Advanced Master's Degree

MBA in Senior Hospital and Health Service Management for Nursing

tech global university

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Advanced Master's Degree
MBA in Senior Hospital
and Health Service
Management for Nursing

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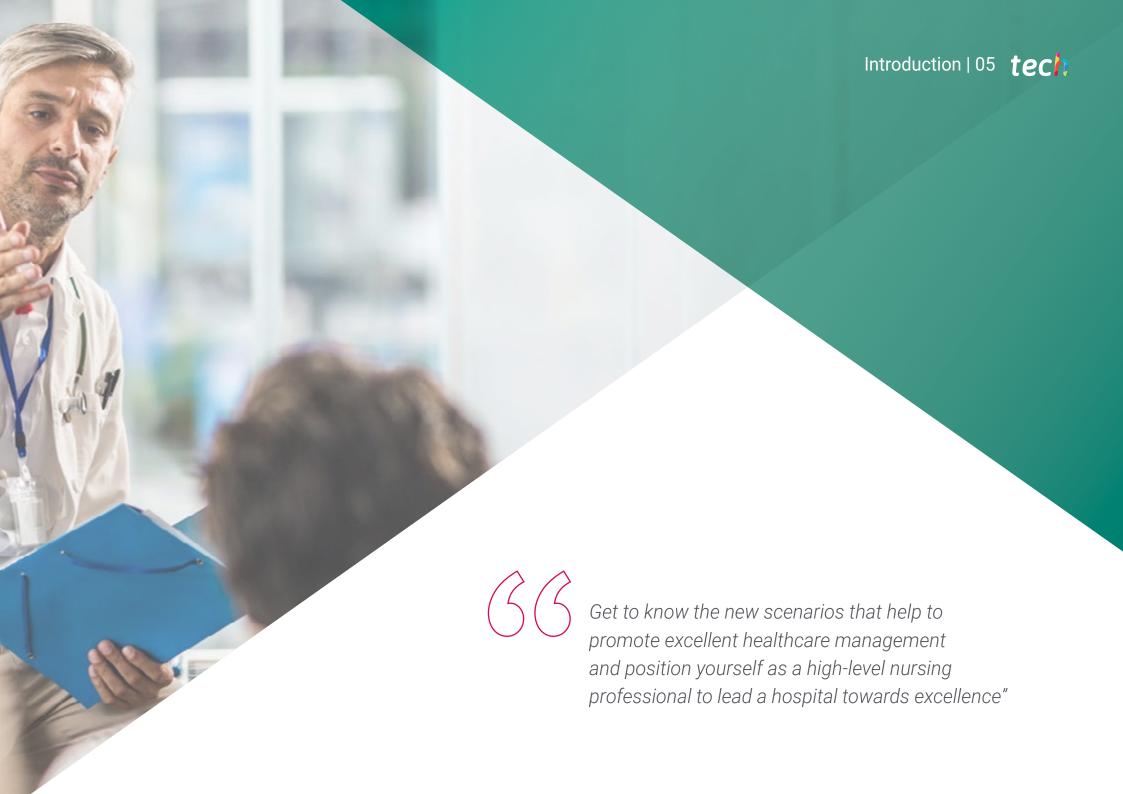- » Schedule: **at your own pace**
- » Exams: **online**

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

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01
Introduction

The management of a hospital becomes a benchmark for professionals who seek to ensure better care for patients, promoting advanced treatments that manage to improve the reputation of the hospital in society. In this sense, the figure of the director acquires a great importance especially if they come from an excellent work in the nursing area, because they will know how to manage with rigor and confidence all the resources that are put at their disposal; both human and material and economic. For this reason, a program has been created that focuses on providing students with the most up-to-date concepts in Hospital and Health Service Management for nursing students interested in taking their careers to the next level.

Get to know the new scenarios that help to promote excellent healthcare management and position yourself as a high-level nursing professional to lead a hospital towards excellence"

Managing a hospital or health center is a complex task and requires responsible professionals, since the organization and management of the center's human, material and economic resources will depend on them. For this reason, it is essential to have leadership, communication, sensitivity and social responsibility skills. Characteristics that, as nurses, are developed throughout their professional career.

In this sense, a program has been developed focused on meeting the needs of future graduates to face a managerial position. For this reason, and following the strategies outlined in the Leadership Competencies for Healthcare Services Managers, (a document produced by a distinguished group of the International Hospital Federation), it will be possible to carry out a practical problem-based teaching of this work.

As the program progresses, nursing professionals will be able to describe, compare and interpret characteristics and operating data of the different health models and systems. Likewise, they will be able to understand, interpret, transmit and apply regulatory norms of the activities and functions of health professionals regarding Clinical Management according to the legal framework of the health sector.

Furthermore, it is a 100% online Postgraduate Certificate that provides students with comfortable study and ease, wherever and whenever they want it. All you need is a device with internet access to take your career one step further. A format that is in line with the present and that has all the guarantees to position professional nurses in a highly demanded sector.

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

- The latest technology in e-learning software
- The teaching system, especially visual, supported by graphic and schematic contents that are easy to assimilate and understand
- Practical case studies presented by practising experts
- State-of-the-art interactive video systems
- Teaching supported by telepractice
- Continuous updating and retraining systems
- Self-regulated learning: full compatibility with other occupations
- 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 program

You will learn to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems"

"*Develop the methodological and instrumental skills to adequately use the different health information systems in the management and administration decisions of clinical units*"

Develop methodological and instrumental skills in epidemiological research and assessment of health centers, services, technologies and programs.

