

# Advanced Master's Degree MBA in Medical Management and Head of Service

A M D M B A M M H S



## Advanced Master's Degree MBA in Medical Management and Head of Service

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

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-medical-management-head-service](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-medical-management-head-service)

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# 01 Welcome

In today's clinical management, it is essential for managers to have business skills that allow them to perfectly handle all areas related to senior healthcare management, achieving greater performance and, therefore, profits. With this need in mind, TECH has set out to offer its students the most complete training program in this field, so that they can acquire the specific skills that will enable them to improve the quality of their work. In addition, a prestigious International Guest Director will offer exclusive Masterclasses that will provide graduates with advanced skills to experience a significant leap in quality in their careers.



**MBA in Medical Management and Head of Service**  
**TECH Global University**



“

*A prestigious International Guest Director will give intensive Masterclasses to address the latest innovations in Medical Management and Head of Service”*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class center for intensive managerial skills education.



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success"*

## At TECH Technological University



### Innovation

The university offers an online learning model that balances the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"*Microsoft Europe Success Story*", for integrating the innovative, interactive multi-video system.



### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

**95%** | of TECH students successfully complete their studies



### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

**+500**

collaborative agreements with leading companies



### Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



### Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.





TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



### Analysis

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TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the Relearning method (postgraduate learning methodology with the best international valuation) with the Case Study. Tradition and vanguard in a difficult balance, and in the context of the most demanding educational itinerary.



### Economy of Scale

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TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a groundbreaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.



### Learn with the best

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In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case analyses in academia"*

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.





“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you education of the highest academic level”*

This program will provide you with a multitude of professional and personal advantages, among which we highlight the following:

**01**

### A Strong Boost to Your Career

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

*70% of students achieve positive career development in less than 2 years.*

**02**

### Develop a strategic and global vision of the company

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional fields.

*Our global vision of companies will improve your strategic vision.*

**03**

### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

*You will work on more than 100 real senior management cases.*

**04**

### You will take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

*You will find a network of contacts that will be instrumental for professional development.*

06

### Thoroughly develop business projects.

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different fields in companies.

*20% of our students develop their own business idea.*

07

### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

*Improve your communication and leadership skills and enhance your career.*

08

### You will be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified teachers from the most prestigious universities in the world: the TECH Technological University community.

*We give you the opportunity to study with a team of world-renowned teachers.*

# 04 Objectives

This program is designed to strengthen students' management and leadership skills. In this way, graduates will acquire new competencies and skills, which will be essential in their professional development. After completing the program, they will be able to make global decisions, with an innovative perspective and an international vision, achieving personal and professional improvement, but also a positive change in their company that will allow them to stand out in the sector.



“

*With this program, acquire the essential skills to strategically manage health services”*

**TECH makes the goals of their students their own goals too**  
**Working together to achieve them**

The **MBA in Medical Management and Head of Service** will enable students to:

01

Define the latest trends and developments in business management

04

Develop the ability to detect, analyze and problem solve

02

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



03

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

05

Develop the skills required to manage business activities strategically

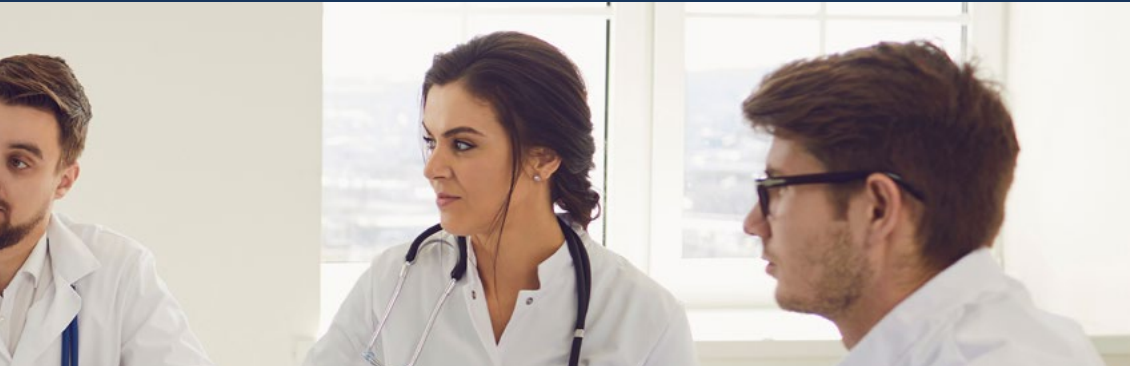


06

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

08

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



09

Analyze the theories and models on the organization and functioning of Health Systems focusing on their political, social, legal, economic and organizational structures

07

Design innovative strategies and policies to improve management and business efficiency

10

Improve knowledge and professional skills in health management from the viewpoint of clinical management, knowing the practical methodological tools to apply in the critical areas of health management and direction, both institutional and day-to-day

11

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

12

Describe the principles of clinical management that allow for planning, organization, management and evaluation of a center, service or care unit





13

Showcase and evaluate advanced clinical and health management initiatives and experiences

14

Train professionals to improve their problem-solving and decision-making using basic skills in daily clinical and healthcare management

# 05 Skills

By means of this Advanced Master's Degree, professionals will have obtained advanced skills to carry out an updated and quality praxis. It is a unique opportunity to develop in a field that demands a high level of qualification from the professionals who work in it, for whom it is important to continue updating from their knowledge throughout their career.



A grayscale photograph of a hand pointing at a bar chart on a document. The chart has three bars of increasing height. The text 'profit trend' is visible on the document. The image is partially obscured by a dark blue diagonal overlay.

“

*A 100% online program that will amplify your professional resume with a triple university degree, if you meet the official entry requirements”*

01

Analyze the theories and models on the organization and functioning of health systems

02

Improve knowledge and professional skills in health management from the clinical management point of view, knowing the practical methodological tools to apply in the critical areas of health management and administration

03

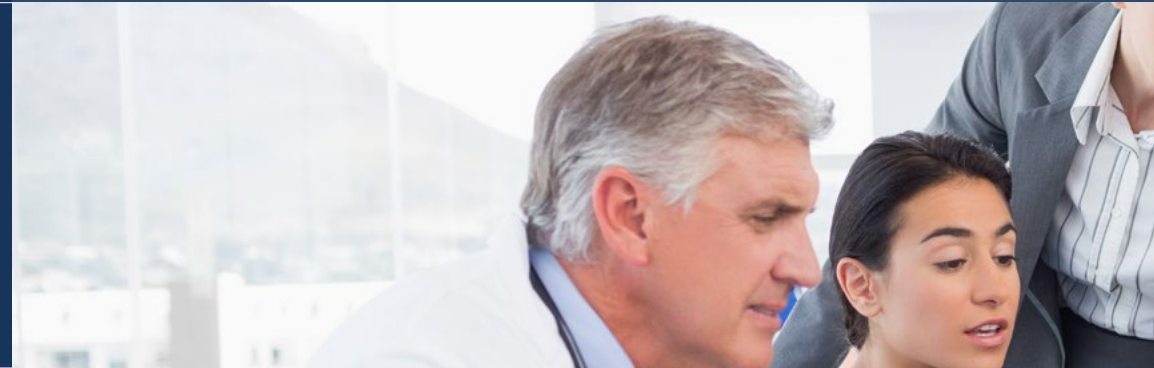
Approach clinical management from the criteria of efficacy, efficiency, effectiveness, equity, performance and profitability and the solution of problems through the adequate use of information systems

04

Describe the principles of clinical management that allow for planning, organization, management and evaluation of a center, service or care unit

05

Showcase and evaluate advanced clinical and health management initiatives and experiences



06

Describe, compare and interpret characteristics and performance data of different health models and systems

08

Contextualize the care and medical division in the interdisciplinary team and learn about the new challenges of the health sector



09

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

07

Apply the essential concepts and methods of planning, organization and management of health institutions

10

Carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems

06

# Structure and Content

The Advanced Master's Degree MBA in Medical Management and Head of Service is a tailor-made program, delivered in a 100% online format so that students can choose the time and place best suits their availability, schedules and interests. A program that takes place over 2 years and is intended to be a unique and stimulating experience that lays the foundations for success as a manager and entrepreneur.





“

*You will develop the skills and competencies necessary to excel in a highly competitive industry”*

## Syllabus

The Advanced Master's Degree MBA in Medical Management and Head of Service from TECH Global University is an intensive program that prepares students to face business challenges and decisions at both national and international levels. Its content is designed to promote the development of managerial skills, allowing for more rigorous decision-making in uncertain environments.

Throughout this study, students will analyze a multitude of practical cases through individual work, achieving a high quality learning that can later be applied to their daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with the medical and healthcare division in the health system from a strategic, international and innovative perspective. A plan designed for students, focused on their professional improvement and that will prepare them to achieve excellence in the field of Medical Management and Head of Service. A program that understands your needs and those of your company, through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will give them the skills to solve critical situations in a creative and efficient way.

