.3. Health System Models: Beveridge
 - 10.1.4. Health System Models: Bismarck
- 10.2. Healthcare Financing and Provision
 - 10.2.1. Components and Actors in Health Systems
 - 10.2.2. Types of Financing
 - 10.2.3. Financing Health Systems
 - 10.2.4. Health financing in Spain. BORRAR Dependence and Evolution BORRAR
 - 10.2.5. The Right to Health Care. Basic and Complementary Services Portfolio
 - 10.2.6. Different Provision Models in an NHS
 - 10.2.7. Co-payment and User Financing
- 10.3. National Health System
 - 10.3.1. Basic Definitions
 - 10.3.2. Basic Objectives in the Health System in Spain BORRAR
 - 10.3.3. Historical Background BORRAR
 - 10.3.4. General Health Law, Law 14, April 25, 1986 BORRAR
 - 10.3.5. Cohesion and Quality Law (2003): Law 16/2003, May 28, 2003 BORRAR
 - 10.3.6. Spanish Health Authorities BORRAR
 - 10.3.7. Functional Organization in the National Health System
 - 10.3.8. Territorial Organization in the National Health System
 - 10.3.9. NHS Challenges: Levels and Competencies to Improve Quality and Sustainability
- 10.4. Evolution and Other Aspects of Health Systems
 - 10.4.1. Information Technology as a Driver for the Transformation of Healthcare Systems
 - 10.4.2. Impact of Appropriate ICT-Based Knowledge Management
 - 10.4.3. Public Health. Promotion of Health and Health Education. Prevention
 - 10.4.4. Social and Health Coordination or Integration. The Concept of a Public Social Health Space
- 10.5. Alternatives to the Traditional Management Models
 - 10.5.1. Description of the New Management Formulas in the NHS
 - 10.5.2. Evaluation of New Management Models. Results and Experience

Module 11. The Nursing Department in the Health System

- 11.1. Nursing Department and Strategic Management
 - 11.1.1. Introduction
 - 11.1.2. Structure and Content of Health System Authorities
 - 11.1.3. Nursing Administration
 - 11.1.4. Nurse Managers
 - 11.1.5. The Concept of Strategic Management in a Nursing Department
 - 11.1.6. Creating High-Performance Teams
- 11.2. Information Systems in Nursing
 - 11.2.1. Introduction
 - 11.2.2. The Importance of Knowledge Management through ICT in Health Organizations
 - 11.2.3. ICT and Decision Making. Interpretation of Indicators and Scorecards
 - 11.2.4. The Impact of ICT and Information Systems on Clinical Efficiency, Quality and Safety. ICT, Communication and Management?
 - 11.2.5. Intranet Nursing Administration. A Design
- 11.3. Continued Service
 - 11.3.1. Introduction
 - 11.3.2. Levels of Care. Single or Integrated Management
 - 11.3.3. Continued Service and Continued Care
 - 11.3.4. Care Pathways and Integrated Care Processes
 - 11.3.5. New Nursing Care Roles: Primary Care, Hospital Liaison Manager, and Complex Primary Care Case Manager
 - 11.3.6. Strategies to Improve Continued Service
- 11.4. Bioethics in Nursing Procedures and Value-Based Management
 - 11.4.1. Introduction and Concepts
 - 11.4.2. Principles of Bioethics
 - 11.4.3. The Role of Nurses in Ethical Decision Making in Interdisciplinary Teams
 - 11.4.4. Ethics Committees in Health Organizations
 - 11.4.5. Values Management

- 11.5. Managing Nursing Knowledge
 - 11.5.1. Introduction
 - 11.5.2. Knowledge Management in Healthcare Organizations. Teaching and Training Committees and Commissions
 - 11.5.3. Undergraduate Teaching in Health Institutions. Tutoring
 - 11.5.4. Tools for Knowledge Management in Nursing Administration
- 11.6. Visibility in Nursing: Blog and Networks
 - 11.6.1. Introduction
 - 11.6.2. The Digital Revolution in Health Care. Description of New Digital Tools. How to Improve Visibility
 - 11.6.3. Experiences on Nursing Networks and Blogs
 - 11.6.4. Concept of Hospital or Liquid Health Organization