Understand, interpret and appropriately apply the most appropriate tools in each context for clinical assessment and decision-making.

The program's teaching staff includes professionals from the sector who contribute their work experience to this educational program, as well as renowned specialists from leading societies and prestigious universities.
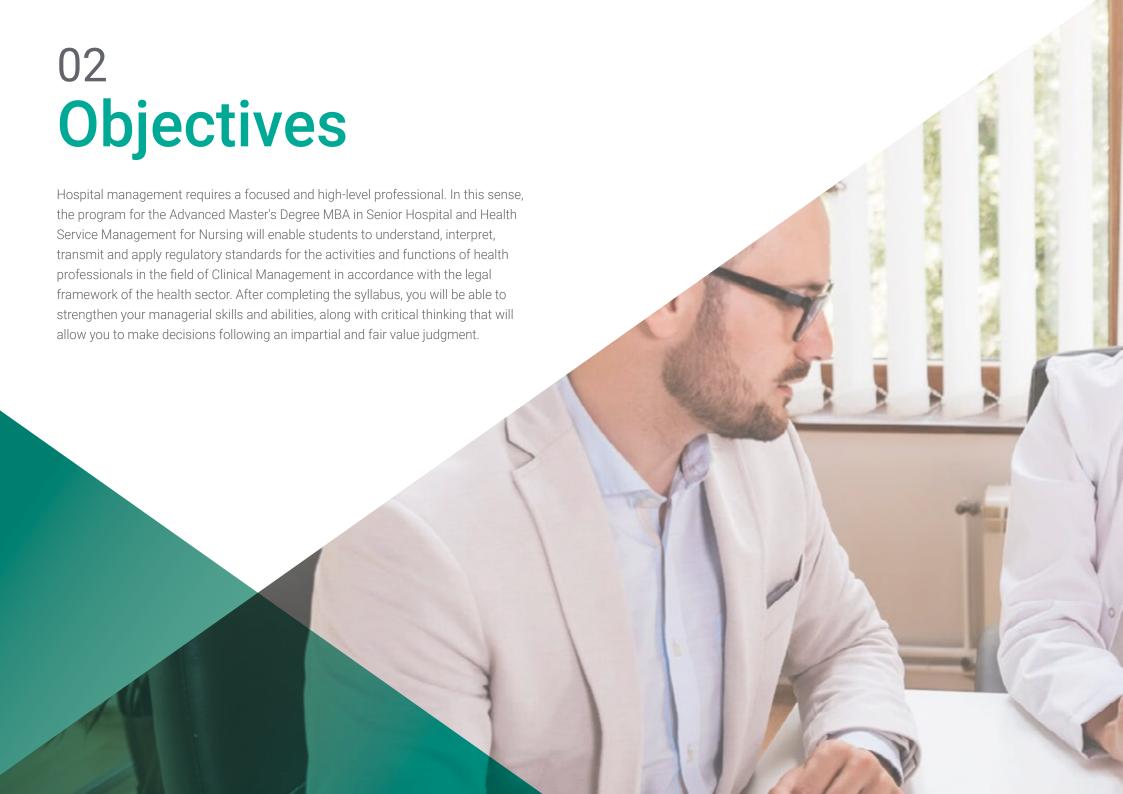
Its multimedia content, developed with the latest educational technology, will allow professionals to learn in a contextual and situated learning environment, i.e., a simulated environment that will provide immersive education programmed to prepare in real situations.

The design of this program focuses on Problem-Based Learning, by means of which professionals must try to solve the different professional practice situations that are presented to them throughout the program. For this purpose, the student will be assisted by an innovative interactive video system created by renowned and experienced experts.

02
Objectives

Hospital management requires a focused and high-level professional. In this sense, the program for the Advanced Master's Degree MBA in Senior Hospital and Health Service Management for Nursing will enable students to understand, interpret, transmit and apply regulatory standards for the activities and functions of health professionals in the field of Clinical Management in accordance with the legal framework of the health sector. After completing the syllabus, you will be able to strengthen your managerial skills and abilities, along with critical thinking that will allow you to make decisions following an impartial and fair value judgment.

Analyze the theories and models on the organization and functioning of Health Systems and enhance your prospects for the management of a hospital"

General Objectives

- Define the latest trends and developments in business management

- Build a plan for the development and improvement of personal and managerial skills

- Develop strategies to carry out decision-making in a complex and unstable environment

- Develop the ability to detect, analyze and solve and problem solving

- Develop the skills required to manage business activities strategically

- Explain the company from a global point of view, as well as the responsibility developed by each area of the company

- Design innovative strategies and policies to improve management and business efficiency

- Formulate and implement growth strategies that adapt the company to changes in the national and international environment

- Analyze the theories and models regarding the organization and functioning of Healthcare Systems, focusing on their political, social, legal, economic and organizational structure

- Improve knowledge and professional skills in health management from a Clinical Management perspective, while becoming familiar with the practical methodological tools that apply to the critical areas of both institutional and everyday health management

- 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

- Demonstrate and assess advanced initiatives and experiences in Clinical and Health Management

- Train professionals to uses basic skills to improve their problem solving and decision making in daily Clinical and Healthcare Management

Specific Objectives

Module 1. Leadership, Ethics, and CSR.
- Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- Develop the key leadership skills that should define working professionals

