Executive Master's Degree
MBA in Dental Clinic Management

MBADCM

tech *technological university*

Executive Master's Degree
MBA in Dental Clinic Management

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Technological University**
- » Schedule: **at your own pace**
- » Exams: **online**

Website: **www.techtitute.com/us/school-of-business/executive-master-degree/master-mba-dental-clinic-management**

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01
Welcome

The dental sector is becoming increasingly competitive, thanks to the emergence of numerous dental clinics in recent years. In addition, the success of a dental clinic also requires achieving excellence at the business level and, therefore, specialization in this field is essential to give the necessary push to elevate these companies to the elite of their sector. In this way, it is essential that professionals acquire the necessary skills in finance, logistics, marketing and communication, or human resources management, for example. In addition, in this very complete academic itinerary of TECH, graduates will have 10 Masterclasses given by a prestigious International Guest Director.

**MBA in Dental Clinic Management
TECH Technological University**

You will stand out among other professionals in the sector after learning about global dental clinic management from a renowned International Guest Director"

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

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

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

Academic Excellence

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

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 ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.

Learn with the best

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 your management and leadership skills in the field of dental clinics, in addition to developing new competencies and skills that will be essential in your professional development. After the program, you will be equipped to make global decisions with an innovative perspective and an international vision.

" *TECH will teach you how to strategically manage a dental clinic"*

**TECH makes the goals of their students their own goals too
Working together to achieve them**
The **MBA in Dental Clinic Management** will train you to:

01 Use theoretical, methodological and analytical tools to optimally manage and direct clinical-dental businesses, effectively differentiating themselves in a highly competitive environment

04 Describe the current situation and future trends of dental clinic management and administration to be able to define objectives and differentiating successful strategies

02 Favor the acquisition of personal and professional skills that will encourage students to undertake their own business projects with greater confidence and determination, both in the case of initiating the creation of their clinical-dental business, and in the case of innovating in the management and direction model of the clinical-dental business they already have

03 Professionalize the clinical-dental sector, through continuous and specific specialization in the field of business management and direction

05 Become familiar with the terminology and concepts specific to business management and administration to effectively apply them to dental clinics

06 Discover and analyze the key points of successful business models of leading dental clinics in order to increase the motivation, inspiration and strategic mindset of future managers

08 Learn the most widely used validation method for the creation and innovation of business models in all business sectors, with practical and specific application in the clinical-dental sector

09 Describe the language, concepts, tools and logic of marketing as a key business activity for the growth and positioning of the clinical-dental business

07 Learn to effectively identify and describe the value proposition of the dental practice business, as a solid basis for establishing a subsequent marketing and sales strategy

10 Delve into the digital communication tools that are essential to master in this 2.0 era, in order to convey the value proposition of the dental clinic to the target patients through the most appropriate channels

11 Acquire management skills based on leadership that facilitate effective communication with the team, favoring the creation of a healthy work environment focused on common objectives and the achieving results

14 Reflect on the characteristics of the leader in organizations and enhance managerial skills for successful leadership by applying the latest techniques of coaching and emotional intelligence

12 Learn the fundamental concepts of human resources management to lead recruitment processes and protect the talent of the team that works at the dental clinic

13 Develop an effective method for team management, decision making and conflict resolution based on the emotional intelligence model and organizational coaching techniques

15 Design work procedures focused on a productivity and quality model for the dental clinic, based on the philosophy of continuous improvement

16 Use digital tools that facilitate the efficient planning and management of dental clinic tasks, resulting in significant cost savings in the short term

18 Master the main financial tools to facilitate key decisions based on objective data

19 Acquire important knowledge about cost analysis to understand the current state of your company in terms of profitability and be able to define future scenarios

17 Apply tools and work procedures that are essential for an optimal purchasing and resource warehouse management, avoiding unproductive expenditure flow

20 Explain the main duties and moral obligations related to the development of the dental professional in the business environment, focusing especially on patient treatment

05
Skills

After passing the assessments of the MBA in Dental Clinic Management, the professional will have acquired the necessary skills for a quality and up-to-date practice based on the most innovative teaching methodology.