This program is developed over 2 years and is divided into 26 modules:

<b>Module 1</b>	Leadership, Ethics and Social Responsibility in Companies
<b>Module 2</b>	Strategic Management and Executive Management
<b>Module 3</b>	People and Talent Management
<b>Module 4</b>	Economic and Financial Management
<b>Module 5</b>	Operations and Logistics Management
<b>Module 6</b>	Information Systems Management
<b>Module 7</b>	Commercial Management, Strategic Marketing and Corporate Communications
<b>Module 8</b>	Market Research, Advertising and Commercial Management
<b>Module 9</b>	Innovation and Project Management
<b>Module 10</b>	Executive Management
<b>Module 11</b>	Clinical Management
<b>Module 12</b>	Planning and Control of Health Organizations
<b>Module 13</b>	Medical and Healthcare Management Department in the Health System

<b>Module 14</b>	Quality Management
<b>Module 15</b>	Competency Management
<b>Module 16</b>	Patient Safety
<b>Module 17</b>	Quality Accreditation in Healthcare
<b>Module 18</b>	Managing Special and Hospitalization Services
<b>Module 19</b>	Managing Central Services
<b>Module 20</b>	Management of Transversal and Primary Services
<b>Module 21</b>	Management of Outpatient Services
<b>Module 22</b>	Decision Making and Time Management
<b>Module 23</b>	Creating a Personal Brand
<b>Module 24</b>	Internal Communication in Management
<b>Module 25</b>	Communication and Marketing in Health
<b>Module 26</b>	Teaching and Research Management. Research and Innovation: R&D&I in the Healthcare Environment

### Where, When and How is it Taught?

TECH offers the possibility of studying this MBA in Medical Management and Head of Service completely online. During the 2 years that the specialization lasts, the student will be able to access all the contents of this program at any time, which will allow them to manage their study time.

*A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.*

**Module 1. Leadership, Ethics and Social Responsibility in Companies**

**1.1. Globalization and Governance**

- 1.1.1. Governance and Corporate Governance
- 1.1.2. The Fundamentals of Corporate Governance in Companies
- 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework

**1.2. Leadership**

- 1.2.1. Leadership. A Conceptual Approach
- 1.2.2. Leadership in Companies
- 1.2.3. The Importance of Leaders in Business Management

**1.3. Cross Cultural Management**

- 1.3.1. Cross Cultural Management Concept
- 1.3.2. Contributions to Knowledge of National Cultures
- 1.3.3. Diversity Management

**1.4. Management and Leadership Development**

- 1.4.1. Concept of Management Development
- 1.4.2. Concept of Leadership
- 1.4.3. Leadership Theories
- 1.4.4. Leadership Styles
- 1.4.5. Intelligence in Leadership
- 1.4.6. The Challenges of Today's Leader

**1.5. Business Ethics**

- 1.5.1. Ethics and Morality
- 1.5.2. Business Ethics
- 1.5.3. Leadership and Ethics in Companies

**1.6. Sustainability**

- 1.6.1. Sustainability and Sustainable Development
- 1.6.2. The 2030 Agenda
- 1.6.3. Sustainable Companies

**1.7. Corporate Social Responsibility**

- 1.7.1. International Dimensions of Corporate Social Responsibility
- 1.7.2. Implementing Corporate Social Responsibility
- 1.7.3. The Impact and Measurement of Corporate Social Responsibility

**1.8. Responsible Management Systems and Tools**

- 1.8.1. CSR: Corporate Social Responsibility
- 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
- 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 1.8.4. CSR Tools and Standards

**1.9. Multinationals and Human Rights**

- 1.9.1. Globalization, Multinational Companies and Human Rights
- 1.9.2. Multinational Companies vs. International Law
- 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights

**1.10. Legal Environment and Corporate Governance**

- 1.10.1. International Rules on Importation and Exportation
- 1.10.2. Intellectual and Industrial Property
- 1.10.3. International Labor Law

**Module 2. Strategic Management and Executive Management**
**2.1. Organizational Analysis and Design**

- 2.1.1. Conceptual Framework
- 2.1.2. Key Elements in Organizational Design
- 2.1.3. Basic Organizational Models
- 2.1.4. Organizational Design: Typology

**2.2. Corporate Strategy**

- 2.2.1. Competitive Corporate Strategy
- 2.2.2. Growth Strategies: Typology
- 2.2.3. Conceptual Framework

**2.3. Strategic Planning and Strategy Formulation**

- 2.3.1. Conceptual Framework
- 2.3.2. Elements of Strategic Planning
- 2.3.3. Strategy Formulation: Strategic Planning Process

**2.4. Strategic Thinking**

- 2.4.1. The Company as a System
- 2.4.2. Organization Concept

**2.5. Financial Diagnosis**

- 2.5.1. Concept of Financial Diagnosis
- 2.5.2. Stages of Financial Diagnosis
- 2.5.3. Assessment Methods for Financial Diagnosis

**2.6. Planning and Strategy**

- 2.6.1. The Plan from a Strategy
- 2.6.2. Strategic Positioning
- 2.6.3. Strategy in Companies

**2.7. Strategy Models and Patterns**

- 2.7.1. Conceptual Framework
- 2.7.2. Strategic Models
- 2.7.3. Strategic Patterns: The Five P's of Strategy

**2.8. Competitive Strategy**

- 2.8.1. The Competitive Advantage
- 2.8.2. Choosing a Competitive Strategy
- 2.8.3. Strategies Based on the Strategic Clock Model
- 2.8.4. Types of Strategies According to the Industrial Sector Life Cycle

**2.9. Strategic Management**

- 2.9.1. The Concept of Strategy
- 2.9.2. The Process of Strategic Management
- 2.9.3. Approaches in Strategic Management

**2.10. Strategy Implementation**

- 2.10.1. Indicator Systems and Process Approach
- 2.10.2. Strategic Map
- 2.10.3. Strategic Alignment

**2.11. Executive Management**

- 2.11.1. Conceptual Framework of Executive Management
- 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools

**2.12. Strategic Communication**

- 2.12.1. Interpersonal Communication
- 2.12.2. Communication Skills and Influence
- 2.12.3. Internal Communication
- 2.12.4. Barriers to Business Communication

**Module 3. People and Talent Management**

**3.1. Organizational Behavior**

- 3.1.1. Organizational Behavior: Conceptual Framework
- 3.1.2. Main Factors of Organizational Behavior

**3.2. People in Organizations**

- 3.2.1. Quality of Work Life and Psychological Well-Being
- 3.2.2. Work Teams and Meeting Management
- 3.2.3. Coaching and Team Management
- 3.2.4. Managing Equality and Diversity

**3.3. Strategic People Management**

- 3.3.1. Strategic Human Resources Management
- 3.3.2. Strategic People Management

**3.4. Evolution of Resources. An Integrated Vision**

- 3.4.1. The Importance of HR
- 3.4.2. A New Environment for People Management and Leadership
- 3.4.3. Strategic HR Management

**3.5. Selection, Group Dynamics and HR Recruitment**

- 3.5.1. Approach to Recruitment and Selection
- 3.5.2. Recruitment
- 3.5.3. The Selection Process

**3.6. Human Resources Management by Competencies**

- 3.6.1. Analysis of the Potential
- 3.6.2. Remuneration Policy
- 3.6.3. Career/Succession Planning

**3.7. Performance Evaluation and Compliance Management**

- 3.7.1. Performance Management
- 3.7.2. Performance Management: Objectives and Process

**3.8. Management of Training**

- 3.8.1. Learning Theories
- 3.8.2. Talent Detection and Retention
- 3.8.3. Gamification and Talent Management
- 3.8.4. Training and Professional Obsolescence

**3.9. Talent Management**

- 3.9.1. Keys for Positive Management
- 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
- 3.9.3. Map of Talent in the Organization
- 3.9.4. Cost and Added Value

**3.10. Innovation in Talent and People Management**

- 3.10.1. Strategic Talent Management Models
- 3.10.2. Identification, Training and Development of Talent
- 3.10.3. Loyalty and Retention
- 3.10.4. Proactivity and Innovation

**3.11. Motivation**

- 3.11.1. The Nature of Motivation
- 3.11.2. Expectations Theory
- 3.11.3. Needs Theory
- 3.11.4. Motivation and Financial Compensation

**3.12. Employer Branding**

- 3.12.1. Employer Branding in HR
- 3.12.2. Personal Branding for HR Professionals

**3.13. Developing High Performance Teams**

- 3.13.1. High-Performance Teams: Self-Managed Teams
- 3.13.2. Methodologies for the Management of High Performance Self-Managed Teams

**3.14. Management Skills Development**

- 3.14.1. What are Manager Competencies?
- 3.14.2. Elements of Competencies
- 3.14.3. Knowledge
- 3.14.4. Management Skills
- 3.14.5. Attitudes and Values in Managers
- 3.14.6. Managerial Skills

**3.15. Time Management**

- 3.15.1. Benefits
- 3.15.2. What Can Be the Causes of Poor Time Management?
- 3.15.3. Time
- 3.15.4. Time Illusions
- 3.15.5. Attention and Memory

- 3.15.6. State of Mind
- 3.15.7. Time Management
- 3.15.8. Being Proactive
- 3.15.9. Be Clear About the Objective
- 3.15.10. Order
- 3.15.11. Planning

**3.16. Change Management**

- 3.16.1. Change Management
- 3.16.2. Type of Change Management Processes
- 3.16.3. Stages or Phases in the Change Management Process

**3.17. Negotiation and Conflict Management**

- 3.17.1. Negotiation
- 3.17.2. Conflict Management
- 3.17.3. Crisis Management

**3.18. Executive Communication**

- 3.18.1. Internal and External Communication in the Corporate Environment
- 3.18.2. Communication Departments
- 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom

**3.19. Human Resources Management and PRL Teams**

- 3.19.1. Management of Human Resources and Teams
- 3.19.2. Prevention of Occupational Risks

**3.20. Productivity, Attraction, Retention and Activation of Talent**

- 3.20.1. Productivity
- 3.20.2. Talent Attraction and Retention Levers

**3.21. Monetary Compensation Vs. Non-Cash**

- 3.21.1. Monetary Compensation vs. Non-Cash
- 3.21.2. Wage Band Models
- 3.21.3. Non-Cash Compensation Models

- 3.21.4. Working Model
- 3.21.5. Corporate Community
- 3.21.6. Company Image
- 3.21.7. Emotional Salary