Module 2. Strategic Direction and Executive Management
- Follow the sustainability criteria set by international standards when developing a business plan
- Develop strategies to carry out decision-making in a complex and unstable environment
- Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives

Module 3. People and Talent Management
- Develop the skills required to manage business activities strategically
- Design innovative strategies and policies to improve management and business efficiency
- Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits
- Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community

Module 4. Economic and Financial Management

- Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- Be able to manage the company's economic and financial plan

Module 5. Operations and Logistics Management

- Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately
- Identify the monitoring protocols for all the company's operational processes

Module 6. Information Systems Management

- Be able to apply information and communication technologies to the different areas within a company
- Perform a complete update of the processes and bring them into the technological field
- Identify tools for the company's personal growth first hand

Module 7. Commercial Management, Marketing, and Corporate Communication

- Carry out the marketing strategy that allows us to make our product known to our potential clients and to generate a suitable image of our company
- Carry out different advertising campaigns that intensify the growth of the company to be worked on

Module 8. Innovation and Project Management

- Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring
- Create innovative strategies in line with our projects

Module 9. Planning and control of health organizations

- Describe, compare and interpret characteristics and performance data of different health models and systems
- Apply the essential concepts and methods of planning, organization and management of health institutions
- Explore the care and health division in the interdisciplinary team and learn about new challenges in the healthcare sector
- Learn about the different professionals in the Health System, and their day-to-day interactions
- Explore the concept of sustainability in Public Healthcare and the factors that contribute to it or detract from it
- Describe the conflicts of interest that exist between the different professionals of the health care system

Module 10. Health Systems and Policies

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

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

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

Module 12. Clinical Management

- Facilitate the necessary coordination between units and patient monitoring
- Make this a clear management priority because, if properly developed, it is the basis for true continuous quality improvement
- Get to know and understand the models and key features of Interhospital Clinical Management Units
- Get to know the characteristics of the Interhospital Clinical Management Units
- Understand the importance of leadership and organizational profile in the Interhospital Clinical Management Units
- Identify patient needs
- Know the fundamentals of human resources management
- Know how processes are organized in the Interhospital Clinical Management Units: Learn about the control panel Identify and integrate synergies
- Know how to implement management by objectives and a vision for improvement

Module 13. Chronicity and Telemedicine Management

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

Module 14. People and Talent Management

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

Module 15. Management and Economic Assessment

- Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals in Clinical Management, in accordance with the legal framework of the health sector
- Recognize and know how to apply and interpret health law in order to contextualize clinical practice in terms of professional and social responsibility, as well as the ethical aspects associated with health care
- Carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems

- Apply the fundamental concepts of economic evaluation techniques and tools applied in management practice within health systems
- Determine the techniques, styles and methods for defining, guiding and leading professional-talent management policies in health institutions
- Recognize, apply and know how to evaluate the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice

Module 16. Quality Management

- Develop the ability to analyze different health benefits
- Lead patient quality and safety systems, applied to the context of Clinical Management units
- Develop methodological and instrumental skills in epidemiological research and the assessment of centers, services, technologies and the health programs
- Apply health accreditation approaches to different types of organizations and health centers
- Develop methodological and instrumental skills to adequately use the different health information systems in the management decisions of the clinical units
- Understand, interpret and appropriately apply the most suitable tools for clinical assessment and decision making in each situation
- Design and lead improvement, innovation and transformation processes in the units, services and centers

Module 17. Management by Process Lean Healthcare

- Study what a process is, how it is managed and how to implement process management in an organization
- Study process improvement
- Study different ways of defining "how" processes are carried out

Module 18. Competency Management

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

Module 19. Patient Security

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

Module 20. Quality Accreditation in Healthcare

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

Module 21. Leadership Management
- Describe the concept of leadership and establish the steps to follow for success, as well as the qualities and actions of a leader
- Study the seven habits common to successful people and leaders
- Review intrinsic and extrinsic motivation to establish the differences between motivation, satisfaction and the different theories relating to them
- Learn to evaluate whether tasks can be delegated and recognize non-delegable functions

Module 22. Change, Decision-Making and Time Management
- Identify, understand and integrate managerial skills into daily health management procedures
- Manage scientific databases for carrying out reviews and bibliographic searches of scientific studies
- Conduct a critical and in-depth study on the complexity and chronicity of care and assistance in the health system
- Communicate result findings after having analyzed, evaluated, and synthesized the data

Module 23. Internal Communication in Management
- Know the fundamentals of communications theory
- Know and identify the obstacles to effective internal communication within the healthcare organization
- Appreciate the importance of internal transparency within the organization
- Identify the keys to good face-to-face verbal communication with professionals

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

Module 24. Creating a Personal Brand
- Establish a strategy to promote the personal brand, understood as the set of marketing strategies focused on the person who wants to achieve certain personal and/or professional goals
- Learn how to conduct a productive job interview, using methods to ensure successful outcome

Module 25. Healthcare Marketing and Communication

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

Module 26. Teaching and Research Management

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

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

Become part of a program focused on providing you with the techniques, styles and methods to define, conduct and lead professional-talent management policies in healthcare institutions"

03
Skills

After each module, the student will acquire a set of competencies and skills unique to a high-profile manager. In this sense, they will need to improve their skills in communicating their conclusions and rationale on the management of medical teams, performing quality work and focusing on the latest methodologies in the field. In addition, they will develop the fundamentals and principles of health economics applied to the field of Clinical Management in the areas of professional - talent management and economic management. In this way, nurses who complete the program will be able to define and use the basic concepts of clinical and care management for the organization of the various hospitalization services, central services, special services and hospital support services.