Module 12. Clinical and Nursing Care Management

- 12.1. Normalization of Nursing Language
 - 12.1.1. Introduction
 - 12.1.2. Importance of Standardizing Nursing Languages
 - 12.1.3. Standardized Nursing Terminologies
 - 12.1.4. NANDA International
 - 12.1.5. The Core of Nursing Classifications and Clinical Effectiveness
 - 12.1.6. NANDA Nursing Diagnoses
 - 12.1.7. NOC Results
 - 12.1.8. NIC Interventions
 - 12.1.9. NNN Taxonomy
- 12.2. Information and Registering Systems in Nursing
 - 12.2.1. Introduction
 - 12.2.2. Control Panels
 - 12.2.3. Electronic Medical Record/Electronic Health Record
 - 12.2.4. Nursing Records
 - 12.2.5. Application of Big Data in Healthcare

- 12.3. Health Results
 - 12.3.1. Introduction
 - 12.3.2. Health Outcome Variables
 - 12.3.3. Measuring Results
 - 12.3.4. Health Outcome Research
 - 12.3.5. Determinants of Nurse Practice-Sensitive Outcomes
- 12.4. Patient Classification Systems
 - 12.4.1. Introduction
 - 12.4.2. Diagnosis-Related Groups (DRGs)
 - 12.4.3. The NIPE (Standardization of Interventions for Nursing Practice) Project
 - 12.4.4. Patient Classification Systems in Nursing Care
- 12.5. Evidence-Based Nursing
 - 12.5.1. Introduction
 - 12.5.2. Evidence-Based Nursing
 - 12.5.3. EBP Phases
 - 12.5.4. Measuring EBP
 - 12.5.5. Centers Committed to Excellent Care Project
- 12.6. Tools for Care Management: Clinical and Procedures Management
 - 12.6.1. Clinical Management
 - 12.6.2. Instruments for Clinical Management

Module 13. People and Talent Management

- 13.1. Health Professionals
 - 13.1.1. Introduction
 - 13.1.2. Historical Context
 - 13.1.3. Law on the Organization of Health Professions (LOPS)
 - 13.1.4. General Principles of the Relationship Between Health Professionals and the People They Care For
 - 13.1.5. Types of Professionals
 - 13.1.6. Health Graduates. Article 7
 - 13.1.7. Professional Practice of Health Organizations. Article 8
 - 13.1.8. Interprofessional Relationships and Teamwork. Article 9
 - 13.1.9. On Training Health Professionals

- 13.2. Rights and Responsibilities Retributions
 - 13.2.1. Introduction
 - 13.2.2. Rights, Duties and Compensation
 - 13.2.3. Unions and Representation
 - 13.2.4. Participation and Collective Bargaining
 - 13.2.5. Personnel Boards and Company Councils
- 13.3. Working Day in the Units and Services
 - 13.3.1. Introduction
 - 13.3.2. Types of Shift Work Organization
- 13.4. Tools for Employability in the Public and Private Field

Module 14. Management and Economic Assessment

- 14.1. Bases of Accounting Applied to Economic Health Management
 - 14.1.1. Objectives
 - 14.1.2. What Is Economic-Financial Management?
 - 14.1.3. The Balance Sheet
 - 14.1.4. Income Statements
 - 14.1.5. Financial Management
- 14.2. Efficiency and Sustainability of Health Systems
 - 14.2.1. Introduction
 - 14.2.2. Definitions
 - 14.2.3. BORRAR
 - 14.2.4. Macroeconomic Sustainability
 - 14.2.5. Factors Putting Upward Pressure on Public Health Spending, Compromising Its Sustainability
 - 14.2.6. Health Care Spending in the Autonomous Communities in Spain BORRAR
 - 14.2.7. Reduction in Public Health Spending in Recent Years BORRAR
 - 14.2.8. Use of Health Services. Supply and Demand
 - 14.2.9. Health System and Sustainability Reports
 - 14.2.10. Measures to Improve Health System Efficiency and Sustainability
 - 14.2.11. Improving Efficiency through Process Management
 - 14.2.12. Summary and Recommendations to Improve Efficiency and Sustainability