**3.22. Innovation in Talent and People Management**

- 3.22.1. Innovation in Organizations
- 3.22.2. New Challenges in the Human Resources Department
- 3.22.3. Innovation Management
- 3.22.4. Tools for Innovation

**3.23. Knowledge and Talent Management**

- 3.23.1. Knowledge and Talent Management
- 3.23.2. Knowledge Management Implementation

**3.24. Transforming Human Resources in the Digital Era**

- 3.24.1. The Socioeconomic Context
- 3.24.2. New Forms of Corporate Organization
- 3.24.3. New Methodologies

**Module 4. Economic and Financial Management**

**4.1. Economic Environment**

- 4.1.1. Macroeconomic Environment and the National Financial System
- 4.1.2. Financial Institutions
- 4.1.3. Financial Markets
- 4.1.4. Financial Assets
- 4.1.5. Other Financial Sector Entities

**4.2. Company Financing**

- 4.2.1. Sources of Financing
- 4.2.2. Types of Financing Costs

**4.3. Executive Accounting**

- 4.3.1. Basic Concepts
- 4.3.2. The Company's Assets
- 4.3.3. The Company's Liabilities
- 4.3.4. The Company's Net Worth
- 4.3.5. The Income Statement

**4.4. From General Accounting to Cost Accounting**

- 4.4.1. Elements of Cost Calculation
- 4.4.2. Expenses in General Accounting and Cost Accounting
- 4.4.3. Costs Classification

**4.5. Information Systems and Business Intelligence**

- 4.5.1. Fundamentals and Classification
- 4.5.2. Cost Allocation Phases and Methods
- 4.5.3. Choice of Cost Center and Impact

**4.6. Budget and Management Control**

- 4.6.1. The Budget Model
- 4.6.2. The Capital Budget
- 4.6.3. The Operating Budget
- 4.6.4. Treasury Budget
- 4.6.5. Budget Monitoring

**4.7. Treasury Management**

- 4.7.1. Accounting Working Capital and Necessary Working Capital
- 4.7.2. Calculation of Operating Requirements of Funds
- 4.7.3. Credit Management

**4.8. Corporate Tax Responsibility**

- 4.8.1. Basic Tax Concepts
- 4.8.2. Corporate Income Tax
- 4.8.3. Value Added Tax
- 4.8.4. Other Taxes Related to Commercial with the Mercantile Activity
- 4.8.5. The Company as a Facilitator of the Work of the State

**4.9. Company Control Systems**

- 4.9.1. Analysis of Financial Statements
- 4.9.2. The Company's Balance Sheet
- 4.9.3. The Profit and Loss Statement
- 4.9.4. The Statement of Cash Flows
- 4.9.5. Ratio Analysis

**4.10. Financial Management**

- 4.10.1. The Company's Financial Decisions
- 4.10.2. Financial Department
- 4.10.3. Cash Surpluses
- 4.10.4. Risks Associated with Financial Management
- 4.10.5. Financial Administration Risk Management

**4.11. Financial Planning**

- 4.11.1. Definition of Financial Planning
- 4.11.2. Actions to be Taken in Financial Planning
- 4.11.3. Creation and Establishment of the Business Strategy
- 4.11.4. The Cash Flow Table
- 4.11.5. The Working Capital Table

**4.12. Corporate Financial Strategy**

- 4.12.1. Corporate Strategy and Sources of Financing
- 4.12.2. Financial Products for Corporate Financing

**4.13. Macroeconomic Context**

- 4.13.1. Macroeconomic Context
- 4.13.2. Relevant Economic Indicators
- 4.13.3. Mechanisms for Monitoring of Macroeconomic Magnitudes
- 4.13.4. Economic Cycles

**4.14. Strategic Financing**

- 4.14.1. Self-Financing
- 4.14.2. Increase in Equity
- 4.14.3. Hybrid Resources
- 4.14.4. Financing Through Intermediaries

**4.15. Money and Capital Markets**

- 4.15.1. The Money Market
- 4.15.2. The Fixed Income Market
- 4.15.3. The Equity Market
- 4.15.4. The Foreign Exchange Market
- 4.15.5. The Derivatives Market

**4.16. Financial Analysis and Planning**

- 4.16.1. Analysis of the Balance Sheet
- 4.16.2. Analysis of the Income Statement
- 4.16.3. Profitability Analysis

**4.17. Analysis and Resolution of Cases/ Problems**

- 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

**Module 5. Operations and Logistics Management**

**5.1. Operations Direction and Management**

- 5.1.1. The Role of Operations
- 5.1.2. The Impact of Operations on the Management of Companies
- 5.1.3. Introduction to Operations Strategy
- 5.1.4. Operations Management

**5.2. Industrial Organization and Logistics**

- 5.2.1. Industrial Organization Department
- 5.2.2. Logistics Department

**5.3. Structure and Types of Production (MTS, MTO, ATO, ETO, etc)**

- 5.3.1. Production System
- 5.3.2. Production Strategy
- 5.3.3. Inventory Management System
- 5.3.4. Production Indicators

**5.4. Structure and Types of Procurement**

- 5.4.1. Function of Procurement
- 5.4.2. Procurement Management
- 5.4.3. Types of Purchases
- 5.4.4. Efficient Purchasing Management of a Company
- 5.4.5. Stages of the Purchase Decision Process

**5.5. Economic Control of Purchasing**

- 5.5.1. Economic Influence of Purchases
- 5.5.2. Cost Centers
- 5.5.3. Budget
- 5.5.4. Budgeting vs. Actual Expenditure
- 5.5.5. Budgetary Control Tools

**5.6. Warehouse Operations Control**

- 5.6.1. Inventory Control
- 5.6.2. Location Systems
- 5.6.3. Stock Management Techniques
- 5.6.4. Storage Systems

**5.7. Strategic Purchasing Management**

- 5.7.1. Business Strategy
- 5.7.2. Strategic Planning
- 5.7.3. Purchasing Strategies

**5.8. Typologies of the Supply Chain (SCM)**

- 5.8.1. Supply Chain
- 5.8.2. Benefits of Supply Chain Management
- 5.8.3. Logistical Management in the Supply Chain



**5.9. Supply Chain Management**

- 5.9.1. The Concept of Management of the Supply Chain (SCM)
- 5.9.2. Costs and Efficiency of the Operations Chain
- 5.9.3. Demand Patterns
- 5.9.4. Operations Strategy and Change

**5.10. Interactions Between the SCM and All Other Departments**

- 5.10.1. Interaction of the Supply Chain
- 5.10.2. Interaction of the Supply Chain. Integration by Parts
- 5.10.3. Supply Chain Integration Issues
- 5.10.4. Supply Chain 4.0

**5.11. Logistics Costs**

- 5.11.1. Logistics Costs
- 5.11.2. Problems with Logistics Costs
- 5.11.3. Optimizing Logistic Costs

**5.12. Profitability and Efficiency of Logistics Chains: KPIs**

- 5.12.1. Logistics Chain
- 5.12.2. Profitability and Efficiency of the Logistics Chain.
- 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain

**5.13. Process Management**

- 5.13.1. Process Management
- 5.13.2. Process-Based Approach: Process Mapping
- 5.13.3. Improvements in Process Management

**5.14. Distribution and Transportation Logistics**

- 5.14.1. Distribution in the Supply Chain
- 5.14.2. Transportation Logistics
- 5.14.3. Geographic Information Systems as a Support to Logistics

**5.15. Logistics and Customers**

- 5.15.1. Demand Analysis
- 5.15.2. Demand and Sales Forecast
- 5.15.3. Sales and Operations Planning
- 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)

**5.16. International Logistics**

- 5.16.1. Export and Import Processes
- 5.16.2. Customs
- 5.16.3. Methods and Means of International Payment
- 5.16.4. International Logistics Platforms

**5.17. Outsourcing of Operations**

- 5.17.1. Operations Management and Outsourcing
- 5.17.2. Outsourcing Implementation in Logistics Environments

**5.18. Competitiveness in Operations**

- 5.18.1. Operations Management
- 5.18.2. Operational Competitiveness
- 5.18.3. Operations Strategy and Competitive Advantages

**5.19. Quality Management**

- 5.19.1. Internal and External Customers
- 5.19.2. Quality Costs
- 5.19.3. Ongoing Improvement and the Deming Philosophy

**Module 6. Information Systems Management**

**6.1. Technological Environment**

- 6.1.1. Technology and Globalization
- 6.1.2. Economic Environment and Technology
- 6.1.3. Technological Environment and its Impact on Companies

**6.2. Information Systems and Technologies in the Company**

- 6.2.1. The Evolution of the IT Model
- 6.2.2. Organization and IT Departments
- 6.2.3. Information Technology and Economic Environment

**6.3. Corporate Strategy and Technology Strategy**

- 6.3.1. Creating Value for Customers and Shareholders
- 6.3.2. Strategic IS/IT Decisions
- 6.3.3. Corporate Strategy vs Technological and Digital Strategy

**6.4. Information Systems Management**

- 6.4.1. Corporate Governance of Technology and Information Systems
- 6.4.2. Management of Information Systems in Companies
- 6.4.3. Expert Managers in Information Systems: Roles and Functions

**6.5. Information Technology Strategic Planning**

- 6.5.1. Information Systems and Corporate Strategy
- 6.5.2. Strategic Planning of Information Systems
- 6.5.3. Phases of Information Systems Strategic Planning

**6.6. Information Systems for Decision-Making**

- 6.6.1. *Business Intelligence*
- 6.6.2. *Data Warehouse*
- 6.6.3. BSC or Balanced Scorecard