Achieve excellence by developing the communication and management skills you will need as a nursing professional who will reach a management position in a health center"

Basic 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

Specific Skills

- Plan health services and structures from a Clinical Management perspective, taking into account the differences in organizational models and experiences of the National Health System and other international entities, providing for the trends and future needs of the health system

- Determine the tools and resources for clinical and health management, favoring both the best possible quality of care and the optimal management of available care resources, including both social and economic costs, based on continuity of care

- Improve care for complexity and chronicity by acquiring the necessary information on the interrelation and coordination with the health department

- Incorporate the new developments on program contracts in a health area, as well as the design of budgets and subsequent cost control, assessing and interpreting financial and socioeconomic results of the various clinical processes

- Evaluate the medical and healthcare division using bioethical criteria and good health governance, in a multi and interdisciplinary manner

- Carry out the functions of health manager generating individual and collective critical reflection of each style of work, both individual and teamwork, within the organizational health setting

- Acquire the fundamentals and principles of health economics applied to the field of Clinical Management in the areas of clinical management, professional-talent management and economic management

- Develop an up-to-date management system for users-patients-clients with the main elements and systems of care quality management and clinical safety, improving the satisfaction and loyalty of both the people-patients-clients and the professionals who care for them and their work environment

- Define and use the basic concepts of Clinical and Healthcare management for organizing the various inpatient services, central services, special services and hospital support services; as well as primary care and outpatient care, in a complex and chronic patient management environment

- Describe the actors in the field of health and their current and future relationships with health professionals, especially physicians, as well as the main aspects of our health system, with its current and future developments

- Apply leadership management tools, decision-making and management skills in general, including encouraging the creation of an appropriate "personal brand" using both external communication and marketing and the health organization's internal resources

Perform the functions of a health manager, generating individual and collective critical reflection of each work style, both individual and team in the health organizational environment"

04
Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the highest reputation. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and fieldwork. In addition, these specialists play a leading role within the university qualification, as they are in charge of selecting the most up-to-date and innovative content to be included in the syllabus. In addition, they participate in the elaboration of numerous multimedia resources of high pedagogical rigor.

Make the most of this opportunity to surround yourself with expert professionals and learn from their work methodology"

International Guest Director

Dr. Leslie K. Breitner, Ph.D., is an internationally renowned specialist with a distinguished career in the fields of business administration, not-for-profit management, and health care. Her professional and research career has focused on analyzing the impact of initiatives that improve the quality of financial systems in healthcare organizations. In that sense, her main contributions have been related to education and leadership, collaborating with numerous educational institutions in the creation of training programs for managers.

She is also co-author of the popular accounting books "Essentials of Accounting, 10th Edition" and "Essentials of Accounting Review". In these volumes, she reflects her extensive knowledge of financial management, budgeting and performance measurement in hospitals. In addition, many of the studies and contributions contained in her various publications have been supported by grants from the U.S. Department of Health and Human Services.

Dr. Breitner is a graduate of Boston University and collaborates as a specialist at McGill University in Montreal, Canada. At McGill University, she founded the International Master's Degree in Healthcare Leadership (IMHL) program and served as Co-Academic Director of the Graduate Program in Healthcare Management. She also lectures frequently at Harvard University, Washington University and Seton Hall University.

Dr. Breitner's professional experience has been recognized on numerous occasions, receiving awards from important organizations and university institutions around the world. Among other distinctions, she holds the Beekhuis Award from the Simmons College Graduate School of Management and is an honorary member of the Boston chapter of the Beta Gamma Sigma Society.
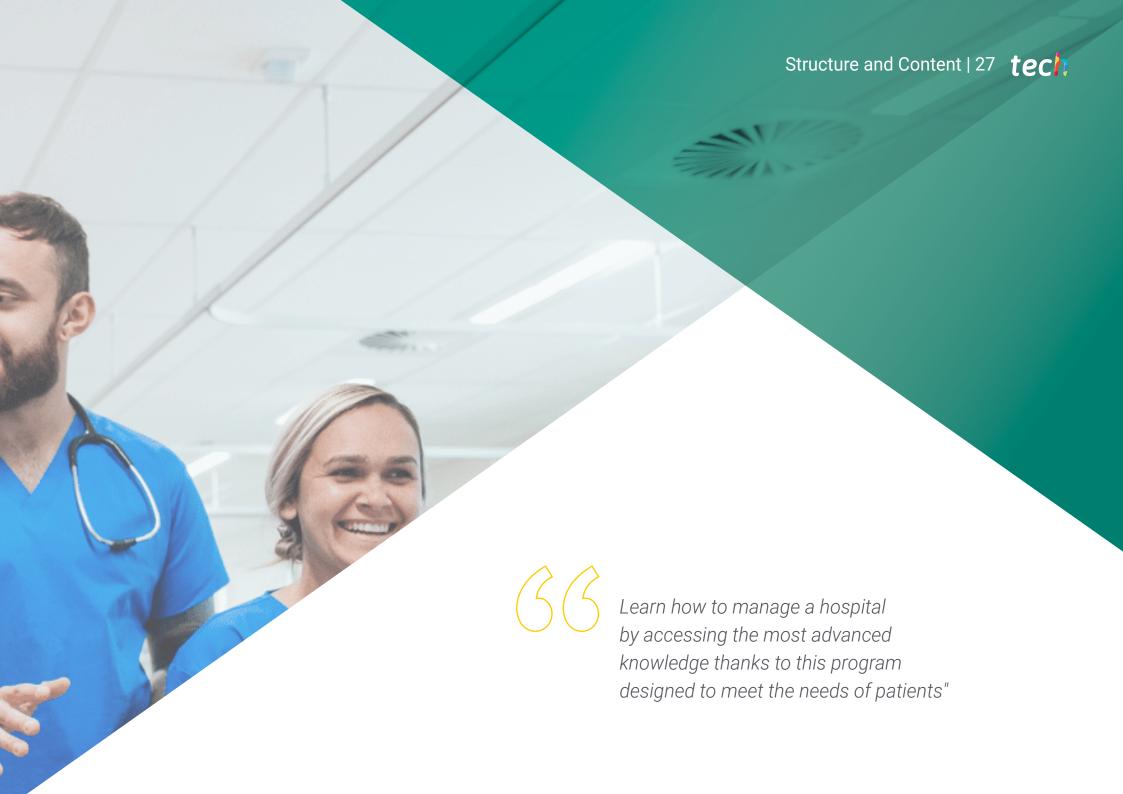
Dr. Breitner, Leslie