- 14.3. Budget and Purchasing
 - 14.3.1. Budget Concept and Budgetary Principles
 - 14.3.2. Types of Budgets
 - 14.3.3. Budget Structure
 - 14.3.4. Budget Cycle
 - 14.3.5. Purchasing and Procurement Management
 - 14.3.6. Management of Public Service Procurement
- 14.4. Financing and Payment Models
 - 14.4.1. Objectives
 - 14.4.2. Payment Models and Actors in the Health System
 - 14.4.3. Payment Models to Professionals
 - 14.4.4. Ideal Payment Model
 - 14.4.5. Payment Models and Incentive Models
 - 14.4.6. Assess Incentive Efficacy
- 14.5. Nursing Contribution to the Evaluation of Medical Products Nursing Managers of Material Resources
 - 14.5.1. Introduction
 - 14.5.2. Why Put a Nurse in Charge of Material Resources?
 - 14.5.3. Material Resources Nurse Profile
 - 14.5.4. Competencies and Scope of Action
 - 14.5.5. Centralized Purchasing
 - 14.5.6. Technical Specification Elaborated by the Technical Commission
 - 14.5.7. Kanban System
- 14.6. Cost Calculation
 - 14.6.1. Introduction
 - 14.6.2. Financial Assessment Fundamentals
 - 14.6.3. Critiques of the Fundamentals of Welfare Economics
 - 14.6.4. Classification of Accounting According to Purpose
 - 14.6.5. Defining and Classifying Costs
 - 14.6.6. Financial Assessments Used in Healthcare
 - 14.6.7. Cost Centers
 - 14.6.8. Process Cost and Patient Cost

- 14.7. Management Agreements
 - 14.7.1. Introduction
 - 14.7.2. Strategic Planning as a Starting Point
 - 14.7.3. The Management Agreement or Program Contract
 - 14.7.4. Contents Normally Included in Management Agreements
 - 14.7.5. Management Agreements and Differential Compensation
 - 14.7.6. Limitations and Aspects to Consider in a Management by Objectives System

Module 15. Quality Management

- 15.1. Quality
 - 15.1.1. Quality Care
 - 15.1.2. Health and Quality Activity Records

Module 16. Competency Management

- 16.1. Performance Assessment. Competency Management
 - 16.1.1. Definition of Competencies
 - 16.1.2. Performance Assessment Procedure Implementation
 - 16.1.3. Nursing Functions
 - 16.1.4. General and Specific Competencies in Nursing
 - 16.1.5. Feedback from Professions for Improving their Performance and Self-Evaluation
 - 16.1.6. Training Itinerary Design for Skills Development
 - 16.1.7. Intrinsic and Extrinsic Motivation to Improve Performance Methods
 - 16.1.8. Most Important Principles of Change
- 16.2. Methods and Techniques

Module 17. Patient Safety

- 17.1. Patient Security
 - 17.1.1. Introduction and Definition Background and Current Situation
 - 17.1.2. Unambiguous Patient Identification, Tracking and Traceability Systems
 - 17.1.3. Patients at Risk of Suffering Pressure Ulcers
 - 17.1.4. Infection Risks Associated to Nursing Care. Venous Access Care

 - 17.1.5. Risk of Falling Fall Prevention and Monitoring in Hospitalized Patients
- 17.2. Nosocomial Infections
 - 17.2.1. Nosocomial Infections. BORRAR Definition and Classification, Evolution of EPINE Surveys
 - 17.2.2. Nursing Care in Case of Intrahospital Infections
 - 17.2.3. Hospital Infection Control and Surveillance Programs and Networks
 - 17.2.4. Asepsis, Disinfection and Sterilization
- 17.3. Prevention
 - 17.3.1. Introduction
 - 17.3.2. Primary and Secondary Prevention. Types and Examples
 - 17.3.3. Preventing and Detecting Adverse Events in Preparing and Administering Medication
 - 17.3.4. Screening Programs: Breast Cancer. Management and Role of Nursing Staff
 - 17.3.5. Screening Programs: Colon Cancer. Nursing Role and Management
 - 17.3.6. Managing a Vaccination Program. Childhood Vaccination. The Role of Nursing Staff
 - 17.3.7. Managing a Vaccination Program Flu Vaccination. The Role of Nursing
 - 17.3.8. FMEA: Failure Modes and Effects Analysis. Root Cause Analysis
- 17.4. Information and Record Systems
 - 17.4.1. Information and Record Systems
 - 17.4.2. Benefits of Registration and Notification Systems
 - 17.4.3. Adverse Event Reporting and Recording Systems
 - 17.4.4. Detection
 - 17.4.5. Notification
 - 17.4.6. Classification