**6.7. Exploring the Information**

- 6.7.1. SQL: Relational Databases. Basic Concepts
- 6.7.2. Networks and Communications
- 6.7.3. Operational System: Standardized Data Models
- 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
- 6.7.5. Strategic DB Analysis and Report Composition

**6.8. Enterprise Business Intelligence**

- 6.8.1. The World of Data
- 6.8.2. Relevant Concepts
- 6.8.3. Main Characteristics
- 6.8.4. Solutions in Today's Market
- 6.8.5. Overall Architecture of a BI Solution
- 6.8.6. Cybersecurity in BI and Data Science

**6.9. New Business Concept**

- 6.9.1. Why BI
- 6.9.2. Obtaining Information
- 6.9.3. BI in the Different Departments of the Company
- 6.9.4. Reasons to Invest in BI

**6.10. BI Tools and Solutions**

- 6.10.1. How to Choose the Best Tool?
- 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
- 6.10.3. SAP BI, SAS BI and Qlikview
- 6.10.4. Prometheus

**6.11. BI Project Planning and Management**

- 6.11.1. First Steps to Define a BI Project
- 6.11.2. BI Solution for the Company
- 6.11.3. Requirements and Objectives

**6.12. Corporate Management Applications**

- 6.12.1. Information Systems and Corporate Management
- 6.12.2. Applications for Corporate Management
- 6.12.3. Enterprise Resource Planning or ERP Systems

**6.13. Digital Transformation**

- 6.13.1. Conceptual Framework of Digital Transformation
- 6.13.2. Digital Transformation: Key Elements, Benefits and Drawbacks.
- 6.13.3. Digital Transformation in Companies

**6.14. Technology and Trends**

- 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
- 6.14.2. Analysis of the Main Emerging Technologies

**6.15. IT Outsourcing**

- 6.15.1. Conceptual Framework of Outsourcing
- 6.15.2. IT Outsourcing and Its Impact on the Business
- 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

**Module 7. Commercial Management, Strategic Marketing and Corporate Communication**
**7.1. Commercial Management**

- 7.1.1. Conceptual Framework of Commercial Management
- 7.1.2. Business Strategy and Planning
- 7.1.3. The Role of Sales Managers

**7.2. Marketing**

- 7.2.1. The Concept of Marketing
- 7.2.2. The Basic Elements of Marketing
- 7.2.3. Marketing Activities in Companies

**7.3. Strategic Marketing Management**

- 7.3.1. The Concept of Strategic Marketing
- 7.3.2. Concept of Strategic Marketing Planning
- 7.3.3. Stages in the Process of Strategic Marketing Planning

**7.4. Digital Marketing and E-Commerce**

- 7.4.1. Digital Marketing and E-Commerce Objectives
- 7.4.2. Digital Marketing and Media Used
- 7.4.3. E-Commerce. General Context
- 7.4.4. Categories of E-Commerce
- 7.4.5. Advantages and Disadvantages of E-commerce Versus Traditional Commerce

**7.5. Managing Digital Business**

- 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
- 7.5.2. Design and Creation of a Digital Marketing Plan
- 7.5.3. ROI Analysis in a Digital Marketing Plan

**7.6. Digital Marketing to Reinforce the Brand**

- 7.6.1. Online Strategies to Improve Your Brand's Reputation
- 7.6.2. Branded Content and Storytelling

**7.7. Digital Marketing Strategy**

- 7.7.1. Defining the Digital Marketing Strategy
- 7.7.2. Digital Marketing Strategy Tools

**7.8. Digital Marketing to Attract and Customer Loyalty**

- 7.8.1. Loyalty and Engagement Strategies Through the Internet
- 7.8.2. *Visitor Relationship Management*
- 7.8.3. Hypersegmentation

**7.9. Managing Digital Campaigns**

- 7.9.1. What is a Digital Advertising Campaign?
- 7.9.2. Steps in Launching an Online Marketing Campaign
- 7.9.3. Mistakes in Digital Advertising Campaigns

**7.10. Online Marketing Plan**

- 7.10.1. What is an Online Marketing Plan?
- 7.10.2. Steps to Create an Online Marketing Plan
- 7.10.3. Advantages of Having an Online Marketing Plan

**7.11. Blended Marketing**

- 7.11.1. What is Blended Marketing?
- 7.11.2. Differences Between Online and Offline Marketing
- 7.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy

- 7.11.4. Characteristics of a Blended Marketing Strategy
- 7.11.5. Recommendations in Blended Marketing
- 7.11.6. Benefits of Blended Marketing

**7.12. Sales Strategy**

- 7.12.1. Sales Strategy
- 7.12.2. Sales Methods

**7.13. Corporate Communication**

- 7.13.1. Concept
- 7.13.2. The Importance of Communication in the Organization
- 7.13.3. Type of Communication in the Organization

- 7.13.4. Functions of Communication in the Organization

- 7.13.5. Elements of Communication
- 7.13.6. Communication Problems
- 7.13.7. Communication Scenarios

**7.14. Corporate Communication Strategy**

- 7.14.1. Motivational Programs, Social Action, Participation and HR Training Programs
- 7.14.2. Internal Communication Tools and Supports"
- 7.14.3. Internal Communication Plan

**7.15. Digital Communication and Reputation**

- 7.15.1. Online Reputation
- 7.15.2. How to Measure Digital Reputation?
- 7.15.3. Online Reputation Tools

- 7.15.4. Online Reputation Report
- 7.15.5. Online Branding

**Module 8. Market Research, Advertising and Commercial Management**

**8.1. Market Research**

- 8.1.1. Market Research: Historical Origin
- 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
- 8.1.3. Key Elements and Value Contribution of Market Research

**8.2. Quantitative Research Methods and Techniques**

- 8.2.1. Sample Size
- 8.2.2. Sampling
- 8.2.3. Types of Quantitative Techniques

**8.3. Qualitative Research Methods and Techniques**

- 8.3.1. Types of Qualitative Research
- 8.3.2. Qualitative Research Techniques

**8.4. Market Segmentation**

- 8.4.1. Market Segmentation Concept
- 8.4.2. Utility and Segmentation Requirements
- 8.4.3. Consumer Market Segmentation
- 8.4.4. Industrial Market Segmentation
- 8.4.5. Segmentation Strategies
- 8.4.6. Segmentation Based on Marketing - Mix Criteria
- 8.4.7. Market Segmentation Methodology

**8.5. Research Project Management**

- 8.5.1. Market Research as a Process
- 8.5.2. Planning Stages in Market Research
- 8.5.3. Stages of Market Research Implementation
- 8.5.4. Managing a Research Project

**8.6. International Market Research**

- 8.6.1. International Market Research
- 8.6.2. International Market Research Process
- 8.6.3. The Importance of Secondary Sources in International Market Research

**8.7. Feasibility Studies**

- 8.7.1. Concept and Usefulness
- 8.7.2. Outline of a Feasibility Study
- 8.7.3. Development of a Feasibility Study

**8.8. Publicity**

- 8.8.1. Historical Background of Advertising
- 8.8.2. Conceptual Framework of Advertising: Principles, Briefing Concept and Positioning
- 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
- 8.8.4. Importance of Advertising in Business
- 8.8.5. Advertising Trends and Challenges

**8.9. Developing the Marketing Plan**

- 8.9.1. Marketing Plan Concept
- 8.9.2. Situation Analysis and Diagnosis
- 8.9.3. Strategic Marketing Decisions
- 8.9.4. Operational Marketing Decisions

**8.10. Promotion and Merchandising Strategies**

- 8.10.1. Integrated Marketing Communication
- 8.10.2. Advertising Communication Plan
- 8.10.3. Merchandising as a Communication Technique

**8.11. Media Planning**

- 8.11.1. Origin and Evolution of Media Planning
- 8.11.2. Media
- 8.11.3. Media Plan

**8.12. Fundamentals of Commercial Management**

- 8.12.1. The Role of Commercial Management
- 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
- 8.12.3. Commercial Planning Systems of the Company
- 8.12.4. Main Competitive Strategies

**8.13. Commercial Negotiation**

- 8.13.1. Commercial Negotiation
- 8.13.2. Psychological Issues in Negotiation
- 8.13.3. Main Negotiation Methods
- 8.13.4. The Negotiation Process

**8.14. Decision-Making in Commercial Management**

- 8.14.1. Commercial Strategy and Competitive Strategy
- 8.14.2. Decision Making Models
- 8.14.3. Decision-Making Analytics and Tools
- 8.14.4. Human Behavior in Decision Making

**8.15. Leadership and Management of the Sales Network**

- 8.15.1. Sales Management
- 8.15.2. Networks Serving Commercial Activity
- 8.15.3. Salesperson Recruitment and Training Policies
- 8.15.4. Remuneration Systems for Own and External Commercial Networks
- 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information

**8.16. Implementing the Commercial Function**

- 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
- 8.16.2. Controlling Commercial Activity
- 8.16.3. The Code of Ethics of Sales Personnel
- 8.16.4. Compliance with Legislation
- 8.16.5. Generally Accepted Standards of Business Conduct

**8.17. Key Account Management**

- 8.17.1. Concept of Key Account Management
- 8.17.2. The Key Account Manager
- 8.17.3. Key Account Management Strategy

**8.18. Financial and Budgetary Management**

- 8.18.1. The Break-Even Point
- 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan

- 8.18.3. Financial Impact of Strategic Sales Decisions
- 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
- 8.18.5. Income Statement

**Module 9. Innovation and Project Management****9.1. Innovation**

- 9.1.1. Introduction to Innovation
- 9.1.2. Innovation in the Entrepreneurial Ecosystem
- 9.1.3. Instruments and Tools for the Business Innovation Process