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

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

05
Structure and Content

The program in Advanced Master's Degree MBA in Senior Hospital and Health Service Management for Nursing guarantees the excellence of the future graduates. Therefore, it perfectly combines the best of theory and practice to understand, interpret, transmit and apply the rules regulating the activities and functions of health professionals with regard to Clinical Management in accordance with the legal framework of the health sector. A study plan created in an efficient way by professionals in Nursing and other related fields, which will allow you to progress gradually in a stimulating and attractive way. With the most up-to-date content and the most efficient approach.

Learn how to manage a hospital by accessing the most advanced knowledge thanks to this program designed to meet the needs of patients"

Module 1. Leadership, Ethics, and CSR

1.1. Globalization and Governance

    1.1.1. Globalization and Trends: Internationalization of Markets

    1.1.2. Economic Environment and Corporate Governance

    1.1.3. Accountability

1.2. Leadership

    1.2.1. Intercultural Environment

    1.2.2. Leadership and Business Management

    1.2.3. Management Roles and Responsibilities

1.3. Business Ethics

    1.3.1. Ethics and Integrity

    1.3.2. Ethical Behavior in Companies

    1.3.3. Deontology, Codes of Ethics and Codes of Conduct

    1.3.4. Fraud and Corruption Prevention

1.4. Sustainability

    1.4.1. Business and Sustainable Development

    1.4.2. Social, Environmental, and Economic Impact

    1.4.3. The 2030 Agenda and the SDGs

1.5. Corporate Social Responsibility

    1.5.1. Corporate Social Responsibility

    1.5.2. Roles and Responsibilities

    1.5.3. Implementing Corporate Social Responsibility

Module 2. Strategic Direction and Executive Management

2.1. Organizational Analysis and Design

    2.1.1. Organizational Culture

    2.1.2. 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

    2.2.3. 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. TheBalanced 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.   Design and Implementation of Human Resources Strategic Plan

    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

Module 5. Operations and Logistics Management

5.1. Operations Management
    5.1.1. Define the Operations Strategy
    5.1.2. Supply Chain Planning and Control
    5.1.3. Indicator Systems

5.2. Purchasing Management
    5.2.1. Stock Management
    5.2.2. Warehouse Management
    5.2.3. Purchasing and Procurement Management

5.3. Supply Chain Management (1)
    5.3.1. Costs and Efficiency of the Operations Chain
    5.3.2. Change in Demand Patterns
    5.3.3. Change in Operations Strategy

5.4. Supply Chain Management (2). Implementation
    5.4.1. Lean Manufacturing/Lean Thinking
    5.4.2. Logistics Management
    5.4.3. Purchasing

5.5. Logistical Processes
    5.5.1. Organization and Management by Processes
    5.5.2. Procurement, Production, Distribution
    5.5.3. Quality, Quality Costs, and Tools
    5.5.4. After-Sales Service

5.6. Logistics and Customers
    5.6.1. Demand Analysis and Forecasting
    5.6.2. Sales Forecasting and Planning
    5.6.3. Collaborative Planning, Forecasting, and Replacement

5.7. International Logistics
    5.7.1. Customs, Export and Import processes
    5.7.2. Methods and Means of International Payment
    5.7.3. International Logistics Platforms

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

Module 6. Information Systems Management

6.1. Information Systems Management
    6.1.1. Business Information Systems
    6.1.2. Strategic Decisions
    6.1.3. The Role of the CIO

6.2. Information Technology and Business Strategy
    6.2.1. Company and Industry Sector Analysis
    6.2.2. Online Business Models
    6.2.3. The Value of IT in a Company

6.3. IS Strategic Planning
    6.3.1. The Process of Strategic Planning
    6.3.2. Formulating the IS Strategy
    6.3.3. Strategy Implementation Plan

6.4. Information Systems and Business Intelligence
    6.4.1. CRM and Business Intelligence
    6.4.2. Business IntelligenceProject Management
    6.4.3. Business Intelligence Architecture