- 17.5. Secondary and Tertiary Victims
 - 17.5.1. Health Professionals in the Face of Adverse Effects
 - 17.5.2. Recovery Trajectory and Emotional Support
 - 17.5.3. Impact on Corporate Image

Módulo 18. Quality Accreditation in Healthcare

- 18.1. Accreditation in Health Care
 - 18.1.1. Introduction
 - 18.1.2. The Role of Accreditation in Quality Management Programs
- 18.2. Organizations and Criteria
 - 18.2.1. Introduction
 - 18.2.3. Accreditation Models
- 18.3. Joint Commission International
 - 18.3.1. Introduction
 - 18.3.2. History
 - 18.3.3. Accreditation According to International Principles for Health Care Standards
 - 18.3.4. The Joint Commission International
- 18.4. EFQM Model
 - 18.4.1. Introduction
 - 18.4.2. Criteria in Models for Excellence
 - 18.4.3. The RADAR Logic Scheme
 - 18.4.4. Update of the EFQM Excellence Model 2013
- 18.5. ISO Accreditation
 - 18.5.1. Introduction
 - 18.5.2. Rules Are Used as a Standard for Certification
 - 18.5.3. Health System Accreditation Status
 - 18.5.4. Accreditation in Perspective: Main Theoretical-Practical Conflicts

Module 19. Managing Special and Hospitalization Services

- 19.1. Emergency Services Management
 - 19.1.1. Introduction
 - 19.1.2. The Emergency Department. Physical Structure, Organization and Channels
 - 19.1.3. Emergency Patient Care. Channels and Triage
 - 19.1.4. Human and Material Resources. Calculation
 - 19.1.5. Management of Observation and Short Stays in Emergency Departments
 - 19.1.6. Pre-Entry and Pre-Admission Units
 - 19.1.7. Feasible Improvements: Queue Management and Patient Traceability
 - 19.1.8. Citizen Information in Emergencies
 - 19.1.9. Emergency Planning and Evacuation
- 19.2. UCI Management
 - 19.2.1. ICU. Physical Structure, Organization and Channels
 - 19.2.2. Human Resource Allocation. Standards. ICU Nursing Competencies
 - 19.2.3. Material Resources. Technology and Equipment. Monitoring
 - 19.2.4. Transplant Management. Transplant Patient Care. Transplant Team. Transplant Coordination
 - 19.2.5. Safety Management in the ICU. Zero Bacteremia Project
 - 19.2.6. Humanization in ICUs
- 19.3. Surgical Unit Management
 - 19.3.1. The Surgical Unit. Physical Structure, Organization and Circuits. Restrictions
 - 19.3.2. Coordination between Operating Rooms Surgical Performance and Operation Indicators. Surgical Scheduling. Improving Performance
 - 19.3.3. Calculation of Human Resources in a Surgical Department
 - 19.3.4. Material Resource Calculation. Operating Room Technology and Maintenance
 - 19.3.5. Safety Management in a Surgical Department. Surgical Checklist. Surgical Hand Washing
 - 19.3.6. Asepsis and Sterilization in Operating Rooms. Environmental Monitoring of the Operating Room

- 19.4. Management of Hospitalization Units
 - 19.4.1. Nursing Units Management. Physical Structure, Organization and Channels
 - 19.4.2. Patient Reception and the Humanization of Inpatient Care
 - 19.4.3. Human Resources in Hospitalization Units
 - 19.4.4. Material Resources: Health Equipment and Technology
- 19.5. Other Units or Special Services
 - 19.5.1. Hemodialysis Units. Physical Structure, Organization and Channels
 - 19.5.2. Hemodynamic Units. Physical Structure, Organization and Channels
 - 19.5.3. Stroke Units. Physical Structure, Organization and Channels
 - 19.5.4. Pain Management Units. Physical Structure, Organization and Channels