**9.2. Innovation Strategy**

- 9.2.1. Strategic Intelligence and Innovation
- 9.2.2. Innovation from Strategy

**9.3. Project Management for Startups**

- 9.3.1. Startup Concept
- 9.3.2. Lean Startup Philosophy
- 9.3.3. Stages of Startup Development
- 9.3.4. The Role of a Project Manager in a Startup

**9.4. Business Model Design and Validation**

- 9.4.1. Conceptual Framework of a Business Model
- 9.4.2. Business Model Design and Validation

**9.5. Project Management**

- 9.5.1. Project Management and Direction: Identification of Opportunities to Develop Corporate Innovation Projects
- 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects

**9.6. Change Management in Projects: Management of Training**

- 9.6.1. Concept of Change Management
- 9.6.2. The Change Management Process
- 9.6.3. Change Implementation

**9.7. Project Communication Management**

- 9.7.1. Project Communications Management
- 9.7.2. Key Concepts for Project Communications Management
- 9.7.3. Emerging Trends
- 9.7.4. Adaptations to Equipment
- 9.7.5. Planning Communications Management
- 9.7.6. Managing Communications
- 9.7.7. Monitoring Communications

**9.8. Traditional and Innovative Methodologies**

- 9.8.1. Innovative Methodologies
- 9.8.2. Basic Principles of Scrum
- 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies

**9.9. Creation of a Startup**

- 9.9.1. Creation of a Startup
- 9.9.2. Organization and Culture
- 9.9.3. Top Ten Reasons Why Startups Fail
- 9.9.4. Legal Aspects

**9.10. Project Risk Management Planning**

- 9.10.1. Risk Planning
- 9.10.2. Elements for Creating a Risk Management Plan
- 9.10.3. Tools for Creating a Risk Management Plan
- 9.10.4. Content of the Risk Management Plan

**Module 10. Executive Management**

**10.1. General Management**

- 10.1.1. The Concept of General Management
- 10.1.2. The General Manager's Action
- 10.1.3. The CEO and Their Responsibilities
- 10.1.4. Transforming the Work of Management

**10.2. Manager Functions: Organizational Culture and Approaches**

- 10.2.1. Manager Functions: Organizational Culture and Approaches

**10.3. Operations Management**

- 10.3.1. The Importance of Management
- 10.3.2. Value Chain
- 10.3.3. Quality Management

**10.4. Public Speaking and Spokesperson Education**

- 10.4.1. Interpersonal Communication
- 10.4.2. Communication Skills and Influence
- 10.4.3. Communication Barriers

**10.5. Personal and Organizational Communications Tools**

- 10.5.1. Interpersonal Communication
- 10.5.2. Interpersonal Communication Tools
- 10.5.3. Communication in the Organization
- 10.5.4. Tools in the Organization

**10.6. Communication in Crisis Situations**

- 10.6.1. Crisis
- 10.6.2. Phases of the Crisis
- 10.6.3. Messages: Contents and Moments

**10.7. Preparation of a Crisis Plan**

- 10.7.1. Analysis of Possible Problems
- 10.7.2. Planning
- 10.7.3. Adequacy of Personnel

**10.8. Emotional Intelligence**

- 10.8.1. Emotional Intelligence and Communication
- 10.8.2. Assertiveness, Empathy, and Active Listening
- 10.8.3. Self-Esteem and Emotional Communication

**10.9. Personal Branding**

- 10.9.1. Strategies to Develop Personal Branding
- 10.9.2. Personal Branding Laws
- 10.9.3. Tools for Creating Personal Brands

**10.10. Leadership and Team Management**

- 10.10.1. Leadership and Leadership Styles
- 10.10.2. Leader Capabilities and Challenges
- 10.10.3. Managing Change Processes
- 10.10.4. Managing Multicultural Teams

**Module 11. Clinical Management**

**11.1. Patient Classification Systems**

- 11.1.1. Diagnosis-Related Groups (DRGs)
- 11.1.2. The NIPE Project (Standardization of Interventions for Nurse Practice)
- 11.1.3. Patient Classification Systems
- 11.1.4. Essential Resources

**11.2. Definition and Regulation of Clinical Management**

- 11.2.1. Definition of Clinical Governance
- 11.2.2. Evolution of Clinical Management in the National Health System
- 11.2.3. The Contract-Program and Clinical Management
- 11.2.5. Current Status and Controversies

**11.3. Clinical Management Processes and Protocols. Management of Scientific Evidence**

- 11.3.1. Variability in Medical Practice
- 11.3.2. Scientific Evidence
- 11.3.3. Clinical Management
- 11.3.4. Processes, Procedures, Clinical Pathways and Clinical Management Units

**11.4. Models and Clinical Management Units: Inter-Hospital Units**

- 11.4.1. What Can Be Considered in a Clinical Management Unit: Inter-Hospital
- 11.4.2. Requirements of Inter-Hospital Clinical Management Units
- 11.4.3. Importance of Leadership in Inter-Hospital Clinical Management Units

- 11.4.4. Human Resources, Continuing Education, Research and Teaching
- 11.4.5. Patients and Companions. Humanization in Healthcare
- 11.4.6. Processes in Inter-Hospital Clinical Management Units
- 11.4.7. The Indicators of these Inter-Hospital Units
- 11.4.8. Management by Objectives and Improvement

**11.5. Prudent Drug Prescription. Electronic Prescription**

- 11.5.1. Good Prescribing Standards
- 11.5.2. Principles for Prudent Prescribing
- 11.5.3. Tools for Prudent Pharmacological Prescribing
- 11.5.4. Prescribing Quality Indicators

**11.6. Prescription of Complementary Tests**

- 11.6.1. Management of Requests
- 11.6.2. Information Systems Integration Model for the Management of Diagnostic Tests
- 11.6.3. Benefits of a Request Manager
- 11.6.4. Lean Method

**Module 12.** Planning and Control of Health Organizations**12.1. Actors in the National Health System**

- 12.1.1. Sustainability of the National Health System
- 12.1.2. The Actors in the Healthcare System
- 12.1.3. The Taxpayer
- 12.1.4. The Patient
- 12.1.5. The Professional

- 12.1.6. Purchasing Agency
- 12.1.7. The Buyer
- 12.1.8. The Manufacturing Institution
- 12.1.9. Conflicts and Interests

**Module 13.** Medical and Welfare Management Department in the Health System**13.1. Classical Medical Management vs. Healthcare Management**

- 13.1.1. Classic Medical Management
- 13.1.2. Medical Healthcare Management

**13.2. Management Information Systems and Electronic Medical Records**

- 13.2.1. Control Panels
- 13.2.2. Electronic Medical Records
- 13.2.3. Assisted Prescription Systems
- 13.2.4. Other Useful Information Systems in Health Management

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

- 13.3.1. The Need for Healthcare Integration
- 13.3.2. Integrated Health Organizations. Initial Bases
- 13.3.3. Starting an OSI

**13.4. Bioethics and Humanization in Medical Practice**

- 13.4.1. Current Status of Dehumanization in the Healthcare System
- 13.4.2. Quality Management
- 13.4.3. Humanizing Quality Management
- 13.4.4. Humanization Programs

**13.5. Medical and Healthcare Management: Relationships**

- 13.5.1. Management Role
- 13.5.2. Active Participation Management
- 13.5.3. Management Objectives
- 13.5.4. Regulation of the Relationship Between Medical Management and Executive Management
- 13.5.5. Professional Management Systems

**13.6. Public Health, Health Promotion and Disease Prevention for Healthcare Directorates, Hospitals and Health Areas**

- 13.6.1. What is Public Health
- 13.6.2. Health Promotion
- 13.6.3. Disease Prevention
- 13.6.4. Foreign or International Health
- 13.6.5. The Challenges of Public Health

**13.7. Transformation of the Healthcare Model. The Triple Aim**

- 13.7.1. Continuity of Healthcare Strategy
- 13.7.2. Social Health Strategy
- 13.7.3. Efficiency, Health and Patient Experience

## Module 14. Quality Management

### 14.1. Quality in Healthcare

- 14.1.1. Quality Care
- 14.1.2. Health and Quality Activity Records

### 14.2. Quality of Healthcare Programs

- 14.2.1. Quality of Care

## Module 15. Competency Management

### 15.1. Performance Evaluation. Competency Management

- 15.1.1. Definition of Competencies
- 15.1.2. Performance Evaluation Procedure. Implementation
- 15.1.3. Functions
- 15.1.4. General and Specific Skills

- 15.1.5. Feedback from Professions for Improving their Performance and Self-Assessment
- 15.1.6. Training Itinerary Design for Skills Development
- 15.1.7. Intrinsic and Extrinsic Motivation to Improve Performance. Methods
- 15.1.8. Most Important Principles of Change

### 15.2. Methods and Techniques. Competency Management

- 15.2.1. The Assessment Interview. Instructions for the Assessor
- 15.2.2. General Principles of Motivational Interviewing
- 15.2.3. Motivational Interview
- 15.2.4. Communication Strategies
- 15.2.5. Miller's Pyramid

## Module 16. Patient Safety

### 16.1. Patient Safety: Evolution Over Time

- 16.1.1. Introduction and Definition Background and Current Situation
- 16.1.2. Unequivocal Patient Identification. Localization and Traceability Systems

- 16.1.3. Patients at Risk of Developing Pressure Ulcers (PUs)
- 16.1.4. Infection Risks Associated to Nursing Care. Venous Access Care
- 16.1.5. Fall Risks. Fall Prevention and Monitoring in Hospitalized Patients

### 16.2. Nosocomial Infections

- 16.2.1. Nosocomial Infections. Definition and Classification BORRAR
- 16.2.2. Care for Nosocomial Infection
- 16.2.3. Hospital Infection Control and Surveillance Programs and Networks
- 16.2.4. Asepsis, Disinfection and Sterilization