"

Successfully run a dental practice after acquiring the knowledge offered by this comprehensive MBA"

01 Hierarchize the role of each of the members of the team within the dental clinic

02 Adequately manage existing strategies for the incorporation, remuneration and attraction of human capital talent

03 Effectively apply the hiring methods to manage payroll and thus achieve a correct formalization of the remuneration of the members of the team of our dental clinic

04 Define action protocols that allow a correct performance of the tasks in the dental clinic, incorporating monitoring tools for the control and evaluation of applying these protocols

05 Conduct satisfaction surveys to develop and implement improvements that meet the needs of patients in the dental clinic

06 Identify the types of costs that occur in a dental clinic in order to calculate the cost/hour of the clinic and establish appropriate pricing

07 Detect and anticipate new management trends in the clinical-dental sector

08 Know how to develop the best business strategy according to the objectives to be achieved

09 Know how to manage and lead a work team in the clinical-dental environment

10 Organize and implement the purchasing function in a clinic

11 Define and evaluate supplier, sourcing and supply selection processes, contributing to ensure the flow of materials necessary for the proper functioning of the clinic

12 Efficient inventory control, thus improving the management of fixed assets

13 Negotiate in an intelligent and simple way to obtain the most favorable conditions for the correct development of the dental clinic

14 Advance the dental profession on an ethical and moral basis

Structure and Content

The MBA in Dental Clinic Management is a tailor-made program that is taught 100% online so that you can choose the time and place that best suits your availability, schedule and interests.

A program that takes place over 12 months and is intended to be a unique and stimulating experience that lays the foundation for your success as a dental clinic Manager.

Develop the skills you need to lead the dental clinics in which you develop your profession to success. And, to help you achieve it, TECH offers you this very complete study plan"

Syllabus

The MBA in Dental Clinic Management at TECH Technological University is an intensive program that prepares you to face challenges and business decisions sanitary level in their, both nationally and internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Over the course of 2,700 hours you analyze a multitude of practical cases through individual work, achieving intensive learning that will be very useful for your daily work. It is, therefore, an authentic immersion in real business situations.

This MBA deals in depth with different areas of dental centers, and is designed to specialize managers who understand senior management from a strategic, international and innovative perspective.

A plan designed for you, focused on your professional improvement and that prepares you to achieve excellence in the field of leadership and management of dental clinics. A program that understands your needs and those of your business through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will give you the skills to solve critical situations creatively and efficiently.

This program takes place over 12 months and is divided into 14 modules:

Module 1	Pillars of Dental Clinic Management
Module 2	Designing Your Dental Clinic
Module 3	Introduction to Marketing
Module 4	Marketing 2.0
Module 5	The Value of Human Capital
Module 6	Team Management
Module 7	Quality and Time Management in the Dental Clinic
Module 8	Purchasing and Storage Management
Module 9	Costs and Finances Applied to Dental Clinics
Module 10	Dental Deontology
Module 11	Leadership, Ethics and Social Responsibility in Companies
Module 12	People and Talent Management
Module 13	Economic and Financial Management
Module 14	Executive Management

Where, When and How is it Taught?

TECH offers you the possibility of taking this program completely online. Throughout the 12 months of training, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

Module 1. Pillars of Dental Clinic Management

1.1. Introduction to Dental Clinic Management
1.1.1. The Concept of Management
1.1.2. The Purpose of Management

1.2. The Corporate Vision of the Dental Clinic
1.2.1. Definition of a Company: Approach to the Dental Practice as a Service Company
1.2.2. Company Elements Applied to Dental Clinics

1.3. The Figure of the Manager
1.3.1. Description of the Managerial Position in Dental Clinics
1.3.2. Duties of the Manager

1.4. Types of Company Organization
1.4.1. The Owner
1.4.2. The Legal Person as the Owner of a Dental Clinic

1.5. Knowing the Clinical-Dental Sector

1.6. Terminology and Key Concepts in Business Management and Administration

1.7. Current Models of Success of Dental Clinics

Module 2. Designing Your Dental Clinic

2.1. Introduction and Objectives

2.2. Current Situation of the Clinical-Dental Sector
2.2.1. International Scope

2.3. Evolution of the Clinical-Dental Sector and its Trends
2.3.1. International Scope

2.4. Competitive Analysis
2.4.1. Price Analysis
2.4.2. Differentiation Analysis

2.5. SWOT Analysis

2.6. How to Design the Canvas Model of Your Dental Clinic
2.6.1. Customer Segments
2.6.2. Requirements
2.6.3. Solutions
2.6.4. Channels
2.6.5. Value Proposition
2.6.6. Income Structure
2.6.7. Cost Structure
2.6.8. Competitive Advantages
2.6.9. Key Metrics