Module 20. Managing Central Services

- 20.1. Management of Central or Auxiliary Services
 - 20.1.1. Introduction
 - 20.1.2. Health Processes
 - 20.1.3. Hospital Services
 - 20.1.4. Central Services
 - 20.1.5. Central Services Components
- 20.2. Radiodiagnostic Services Management
 - 20.2.1. Introduction
 - 20.2.2. Radiodiagnostic Services
 - 20.2.3. Strategic Analysis
 - 20.2.4. Personnel Calculation
 - 20.2.5. Physical Structure
 - 20.2.6. Radiology Service Processes
 - 20.2.7. Nursing in Radiodiagnostic Services

- 20.3. Laboratory Management
 - 20.3.1. Introduction
 - 20.3.2. Laboratory Clinic
 - 20.3.3. Laboratory Figures
 - 20.3.4. Care Units
 - 20.3.5. Clinical Laboratory Results
 - 20.3.6. Information Systems
 - 20.3.7. Structure
 - 20.3.8. Professional Development
 - 20.3.9. Administration and Planning
 - 20.3.10. Equipment Management
 - 20.3.11. Functions and Competencies
- 20.4. Pharmacy Hospital Management
 - 20.4.1. Introduction
 - 20.4.2. Definition of Pharmacy Hospital
 - 20.4.3. Pharmacy Service Processes
 - 20.4.4. Unidose in Hospitals
 - 20.4.5. Storage in Nursing Units
- 20.5. Hospitality, Complementary and Voluntary Services Management
 - 20.5.1. Introduction
 - 20.5.2. Hospital Food
 - 20.5.3. Linen Service
 - 20.5.4. Hospital Volunteering

Module 21. Management of Transversal and Primary Services

- 21.1. Primary Healthcare
 - 21.1.1. Definition
 - 21.1.2. Basic Principles in Primary Health Care
 - 21.1.3. Primary Health Care History
 - 21.1.4. Strategy to Progressively Transform the Health System
 - 21.1.5. APS Contents
 - 21.1.6. Basic Welfare Structures. The Welfare Center and Primary Care Team. Planning, Organization and Operation
 - 21.1.7. PA Resolution Capacity. Scientific Evidence of its Capacity. Primary Care Operation Indicators
 - 21.1.8. Community Care: Health Programs. Promotion of Health and Health Education
- 21.2. Primary Care Clinical Management
 - 21.2.1. PA Management Models
 - 21.2.2. Defining Features of QA
 - 21.2.3. Regulatory Framework for Clinical Management
 - 21.2.4. Clinical Management Units in Primary Care
 - 21.2.5. Health Associative-Based Entities Self-Management Model in Primary Care
 - 21.2.6. Clinical Management Contract or Program Contract
 - 21.2.7. Quality Care and Evidence-Based Practice
 - 21.2.8. Coordination with Specialist Care and Social Services. Referral and Continuity of Care
 - 21.2.9. Emergency and Continuous Care. PAC Model and Special Emergency Services Model
 - 21.2.10. Home Care
- 21.3. Chronic Patient Management
 - 21.3.1. Introduction
 - 21.3.2. Chronic Patient Care Models
 - 21.3.3. The Role of Nursing in Chronic Care
 - 21.3.4. Nursing Case Management and Liaison Nursing
 - 21.3.5. Controlling Chronic Diseases at Home
 - 21.3.6. Chronicity and Social Healthcare

- 21.4. Experiences in Patient Empowerment: Active Patients, School of Patients
 - 21.4.1. Introduction
 - 21.4.2. Patient Empowerment and Nursing Input
 - 21.4.3. Peer Support
 - 21.4.4. Self-Care and Self-Care Support
 - 21.4.5. Health Education and Self-Management Education
 - 21.4.6. Self-Management Programs. Features
 - 21.4.7. Self-Management Programs. International Experiences