### 16.3. Prevention

- 16.3.1. Primary and Secondary Prevention. Types and Examples
- 16.3.2. Prevention and Detection of Adverse Events Related to the Preparation and Administration of Medication
- 16.3.3. Screening Programs: Breast Cancer Management
- 16.3.4. Screening Programs: Colon Cancer Management

- 16.3.5. Vaccination Program Management. Childhood Vaccination
- 16.3.6. Vaccination Program Management. Flu Vaccination
- 16.3.7. FMEA (Failure Mode and Effects Analysis). Root Cause Analysis

### 16.4. Notification and Registration System

- 16.4.1. Information and Record Systems
- 16.4.2. Adverse Event Reporting and Recording Systems

### 16.5. Secondary and Tertiary Victims

- 16.5.1. Health Professionals in the Face of Adverse Effects
- 16.5.2. Recovery Trajectory and Emotional Support
- 16.5.3. Impact on Corporate Image



**Module 17. Quality Accreditation in Healthcare**

**17.1. Accreditation in Healthcare**

- 17.1.1. Quality Management Systems: Accreditation, Certification and Excellence Models

**17.2. Joint Commission International**

- 17.2.1. History
- 17.2.2. The Joint International Commission

**17.3. EFQM Model**

- 17.3.1. Criteria in Models for Excellence
- 17.3.2. The Reder Logic Scheme
- 17.3.3. Update of the EFQM Excellence Model

**17.4. ISO Accreditation**

- 17.4.1. Rules Are Used as a Standard for Certification
- 17.4.2. Healthcare System Accreditation Status
- 17.4.3. Accreditation in Perspective: Main Theoretical-Practical Conflicts

**Module 18. Managing Special and Hospitalization Services**

**18.1. Emergency Services Management**

- 18.1.1. Processes of Emergency Services
- 18.1.2. Service Planning and Control
- 18.1.3. Human Resources
- 18.1.4. Teaching in the Emergency Department

**18.2. UCI Management**

- 18.2.1. Intensive Care Definition
- 18.2.2. ICU. Physical Structure
- 18.2.3. Human Resource Allocation

**18.2.4. Material Resources: Technology and Equipment Monitoring**

- 18.2.5. ICU Without Walls and Innovation Models
- 18.2.6. Safety Management in ICU. Zero Projects, Quality Indicators. Information Transfer
- 18.2.7. Humanization in ICUs

**18.3. Surgical Unit Management**

- 18.3.1. The Surgical Unit. Physical Structure, Organization and Channels
- 18.3.2. Coordination of Operating Rooms. Surgical Performance and Operation Indicators. Surgical Scheduling. Improving Performance

- 18.3.3. Human Resource Calculation in a Surgical Unit
- 18.3.4. Material Resource Calculation: Surgical Block Sizing and Operation

**18.4. Management of Hospital Admission Units**

- 18.4.1. What are Hospitalization Units
- 18.4.2. Requirements of Hospitalization Units
- 18.4.3. Importance of Leadership in the Hospitalization Units
- 18.4.4. Human Resources, Continuing Education, Teaching and Research
- 18.4.5. Patients and Companions

**18.4.6. Processes: Strategic, Operational and Structural**

- 18.4.7. Hospitalization Unit Indicators
- 18.4.8. The Role of Primary Care and Other Healthcare Facilities
- 18.4.9. Management by Objectives and Improvement

**18.5. Other Units and Special Services**

- 18.5.1. Alternatives to Conventional Hospitalization: Day Hospital (DH)
- 18.5.2. Alternatives to Conventional Hospitalization: Day Hospital Units Integrated in Other Units
- 18.5.3. Alternatives to Conventional Hospitalization: Home Hospitalization
- 18.5.4. Alternatives to Conventional Hospitalization: Short Stay Units

- 18.3.5. Safety Management in a Surgical Department. Surgical Checklist. Surgical Hand Washing
- 18.3.6. Asepsis and Sterilization in Operating Rooms. Environmental Monitoring of the Operating Room

**Module 19. Managing Central Services**

**19.1. Admission and Clinical Documentation Service**

- 19.1.1. Admissions and Clinical Documentation Services
- 19.1.2. Bed Management
- 19.1.3. Medical Record Archive
- 19.1.4. Digitization and Indexation
- 19.1.5. Metadata Definition

**19.2. Management of Radiodiagnostic Services**

- 19.2.1. Radiology Service Definition
- 19.2.2. Structure and Organization of the Radiology Service
- 19.2.3. Radiological Information Systems (RIS)
- 19.2.4. Radiological Request Circuit
- 19.2.5. Patients' Rights
- 19.2.6. Teleradiology

**19.3. Laboratory Management**

- 19.3.1. Pre-Analytical Phase
- 19.3.2. The Analytical Phase
- 19.3.3. The Post-Analytical Phase
- 19.3.4. Point-Of-Care Testing (POCT)

**19.4. Hospital and Primary Care Pharmacy Management**

- 19.4.1. Planning and Organization of Pharmacy Services: Physical Structure, Organization and Channels
- 19.4.2. Human and Material Resources. Different Competencies and Functions
- 19.4.3. Procurement Management and Pharmacotherapy Management Process
- 19.4.4. Hospital Dispensing Systems: Plant Stock, Unit Dose, Automated Systems

- 19.4.5. Sterile Medication Preparation Area: Hazardous and Non-Hazardous
- 19.4.6. Pharmaceutical Care to Outpatients and Ambulatory Patients
- 19.4.7. Primary Care Pharmacy and Healthcare Coordination in Pharmacotherapy

**19.5. Hospitality, Complementary and Volunteer Services Management**

- 19.5.1. Hospital Food
- 19.5.2. Linen Service
- 19.5.3. Hospital Volunteering

**Module 20. Management of Transversal and Primary Services**

**20.1. Primary Healthcare**

- 20.1.1. Primary Healthcare Resolution Capacity
- 20.1.2. Community Care: Health Programs
- 20.1.3. Emergency and Continuous Care. PAC Model and Special Emergency Services Model

**20.2. Complex-Chronic Patient Management**

- 20.2.1. Chronicity Care Models
- 20.2.2. From the Strategy for Chronic Care to Chronic Patient Management
- 20.2.3. Chronicity and Social Healthcare

**20.3. Experiences in Patient Empowerment: Active Patients, School of Patients**

- 20.3.1. Patient Empowerment and Nursing Input
- 20.3.2. Peer Support
- 20.3.3. Self-Care and Self-Care Support

- 20.3.4. Health Education and Self-Management Education
- 20.3.5. Self-Management Programs. Features
- 20.3.6. Self-Management Programs. International Experiences

## Module 21. Management of Outpatient Services

### 21.1. Management of Outpatient Services: Day Hospitals and Outpatient Consultations

- 21.1.1. Organization and Operation of the Day Hospital
- 21.1.2. Oncohematologic Day Hospital Management
- 21.1.3. Organization and Management of Outpatient Consultation

### 21.2. Management of Outpatient Services

- 21.2.1. Evolution Over Time
- 21.2.2. Emergency Coordination Centers
- 21.2.3. Human Resources and Skills. Team Involved
- 21.2.4. Healthcare Network Devices Coordination
- 21.2.5. Emergency Quality Indicators
- 21.2.6. Planning for Disasters. Managing a Disaster

### 21.3. Home Care: Models

- 21.3.1. Home Hospitalization Types and Concepts
- 21.3.2. Criteria for Patient Selection
- 21.3.3. Calculation and Management of Human and Material Resources
- 21.3.4. Palliative Care at Home. Techniques and Patient Selection
- 21.3.5. Family Support and Bereavement Management
- 21.3.6. Managing Primary Caregiver Overload. Family Claudication

### 21.4. Mental Health, Addictive Behavior and Social Work

- 21.4.1. Introduction to Mental Health
- 21.4.2. Comprehensive Care
- 21.4.3. Diagnostic and Therapeutic Techniques and Procedures Common to All Devices
- 21.4.4. Transversality and Continuity of Care in the Healthcare Setting
- 21.4.5. Social Work

## Module 22. Decision Making and Time Management

### 22.1. Decision Making

- 22.1.1. Deciding as an Organizational Process
- 22.1.2. Decision Process Phases
- 22.1.3. Features of any Decision

### 22.2. The Decision Process. Techniques

- 22.2.1. Management Schools. History
- 22.2.2. The Framework of the Management and Decision-Making Function
- 22.2.3. Types of Decisions

### 22.2.4. Characteristics of a Good Decision

- 22.2.5. Key Points to Consider in Decision-Making
- 22.2.6. The Logical Reasoning Process
- 22.2.7. Decision Support Tools

### 22.3. Time, Stress and Happiness Management

- 22.3.1. Introduction to Stress in Managerial Positions
- 22.3.2. General Guidelines for Preventing and/or Reducing the Experience of Stress

### 22.3.3. Effective Time Management

- 22.3.4. Agenda Planning
- 22.3.5. Personal Time and Professional Time, in Search of Happiness

**Module 23. Creating a Personal Brand**

**23.1. Public Profile**

- 23.1.1. Presenting Ourselves to the World. Our Digital Footprint
- 23.1.2. Digital Reputation. Positive References
- 23.1.3. The Cover Letter in 2.0

**23.2. The Job Interview to Apply for a Managerial Position**

- 23.2.1. The Interview
- 23.2.2. Methods for a Successful Interview

**Module 24. Internal Communication in Management**

**24.1. Communication**

- 24.1.1. Conceptual Approach
- 24.1.2. Internal Communication in Health Organization. Do You Have a Plan?
- 24.1.3. How to Create an Internal Communication Plan
- 24.1.4. Tools Evolution. From the Internal Circulation Note to the Corporate Social Network