6.5. New ICT-Based Business Models
    6.5.1. Technology-Based Business Models
    6.5.2. Innovation Abilities
    6.5.3. Redesigning the Value Chain Processes

6.6. E-Commerce
    6.6.1. E-Commerce Strategic Plan
    6.6.2. Logistics Management and Customer Service in E-Commerce
    6.6.3. E-Commerce as an Opportunity for Internationalization

6.7. E-Business Strategies
    6.7.1. Social Media Strategies
    6.7.2. Optimizing Service Channels and Customer Support
    6.7.3. Digital Regulation

6.8. Digital Business
    6.8.1. Mobile E-Commerce
    6.8.2. Design and Usability
    6.8.3. E-Commerce Operations

Module 7. Commercial Management, Marketing and Corporate Communication

7.1. Commercial Management
- 7.1.1. Sales Management
- 7.1.2. Commercial Strategy
- 7.1.3. Sales and Negotiation Techniques
- 7.1.4. Management of Sales Teams

7.2. Marketing
- 7.2.1. Marketing and the Impact on the Company
- 7.2.2. Basic Marketing Variables
- 7.2.3. Marketing Plan

7.3. Strategic Marketing Management
- 7.3.1. Sources of Innovation
- 7.3.2. Current Trends in Marketing
- 7.3.3. Marketing Tools
- 7.3.4. Marketing Strategy and Communication with Customers

7.4. Digital Marketing Strategy
- 7.4.1. Approach to Digital Marketing
- 7.4.2. Digital Marketing Tools
- 7.4.3. Inbound Marketing and the Evolution of Digital Marketing

7.5. Sales and Communication Strategy
- 7.5.1. Positioning and Promotion
- 7.5.2. Public Relations
- 7.5.3. Sales and Communication Strategy

7.6. Corporate Communication
- 7.6.1. Internal and External Communication
- 7.6.2. Communication Departments
- 7.6.3. Communication Managers: Managerial Skills and Responsibilities

7.7. Corporate Communication Strategy
- 7.7.1. Corporate Communication Strategy
- 7.7.2. Communication Plan
- 7.7.3. Press Release/Clipping/Publicity Writing

Module 8. Innovation and Project Management

8.1. Innovation
- 8.1.1. Macro Concept of Innovation
- 8.1.2. Types of Innovation
- 8.1.3. Continuous and Discontinuous Innovation
- 8.1.4. Training and Innovation

8.2. Innovation Strategy
- 8.2.1. Innovation and Corporate Strategy
- 8.2.2. Global Innovation Project: Design and Management
- 8.2.3. Innovation Workshops

8.3. Business Model Design and Validation
- 8.3.1. The Lean Start-up Methodology
- 8.3.2. Innovative Business Initiative: Stages
- 8.3.3. Financing Arrangements
- 8.3.4. Model Tools: Empathy Map,CanvasModel, 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. Mission, Vision, and Values
- 9.1.2. The Strategic Planning Cycle Strategic Plan and Strategic Lines
- 9.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
- 9.1.4. Internal and Competitive Analysis of the Environment. Benchmarking

9.2. Management by Values and Objectives.
- 9.2.1. Operative Planning. Obtaining Objectives from Strategic Lines of Action
- 9.2.2. Types of Objectives Goals
- 9.2.3. Management by Values and Objectives: Management Plans
- 9.2.4. Assessment of the Strategic and Operational Plan

Module 10. Health Systems and Policies

Module 11. Medical and Healthcare Division in the Health System

11.1.   Classic Medical Management vs. Healthcare Management

    11.1.1.   Structure and Content of Health System Governing Bodies. Current Organization Charts and Future Alternatives

    11.1.2.   Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management

    11.1.3.   Preparation and Value Contribution

    11.1.4.   Medical Division: Critical Areas

    11.1.5.   Different Organizational Structures within the Medical Division

11.2.   Management Information Systems and Electronic Medical Records

    11.2.1.   Control Panels

    11.2.2.   Electronic Clinical History

    11.2.3.   Assisted Prescription Systems

    11.2.4.   MBDS, ICD

    11.2.5.   Other Useful Information Systems in Health Management

11.3.   Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare

    11.3.1.   Territorial Coordination and Levels of Care

    11.3.2.   Healthcare Continuity in the Care Process. Integrated Healthcare Processes

    11.3.3.   Moving Towards a Model of Social and Healthcare

11.4.   Bioethics and Humanization in Medical Practice

    11.4.1.   Bioethical Principles

    11.4.2.   Ethics Committees in Health Organizations

    11.4.3.   Humanization of Health Care

11.5.   Medical and Healthcare Management: Relations with the Nursing Division

    11.5.1.   Knowledge Management Tools for Clinical and Healthcare Management

    11.5.2.   Medical and Healthcare Management: Relations with the Nursing Division

11.6.   Public Health, Promotion of Health and Health Education for Healthcare Directorates

    11.6.1.   Public Health Concept and Scope

    11.6.2.   Promotion of Health and Heath Education

    11.6.3.   Prevention Programs: Types

Module 13. Chronicity and Telemedicine Management

13.1. Complex and Chronic Patient Management
    13.1.1. Chronic Care Model and Population Stratification: Kaiser Permanente
    13.1.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
    13.1.3. Chronicity and Public Healthcare
13.2. Experiences in Patient Empowerment: Active Patients, School of Patients
    13.2.1. Active Patient Model. Stanford University
    13.2.2. Self-Care Education Program. International Experiences
    13.2.3. Patient Schools
    13.2.4. Patient Empowerment and Nursing Input
13.3. Telemedicine
    13.3.1. Services Currently in Place and Future Perspectives