Module 22. Managing Outpatient Services

- 22.1. Outpatient Services Management
 - 22.1.1. Introduction
 - 22.1.2. Agencies Involved
 - 22.1.3. External Consultation and Procedures
 - 22.1.4. Patient Care Circuits
 - 22.1.5. First-Second Visit Ratio
 - 22.1.6. Calculating Consultation Delays
- 22.2. Out-of-Hospital Emergencies Management
 - 22.2.1. Introduction
 - 22.2.2. Evolution Over Time
 - 22.2.3. Emergency Coordination Centers
 - 22.2.4. Human Resources and Skills. Team Involved
 - 22.2.5. Health Care Network Devices Coordination
 - 22.2.6. Emergency Quality Indicators
 - 22.2.7. Planning for Disasters. Managing a Disaster

- 22.3. Home Care: Models
 - 22.3.1. Introduction
 - 22.3.2. Home Hospitalization Types and Concepts
 - 22.3.3. Criteria for Patient Selection
 - 22.3.4. Calculating and Managing Human and Material Resources
 - 22.3.5. Palliative Care at Home. Techniques and Patient Selection
 - 22.3.6. Family Support and Bereavement Management
 - 22.3.7. Managing Primary Caregiver Overload. Family Claudication
- 22.4. Other Outpatient Care Services
 - 22.4.1. Adult, Child and Adolescent Mental Health Units
 - 22.4.2. Addictive Behavior Units
 - 22.4.3. Women's and Reproductive Health Care Units
 - 22.4.4. Telemedicine

Module 23. Leadership Management

- 23.1. Team Leadership
 - 23.1.1. Theories on the Nature and Origin of Authority
 - 23.1.2. Authority and Power, Types of Power
 - 23.1.3. Leadership, Components and Types
 - 23.1.4. New Leadership Models. Situational Leadership Coaching
 - 23.1.5. How to Create a Leader
 - 23.1.6. The Term *Staff'*
- 23.2. Motivation
 - 23.2.1. Introduction
 - 23.2.2. Intrinsic and Extrinsic Motivation
 - 23.2.3. Differences between Motivation and Satisfaction: Different Theories
- 23.3. Delegation
 - 23.3.1. What is Delegation?
 - 23.3.2. Ways of Assessing Delegation: Tasks
 - 23.3.3. Non-Delegable Functions
 - 23.3.4. Attitudes
- 23.4. Executive Coaching
 - 23.4.1. Introduction
 - 23.4.2. Development

Module 24. Managerial Decision Making

- 24.1. Decision Making
 - 24.1.1. Deciding as an Organizational Process
 - 24.1.2. Decision Process Phases
 - 24.1.3. Features of any Decision
- 24.2. The Decision Process
 - 24.2.1. Decision Making
 - 24.2.2. Decision Criteria
 - 24.2.3. Decision Classification
 - 24.2.4. Centralized Decision Process
 - 24.2.5. Limiting Factor Principle. Cost Effectiveness and Efficiency in the Decision-making Process
 - 24.2.6. Choosing the Best Solution
- 24.3. Techniques for Decision Making
 - 24.3.1. Different Techniques
 - 24.3.2. Techniques that Facilitate Decision Making. SWOT Analysis
 - 24.3.3. Prioritization Techniques

Module 25. Internal Communication in Management

- 25.1. Communication
 - 25.1.1. Conceptual Approach
 - 25.1.2. Internal Communication in Health Organization Do You Have a Plan?
 - 25.1.3. How to Create Internal Communication Plan
 - 25.1.4. Tools. Evolution of the Internal Circulation Note to the Corporate Social Network
- 25.2. Meetings
 - 25.2.1. Conceptual Approach
 - 25.2.2. Management Meetings and Time Management
 - 25.2.3. Scheduled Team Meeting Architecture. A Proposal
 - 25.2.4. Keys to Success in Preparing a Meeting
 - 25.2.5. Meeting Management

- 25.3. Conflict Management
 - 25.3.1. Conceptual Approach
 - 25.3.2. Labor Disputes
 - 25.3.3. The Main Source of Conflict with Management
 - 25.3.4. Conflict Management in Health Teams