2.7. Method to Validate Your Business Model: *Lean Start-up* Cycle
2.7.1. Case 1: Validating Your Model at the Creation Stage
2.7.2. Case 2: Application of the Method to Innovate With Your Current Model

2.8. The Importance of Validating and Improving the Business Model of Your Dental Practice

2.9. How to Define the Value Proposition of Our Dental Clinic

2.10. Mission, Vision, and Values
2.10.1. Mission
2.10.2. Vision
2.10.3. Values

2.11. Defining the Target Patient

2.12. Optimal Location of My Clinic
2.12.1. Plant Layout

2.13. Optimal Staff Sizing

2.14. Importance of a Recruitment Model in Line With the Defined Strategy

2.15. Keys for Defining the Price Policy

2.16. External Financing vs. Internal Financing

2.17. Strategy Analysis of a Dental Practice Success Story

Module 3. Introduction to Marketing

3.1. Main Principles of Marketing
3.1.1. Basic Marketing Variables
3.1.2. The Evolution of the Concept of Marketing
3.1.3. Marketing as an Exchange System

3.2. New Trends in Marketing
3.2.1. Evolution and Future of Marketing

3.3. Emotional Intelligence Applied to Marketing
3.3.1. What is Emotional Intelligence?
3.3.2. How to Apply Emotional Intelligence in Your Marketing Strategy

3.4. Social Marketing and Corporate Social Liability

3.5. Internal Marketing
3.5.1. Traditional Marketing (Marketing Mix)
3.5.2. Referral Marketing
3.5.3. Content Marketing

3.6. External Marketing
3.6.1. Operational Marketing
3.6.2. Strategic Marketing
3.6.3. Inbound Marketing
3.6.4. E-mail Marketing
3.6.5. Influencer Marketing

3.7. Internal Marketing vs.. External Marketing

3.8. Patient Loyalty Techniques
3.8.1. The Importance of Patient Loyalty
3.8.2. Digital Tools Applied to Patient Loyalty

Module 4. Marketing 2.0

4.1. The Importance of *Branding* for Differentiation
4.1.1. Visual Identity
4.1.2. The Stages of Branding
4.1.3. Branding as a Differentiation Strategy
4.1.4. Jung Archetypes to Give Your Brand Personality

4.2. The Dental Clinics Website and Corporate Blog
4.2.1. Keys for an Effective and Functional Website
4.2.2. Choice of the Tone of Voice for the Communication Channels
4.2.3. Advantages of Having a Corporate Blog

4.3. Effective Use of Social Networks
4.3.1. The Importance of Strategy in Social Networks
4.3.2. Automation Tools for Social Networks

4.4. Use of Instant Messaging
4.4.1. The Importance of Direct Communication With Your Patients
4.4.2. Channel for Personalized Promotions or Mass Messages

4.5. The Importance of Transmedia Storytelling in Communication 2.0

4.6. How to Create Databases Through Communication

4.7. Google *Analytics* to Measure the Impact of Your Communication 2.0

4.8. Analysis of the Situation
4.8.1. Analysis of the External Situation
4.8.2. Analysis of the Internal Situation

4.9. Establishing Goals
4.9.1. Key Points for Establishing Goals

4.10. Strategy Selection
4.10.1. Types of Strategies

4.11. Action Plan

4.12. Budgets
4.12.1. Budget Allocation
4.12.2. Forecast of Results

4.13. Control and Monitoring Methods

Module 5. The Value of Human Capital

5.1. Introduction to the Management of Human Resources

5.2. Corporate Culture and Work Environment

5.3. The Team
5.3.1. The Dental Team
5.3.2. The Auxiliary Team
5.3.3. Administration and Management

5.4. Organization Chart in Our Dental Clinic
5.4.1. Organization Chart of the Clinic: Hierarchy
5.4.2. Description of the Organization Charts Departments
5.4.3. Description of the Positions at Each Department
5.4.4. Assigning Tasks for Each Position
5.4.5. Department Coordination

5.5. Introduction to the Labor and Human Resource Management

5.6. Strategies for Human Capital
5.6.1. Strategies for Selecting Staff
5.6.2. Recruitment Strategy

5.7. Remuneration Policies
5.7.1. Fixed Remuneration
5.7.2. Variable Remuneration

5.8. Strategy for Retaining Talent
5.8.1. What is Talent Retention?
5.8.2. Advantages of Retaining Talent in a Dental Clinic
5.8.3. Ways of Retain Talent