**24.2. Meetings**

- 24.2.1. Conceptual Approach
- 24.2.2. Management Meetings and Time Management
- 24.2.3. Scheduled Team Meeting Architecture. A Proposal
- 24.2.4. Keys to Successful Meeting Preparation
- 24.2.5. Meeting Management

**24.3. Conflict Management**

- 24.3.1. Conceptual Approach
- 24.3.2. Labor Disputes
- 24.3.3. The Change Main Source of Conflict with Management
- 24.3.4. Conflict Management in Health Teams

**Module 25. Communication and Marketing in Health**

**25.1. Marketing and Social Media**

- 25.1.1. Conceptual Approach
- 25.1.2. Health Services Marketing

**25.2. Communication in Organizations**

- 25.2.1. Conceptual Approach
- 25.2.2. What to Communicate in the Healthcare Organization
- 25.2.3. ICTs as a Key Communication Tool in Clinical Management

**25.3. Relationships with Social Agent Users and Suppliers**

- 25.3.1. Financing and Underwriting
- 25.3.2. Regulation Actors in the System
- 25.3.3. Relationship Map, What They Expect from Each Other

**25.4. Corporate Social Responsibility. Good Healthcare Governance**

- 25.4.1. Responsibility and Ethics in the Organizations
- 25.4.2. Principles and Commitments to Develop Social Responsibility in the National Health System
- 25.4.3. Good Healthcare Governance
- 25.4.4. Good Governance Practices

**Module 26.** Teaching and Research Management. Research and Innovation: R&D&I in the Healthcare Environment**26.1. Research Methodology: Epidemiology and Research Study Designs and Biases**

- 26.1.1. Epidemiology and Clinical Epidemiology
- 26.1.2. Main Study Designs in Clinical Research
- 26.1.3. Quality of the Studies: Reliability and Validity. Biases

**26.2. Sources of Information for Research and Sourcing Strategies. Databases**

- 26.2.1. Clinical Research Questions
- 26.2.2. Information Sources
- 26.2.3. Where and How to Search for Information
- 26.2.4. Searching
- 26.2.5. Databases

**26.3. Critical Reading of Articles**

- 26.3.1. Phases in Critical Reading
- 26.3.2. Tools for Critical Reading
- 26.3.3. Main Mistakes

**26.4. Research Projects: Financial Resources Product and Patents Development**

- 26.4.1. Research Project Design
- 26.4.2. Funding in Research
- 26.4.3. Exploitation of Research Results

**26.5. Communication and Dissemination of Research Findings**

- 26.5.1. Research Reports
- 26.5.2. Choosing a Journal for Publication
- 26.5.3. Some Style Recommendations

07

# Study Methodology

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

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



“

*TECH prepares you to face new challenges in uncertain environments and achieve success in your career”*

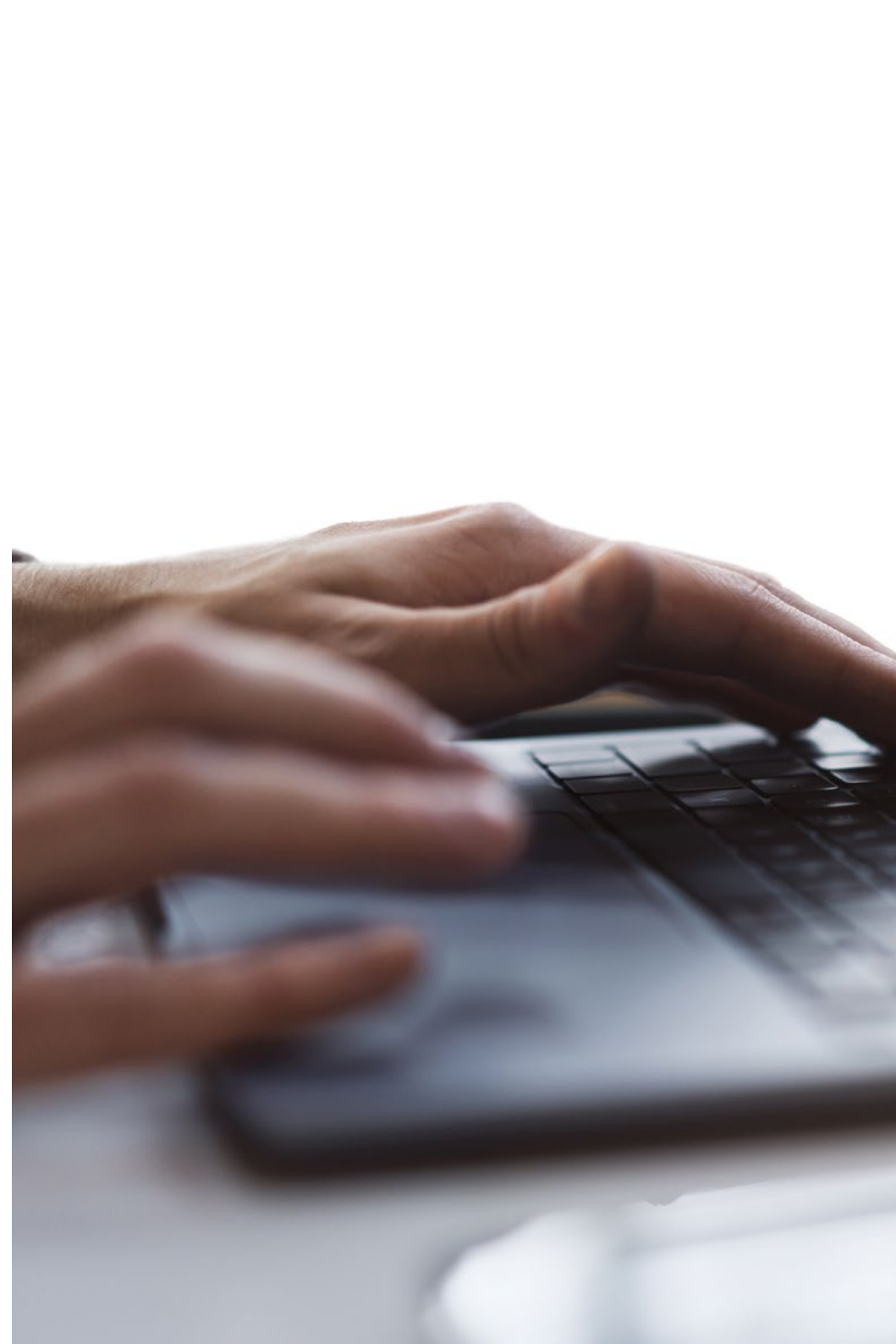
### **The student: the priority of all TECH programs.**

In TECH's study methodology, the student is the absolute protagonist. The pedagogical 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 the student who chooses the time they spend studying, 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 attend live classes, which many times they cannot attend. The learning activities will be done when it is convenient for them. You will always be able to decide when and from where to study.

“

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





### The most comprehensive curriculums at the international level

TECH is characterized by offering the most comprehensive academic itineraries in the university environment. This comprehensiveness is achieved through the creation of curriculums that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly updated, 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 preparation that provides them with a notable competitive advantage to advance in 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 smartphone wherever you want, whenever you want and for as long as you want*”

## Case Studies or Case Method

The case method has been the learning system most used by the best business schools in the world. 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 solve them. In 1924 it was established as a standard teaching method at Harvard.

With this teaching model, it is the student who builds their professional competence through strategies such as Learning by Doing or Design Thinking, which are 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, argue 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 Method

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, they are able to review and reiterate the key concepts of each subject and learn to apply them in a real environment.

Along the same lines, and according to multiple scientific researches, repetition 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 more performance, involving you more in your specialization, developing a critical spirit, defending arguments and contrasting opinions: a direct equation to success.*



## A 100% online Virtual Campus with the best teaching resources

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 reiteration, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neurosciences 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 for long-term retention. This is a model called Neurocognitive Context-Dependent E-Learning that is consciously applied in this university program.

Furthermore, in order to maximize tutor-student contact, a wide range of communication possibilities are provided, both in real time and deferred (internal messaging, discussion forums, telephone answering service, e-mail contact with the technical secretary, chat and videoconferencing).

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, in accordance with their accelerated professional updating.



*The online mode of study of this program will allow you to organize your time and your 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 best rated by its students

The results of this innovative academic 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 up to date with the technological and pedagogical vanguard.*

*You will be able to learn with the advantages of access to simulated learning environments and the learning by observation approach, that is, the "Learning from an Expert" approach.*



Therefore, 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 skills and abilities in each thematic area. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the context of the globalization in which we live.



### Interactive Summaries

We present the contents in an attractive and dynamic way in multimedia pills that include audio, videos, images, diagrams and concept maps in order to reinforce knowledge.

This unique educational system for the presentation of multimedia content was awarded by Microsoft as "Successful Case in Europe."



### Additional Reading

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





**Case Studies**

You will complete a selection of the best case studies in the field. Cases presented, analyzed and tutored by the best specialists in the world.



**Testing & Retesting**

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



**Masterclasses**

There is scientific evidence suggesting that observing third-party experts can be useful.  
Learning from an expert strengthens knowledge and recall, and generates confidence in our 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.



08

# Our Students' Profiles

The MBA in Medical Management and Head of Service is a program aimed at professionals with extensive experience, who want to update their knowledge and advance in their professional career. The diversity of participants with different academic profiles and from multiple nationalities makes up the multidisciplinary approach of this program, which is a plus of quality in these times, where internationalization marks the way forward for all sectors.