Module 26. Creating a Personal Brand

- 26.1. Public Profile
 - 26.1.1. Introduction
 - 26.1.2. Presenting Ourselves to the World. Our Digital Footprint
 - 26.1.3. Digital Reputation. Positive References
 - 26.1.4. The Cover Letter in 2.0
- 26.2. The Interview Process to Apply for a Managerial Position
 - 26.2.1. Introduction
 - 26.2.2. The Interview
 - 26.2.3. Methods for a Successful Interview

Module 27. Communication and Marketing in Health

- 27.1. Marketing
 - 27.1.1. Objectives
 - 27.1.2. Conceptual Approach
 - 27.1.3. Health Services Marketing
- 27.2. Communication in Organizations
 - 27.2.1. Objectives
 - 27.2.2. Conceptual Approach
 - 27.2.3. What to Communicate in the Healthcare Organization?
 - 27.2.4. ICTs as a Key Communication Tool in Clinical Management

- 27.3. Healthcare Market
 - 27.3.1. Objectives
 - 27.3.2. Conceptual Approach
 - 27.3.3. Agents in the Health Market
 - 27.3.4. Structure in the Health Market
 - 27.3.5. Public Health Market, Sustainability and Care
- 27.4. Corporate Social Responsibility
 - 27.4.1. Objectives
 - 27.4.2. Conceptual Approach
 - 27.4.3. Basic Principles
 - 27.4.4. Transparency, the Main CSR Challenge for Healthcare Organizations
 - 27.4.5. Sensitive Data and Social Alarm: Unjustified?
 - 27.4.6. Results Transparency in the Health System To What Extent?
- 28.4. Epidemiology and Research Study Designs and Biases
 - 28.4.1. Introduction
 - 28.4.2. Research Project Design
 - 28.4.3. Types of Studies
 - 28.4.4. Biases
- 28.5. Communication and Diffusion of Research Findings
 - 28.5.1. Introduction
 - 28.5.2. Research Reports
 - 28.5.3. Choosing a Journal for Publication
 - 28.5.4. Some Style Recommendations

Module 28. Teaching and Research Management

- 28.1. Basic Principles of Research Methodology Applied in Health Sciences
 - 28.1.1. Introduction
 - 28.1.2. The Need for Research in Nursing
 - 28.1.3. Stages in the Research Process
- 28.2. Sources of Information for Research and Sourcing Strategies
 - 28.2.1. Introduction
 - 28.2.2. Clinical Research Questions
 - 28.2.3. Information Sources
 - 28.2.4. Where and How to Search for Information?
 - 28.2.5. Searching
 - 28.2.6. Databases
- 28.3. Critical Reading of Articles
 - 28.3.1. Introduction
 - 28.3.2. Phases in Critical Reading
 - 28.3.3. Tools for Critical Reading
 - 28.3.4. Main Mistakes



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

06

Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”

The student: the priority of all TECH programs

In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes
(which you might not be able to attend)”*



The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“*TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want*”

Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

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.



A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”

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

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

The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Trustpilot review platform, obtaining a 4.9 out of 5.

Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.

You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.



As such, the best educational materials, thoroughly prepared, will be available in this program:



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. This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