Module 14. People and Talent Management

14.1. Staff Evaluation and Talent Development. Social and Institutional Climate
    14.1.1. Welcoming, Mentoring and Dismissal Plans
    14.2.2. Talent Detection and Development
    14.3.3. Institutional and Social Climate: Measurement and Improvement
14.2. Staffing and Performance Calculations
14.3. Visibility in Clinical and Healthcare Management: Blog and Networks
    14.3.1. The Digital Revolution in Healthcare Practice and Clinical Management. Description of New Digital Tools. How to Improve Visibility
    14.3.2. Health Professionals' Experience of Networks and Blogs
14.4. Health Professionals and Types of Relationships

Module 15. Management and Economic Assessment

15.1. Cost Calculation
    15.2.1. Weighting and Calculation of Health Costs
        15.2.1.1. Cost/Benefit
        15.2.1.2. Cost/Utility
        15.2.1.3. Cost/Productivity
15.2. Accounting Basis
15.3. Budget and Purchasing

15.4. Efficiency and Sustainability of Health Systems.
    15.4.1. Financial Situation of the Public Health System, Sustainability Crisis
    15.4.2. Spending for Health Benefits. Comparison of Investments for Further Health Benefits
    15.4.3. Expenditure Control in the Public Health System
15.5. Funding Models
    15.5.1. Financing Based on Historical Budget and Activity
    15.5.2. Capitation Funding
    15.5.3. Financing by DRGs and Processes, Payment per Procedure
    15.5.4. Incentives for Professionals Based on Funding
15.6. Clinical and Economic Management Agreements and Contracts
    15.6.1. Management Agreements. Definition and Models
    15.6.2. Development and Assessment of a Management Agreement

Module 16. Quality Management

16.1. Quality in Healthcare
    16.1.1. Definitions of Quality and of the Historical Development of the Concept. Quality Dimensions
    16.1.2. Quality Assessment and Improvement Cycle
    16.1.3. EFQM Quality Improvement Model. Implementation.
    16.1.4. ISO standards and External Quality Accreditation Models
16.2. Quality of Healthcare Programs
    16.2.1. Quality Circles
    16.2.2. Continuous Quality Improvement Strategies
    16.2.3. LEAN

Module 17. Management by Process. Lean-Healthcare

17.1. Management of the "What": Process Management and Management by Processes
17.2. Management of "How"
17.3. Process Improvement

Module 18. Competency Management

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

Module 19. Patient Safety

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

Module 20. Quality Accreditation in Healthcare

20.1. Accreditation in Healthcare

 20.1.1. Specific Features of Health Services Accreditation

 20.1.2. The Value of Being Accredited. How the Organization and Patients Benefit

 20.1.3. Health Accreditation in Clinical Services

20.2. Joint Commission International

 20.2.1. Criteria and Process Phases

20.3. EFQM Model

 20.3.1. The Concept of Self-Assessment

 20.3.2. Improvement Plans

 20.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Healthcare

20.4. ISO Accreditation

 20.4.1. Definition and General Criteria

 20.4.2. ISO 9001

 20.4.3. ISO 14001

 20.4.4. Other Types of ISO Relevant to the Health Sector

Module 21. Leadership Management

21.1. Team Leadership

 21.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Views. Functional Approach. Behavioral Approach. Integrative Approach

 21.1.2. Authority and Power, Types of Power

 21.1.3. Leadership; Components of Leadership, and Types

 21.1.4. How to Create a Leader

 21.1.5. New Leadership Models. Situational and Leader Coaches

 21.1.6. The Term Staff, Functional Hierarchical Scheme, Different Types of Staff, Line and Staff Concepts. Theories, Influence of Cultures on Leadership

21.2. Motivation

 21.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation

 21.2.2. Differences between Motivation and Satisfaction: Different Theories

 21.2.3. Available Evidence on How to Motivate Professionals

21.3. Delegation

21.3.1. What is Delegation? Types of Delegation. Ways of Evaluating Delegation: Tasks and Functions that Cannot be Delegated

21.3.2. Personal Attitudes Towards Delegation. Guidelines for Effective Delegation

21.4. Executive Coaching

21.4.1. Coaching. Types of Coaching

21.4.2. Organizational Benefits and Applications to the Health Sector. Examples

Module 22. Change, Decision-Making and Time Management

22.1. Decision-Making

22.2. The Decision Process

22.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process

22.2.2. Limiting Factor Principle. Cost Effectiveness and Efficiency in the Decision-Making Process

22.2.3. Choosing the Best Solution. Prioritization. Decision Tree

22.3. Time, Stress and Happiness Management

22.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance

22.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

Module 23. Internal Communication in Management

23.1. Communication

23.1.1. Communication and Information. Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers

23.1.2. Communication Methods and Tools. Verbal Communication. Non-Verbal Communication. Written Communication

23.2. Meetings

23.2.1. Techniques for Holding Profitable Meetings. Preparation for Meetings and Types of Meetings. Participant Selection