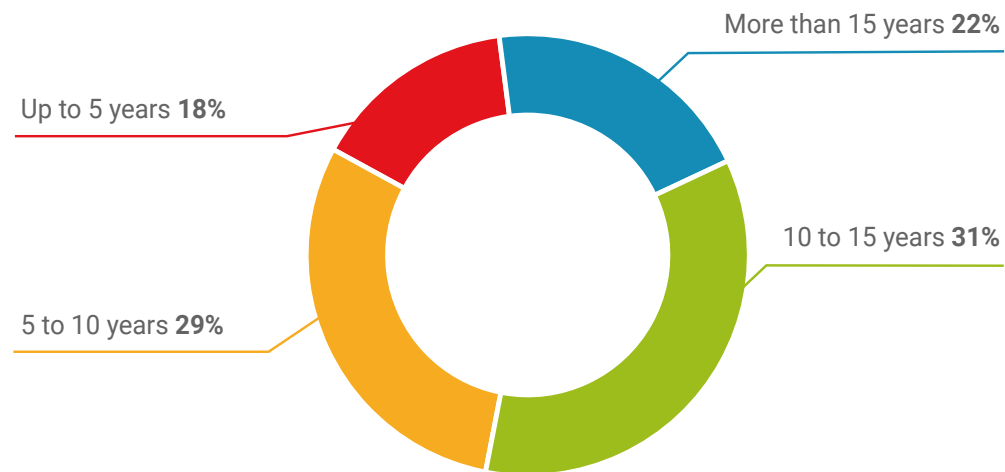
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*A interesting program to enhance your training and help you achieve success Communication Management”*

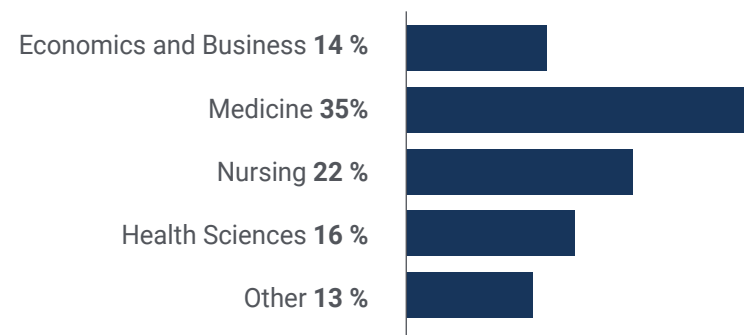
### Average Age

Between **35** and **45** years old

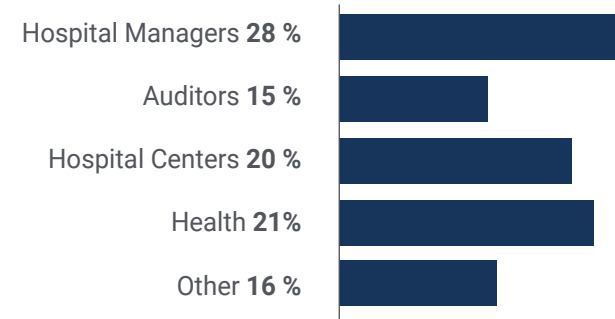
### Years of Experience



### Training

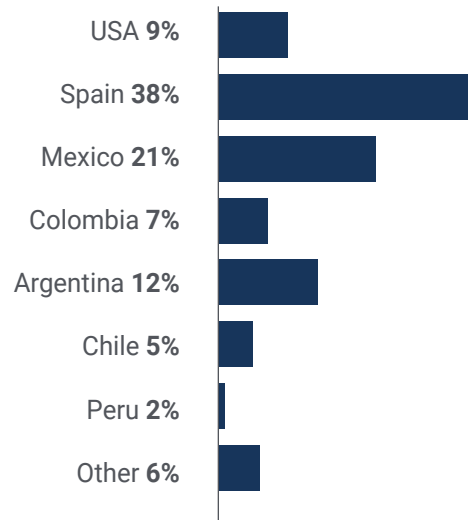


### Academic Profile



## Geographical Distribution

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## Marta Gutiérrez

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Director of a Healthcare Clinic

*"Running a healthcare clinic requires highly trained professionals. However, considering an Advanced Master's Degree of this type is not easy, especially if you have to balance it with the rest of your daily obligations. Fortunately, this TECH program has allowed me to increase my training in this field with the best faculty and teaching methodology. Thanks to this, today I am the director of a Healthcare Clinic"*

09

# Course Management

One of TECH's top priorities is to offer graduates the most complete education. For this reason, this MBA has a prestigious teaching staff, with extensive professional experience in the best organizations related to the world of medical management. Thanks to them, students will acquire in-depth knowledge and practical skills to offer a praxis based on excellence. In this way, the experts will be prepared to successfully overcome any challenge that may arise during the course of their work, applying the latest technology.



A black and white photograph showing three people from a different perspective, looking down at a screen. The image is partially obscured by a dark blue diagonal shape that covers the top right and bottom right portions of the page.

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*TECH's prestigious faculty has designed an academic itinerary that will elevate you to the highest level of your profession”*

## International Guest Director

Dr. Leslie K. Breitner is an internationally renowned specialist with a distinguished career in the fields of **business administration, not-for-profit management, and health care**. Her professional and research career has focused on analyzing the impact of initiatives that improve the **quality of financial systems in healthcare organizations**.

In that sense, her main contributions have been related to education and 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 **Academic Co-Director of the Graduate Program in Healthcare Management**. She also lectures frequently at Harvard University, Washington University and Seton Hall University.

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



## Dr. Breitner, Leslie

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

“

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

## International Guest Director

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

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

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

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





## Ms. Dove, Jennifer

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

“

*TECH boasts a distinguished and specialized group of International Guest Directors, with important leadership roles in the most cutting-edge companies in the global market”*

## International Guest Director

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

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

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



## Mr. Gauthier, Rick

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

“

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

## International Guest Director

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

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

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

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



## Mr. Arman, Romi

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- ♦ Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- ♦ Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course

“

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

## International Guest Director

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

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

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

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



## Mr. Arens, Manuel

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

“

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

## International Guest Director

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

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

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and accessories. His tactics have also focused on the retail environment and consumer needs and behavior. In this

La Sala has also been responsible for shaping the commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. He has been in charge of creating effective calendars for buying and selling campaigns.

He has also been in charge of the terms, costs, processes and delivery times of different operations.

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





## Mr. La Sala, Andrea

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

“

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

## International Guest Director

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

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

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

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thus, he has come to be considered a **born leader** of the **new global economy**, centered on the drive for data and its infinite possibilities.



## Mr. Gram, Mick

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

“

*Study at the best online university in the world according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors”*

## International Guest Director

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

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

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

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



## Mr. Stevenson, Scott

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- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- M.A. in Creative Writing from the University of California
- B.S. in Telecommunications from the University of Florida

“

*Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process”*

## International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



## Ms. Thole-Muir, Wendy

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- Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- Communications Consultant at ABI, Belgium
- Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- Master's Degree in Social Behavioral Studies, University of South Africa
- Master's Degree in Sociology and Psychology, University of South Africa
- Bachelor of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- Bachelor of Arts in Psychology from the University of South Africa



*Thanks to this university program, 100% online, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!"*

# 10

# Impact on Your Career

TECH's priority is to raise its students to a higher level in their professions. For this reason, it offers the most complete and updated didactic materials in the academic market, in addition to a teaching staff made up of top-level specialists. These professionals will put all their efforts and tools at the disposal of their students so that they acquire the necessary skills and abilities that will allow them to achieve this change.







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*TECH will help you to generate a positive change in your profession”*

### Are you ready to take the leap? Excellent professional development awaits you

The MBA in Medical Management and Head of Service from TECH Global University is an intensive program that prepares students to face business challenges and decisions at both national and international levels. Its main objective is to promote personal and professional growth. Helping students achieve success.

Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

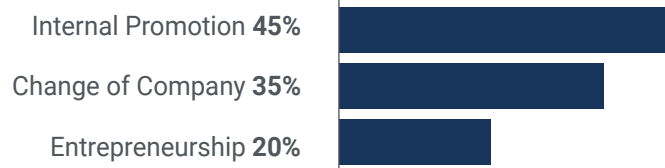
*Achieve the job opportunity you want by increasing training in TECH.*

*The completion of this program will allow you to give a positive turning to your career.*

#### Time of change



#### Type of change



### Salary increase

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This program represents a salary increase of more than **25.22%** for our students



11

# Benefits for Your Company

The MBA in Medical Management and Head of Service will provide numerous benefits to both experts and their organizations. By having a specialization, professionals will bring innovative ideas and creative solutions to the specific challenges of their field. Workers will also reduce long-term costs by minimizing errors and increasing efficiency. Moreover, their procedures will promote greater customer satisfaction, generating loyalty and even referrals.



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*The executive will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization”*

Developing and retaining talent in companies is the best long-term investment.

01

### **Growth of talent and intellectual capital**

The professional will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

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02

### **Retaining high-potential executives to avoid talent drain**

This program strengthens the link between the company and the professional and opens new avenues for professional growth within the company.

03

### **Building agents of change**

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.

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04

### **Increased international expansion possibilities**

Thanks to this program, the company will come into contact with the main markets in the world economy.



05

### **Project Development**

The professional can work on a real project or develop new projects in the field of R & D or business development of your company.

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06

### **Increased competitiveness**

This program will equip students with the skills to take on new challenges and drive the organization forward.

11

# Certificate

The MBA in Medical Management and Head of Service guarantees, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma issued by TECH Global University.







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*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 a **MBA in Medical Management and Head of Service** 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 in MBA in Medical Management and Head of Service**

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.



## Advanced Master's Degree

MBA in Medical  
Management  
and Head of Service

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

# Advanced Master's Degree MBA in Medical Management and Head of Service