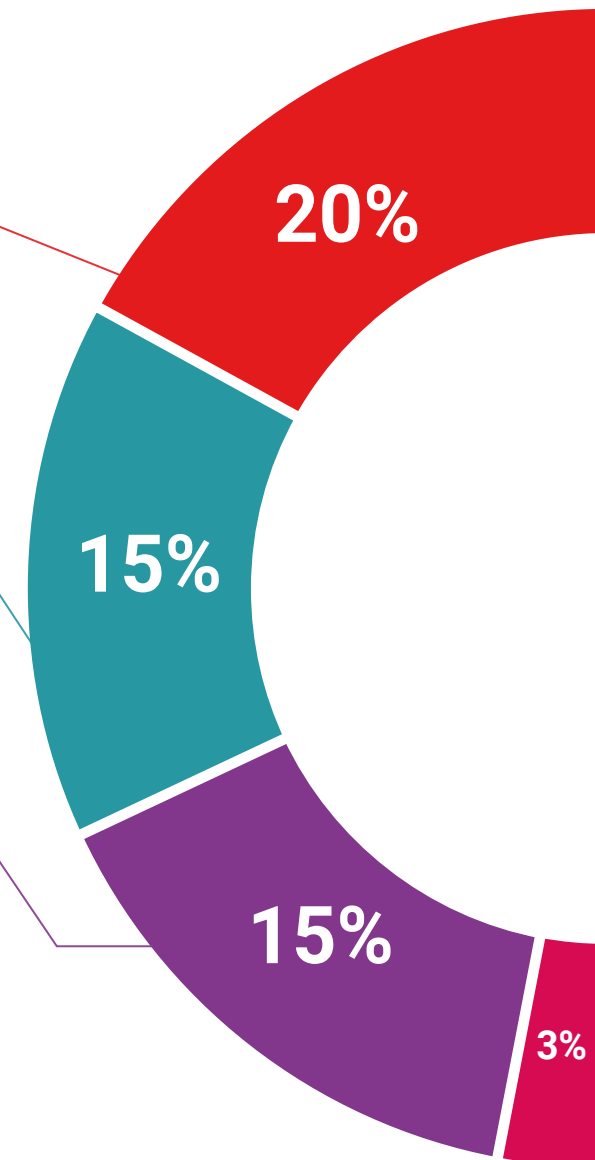
Interactive Summaries

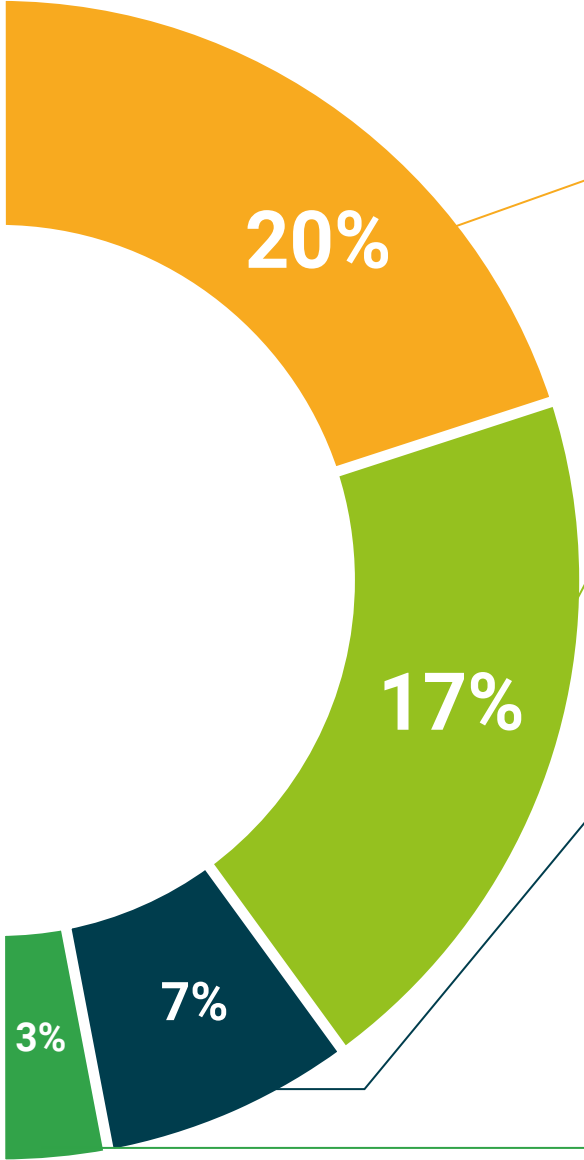
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge. This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





Case Studies

Students will complete a selection of the best *case studies* in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



Testing & Retesting

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



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 for future difficult decisions.



Quick Action Guides

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



07

Certificate

The Advanced Master's Degree MBA in Nursing Management and Administration guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma 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 **Grand Advanced Master's Degree MBA in Nursing Management and Administration** 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: **Advanced Master's Degree MBA in Nursing Management and Administration**

Modality: **Online**

Duration: **2 years**

Accreditation: **120 ECTS**



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

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



Advanced Master's Degree MBA in Nursing Management and Administration

- » Modality: Online
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- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Advanced Master's Degree

MBA in Nursing Management and Administration