23.2.2. Healthcare and Technical Committees and Commissions in Hospitals, Centers and Areas of Healthcare

23.2.3. Negotiation. Types of Strategies. Assertiveness. WiN WiN Strategy

23.3. Conflict Management

23.3.1. Possible Conflicts in Health Organizations. Preventive Strategies

23.3.2. Conflict Management. Mediation

Module 24. Creating a Personal Brand

24.1. Public Profile

24.1.1. Presenting Ourselves to the World. Our Digital Footprint

24.1.2. Professional Profile on Professional Social Networks

24.1.3. Digital Reputation. Positive References

24.1.4. Cover Letter

24.2. The Interview Process to Apply for a Managerial Position

24.2.1. How to Tackle an Interview

24.2.2. Body Language During an Interview. Kinesics

Module 25. Healthcare Marketing and Communication

25.1. Marketing and Social Media

25.1.1. Definition of the Term. Dimensions of Marketing. Marketing Mission and Cycles. Marketing Tools

25.1.2. Patient, Client, User? Marketing Aimed at Public Healthcare Users

25.1.3. External Marketing Planning in a Private Center

25.1.4. The Internal Client. Marketing and Internal Communication Plans in Healthcare Institutions

25.1.5. Management of Institutional Presence on Social Networks. Facebook

25.1.6. Use of Twitter by the Organization

25.1.7. The Use of Twitter by the Organization and on a Professional Level

25.1.8. Use of Other Networks: Instagram, Tumblr

25.2. Communication in Organizations

25.2.1. Communication Systems in Organizations. Intranet/Internet

25.2.2. Communication Specific to Welfare Institutions. Hospitals

25.2.3. Healthcare Awards. Presentation of Nominations

25.2.4. Organization of Conferences, Congresses and Other Educational Events

25.2.5. National Communication Management: Healthcare Press

25.2.6. External Conflicts. Information Crises Due to Bad News and How it is Managed

25.3. Relations with Social Agents, Users and Suppliers

25.3.1. Communication With the Public, Patient and Consumer Associations - Users

25.3.2. Communication with Political Leaders-Owners-Shareholders, and Suppliers

25.3.3. Collaboration with the Pharmaceutical Industry

25.3.4. Internationalisation of the Health Sector. Health Tourism

Module 26. Teaching and Research Management

Develop with a study plan that has been designed with the effectiveness of nurses as hospital managers in mind"

Methodology

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

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

"

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

At TECH Nursing School we use the Case Method

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

With TECH, nurses can experience a learning methodology that is shaking the foundations of traditional universities around the world.

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

"

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

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

1. Nurses who follow this method not only grasp concepts, but also develop their mental capacity, by evaluating real situations and applying their knowledge.

2. The learning process has a clear focus on practical skills that allow the nursing professional to better integrate knowledge acquisition into the hospital setting or primary care.

3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.

4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

Relearning Methodology

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

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

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

01 learning from evidence

02 relearning from evidence

03 testing

04 learning from an expert

05 neurocognitive context dependent learning

06 Von-Restorff effect

07 case based learning through storytelling

08 competencies testing (retesting)

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

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

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

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

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

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

Study Material

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

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

Nursing Techniques and Procedures on Video

We introduce you to the latest techniques, to the latest educational advances, to the forefront of current medical techniques. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch them as many times as you want.

Interactive Summaries

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

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

Additional Reading

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

20%

15%

15%

3%

20%

17%

7%

3%

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.

Certificate

The Advanced Master's Degree MBA in Senior Hospitals and Health Service Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree issued by TECH Global University.

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

This program will allow you to obtain your **Advanced Master's Degree diploma in Senior Hospital and Health Service Management for Nursing** endorsed by **TECH Global University**, the world's largest online university.

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

This **TECH Global University** title 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 in Senior Hospital and Health Service Management for Nursing**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**

tech global university

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

Advanced Master's Degree in Senior Hospital and Health Service Management for Nursing

This is a program of 3,000 hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

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

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

Dr. Pedro Navarro Illana
Chancellor

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

Advanced Master's Degree MBA in Senior Hospital and Health Service Management for Nursing

General Structure of the Syllabus

Year	Subject	ECTS	Type	Year	Subject	ECTS	Type
1º	Leadership, Ethics, and CSR	5	CO	2º	People and Talent Management	5	CO
1º	Strategic Direction and Executive Management	5	CO	2º	Management and Economic Assessment	5	CO
1º	People and Talent Management	5	CO	2º	Quality Management	4	CO
1º	Economic and Financial Management	5	CO	2º	Management by Process. Lean-Healthcare	4	CO
1º	Operations and Logistics Management	5	CO	2º	Competency Management	4	CO
1º	Information Systems Management	5	CO	2º	Patient Safety	4	CO
1º	Commercial Management, Marketing and Corporate Communication	5	CO	2º	Quality Accreditation in Healthcare	4	CO
		5	CO	2º	Leadership Managemen	4	CO
1º	Innovation and Project Management	5	CO	2º	Change, Decision-Making and Time Management	4	CO
1º	Planning and Control of Health Organizations	5	CO	2º	Internal Communication in Management	4	CO
1º	Health Systems and Policies	5	CO	2º	Creating a Personal Brand	4	CO
1º	Medical and Healthcare Division in the Health System	5	CO	2º	Healthcare Marketing and Communication	4	CO
1º	Clinical Management	5	CO	2º	Teaching and Research Management	4	CO
1º	Chronicity and Telemedicine Management	5	CO				

Dr. Pedro Navarro Illana
Rector

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

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Advanced Master's Degree
MBA in Senior Hospital and Health Service Management for Nursing

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

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