5.9. Strategy for Managing Absences
5.9.1. The Importance of Planning for Managing Absences
5.9.2. Ways of Managing Absences at a Dental Clinic

5.10. The Labor Relationship
5.10.1. The Work Contract
5.10.2. Working Hours

Module 6. Team Management

6.1. What is Personal Leadership?

6.2. The Importance of Applying the 33% Rule

6.3. Advantages of Implementing a Culture of Leadership at the Dental Clinic

6.4. What Type of Leadership is Better to Manage Your Dental Clinic?
6.4.1. Self-Critical Leadership
6.4.2. Objective-Based Leadership
6.4.3. Value-Based Leadership

6.5. Personal Leadership Skills
6.5.1. Strategic Thinking
6.5.2. The Importance of the Leader's Vision
6.5.3. How To Develop a Healthy Self-Critical Attitude

6.6. interpersonal Leadership Skills
6.6.1. Assertive Communication
6.6.2. The Ability to Delegate
6.6.3. Giving and Receiving Feedback

6.7. Emotional Intelligence Applied to Conflict Solving
6.7.1. Identifying the Basic Emotions Involved in Taking Action
6.7.2. The Importance of Active Listening
6.7.3. Empathy as a Key Personal Skill
6.7.4. How to Identify Emotional Hijacking
6.7.5. How to Achieve "Win-Win" Agreements

6.8. The Benefits of the Organizational Constellation Technique

6.9. Motivational Techniques for Retaining Talent
6.9.1. Recognition
6.9.2. Assigning Responsibilities
6.9.3. Promoting Labor Health
6.9.4. Offering Incentives

6.10. The Importance of Evaluating Performance

Module 7. Quality and Time Management in the Dental Clinic

7.1. Quality Applied to the Treatments Offered
7.1.1. Definition of Quality in Dentistry
7.1.2. Standardizing Processes in the Dental Clinic

7.2. Quality Management Principles
7.2.1. What is a Quality Management System?
7.2.2. Benefits for the Organization

7.3. Quality in Task Performance
7.3.1. Protocols: Definition
7.3.2. Protocols: Purpose of Their Implementation
7.3.3. Protocols: Benefits of Their Implementation
7.3.4. Practical Example: First Visit Protocol

7.4. Tools for Monitoring and Revising Protocols

7.5. Continuous Improvement in Dental Clinics
7.5.1. What is Continuous Improvement?
7.5.2. Phase 1: Consultancy
7.5.3. Phase 2: Learning
7.5.4. Phase 3: Monitoring

7.6. Quality in Patient Satisfaction
7.6.1. Satisfaction Surveys
7.6.2. Applying Satisfaction Surveys
7.6.3. Improvement Reports

7.7. Practical Cases of Quality at the Dental Clinic
7.7.1. Practical Case 1: Protocol for Managing Emergencies
7.7.2. Practical Case 2: Producing a Satisfaction Survey

7.8. Managing Safety and Health a Work in a Dental Clinic
7.8.1. The Importance of Defining the Main Tasks in a Dental Clinic
7.8.2. "One Task, One Person Responsible" Productivity Technique
7.8.3. Digital Task Managers

7.9. Standardizing Time in Dentistry Treatments
7.9.1. The Importance of Gathering Time Data
7.9.2. How to Document Time Standardization

7.10. Research Methodology to Optimize Quality Processes

7.11. Describing a Quality Management Model for Dentistry Services

7.12. Health Audit: Phases

Module 8. Purchasing and Storage Management

8.1. The Importance of an Appropriate Purchasing Plan

8.2. Responsibilities of the Purchasing Duty in a Dental Clinic

8.3. Efficiently Managing our Warehouse
- 8.3.1. Storage Costs
- 8.3.2. Safety Inventory
- 8.3.3. Registering the Incoming and Outgoing of Material

8.4. Stages in the Process of Purchasing
- 8.4.1. Searching for Information and Suggesting Alternatives
- 8.4.2. Evaluation and Decision Making
- 8.4.3. Follow-Up and Monitoring

8.5. Ways of Running Accounts and Account Management
- 8.5.1. Adjusting Order Types to Our Needs
- 8.5.2. Risk Management

8.6. Relationship With the Supplier
- 8.6.1. Types of Relationships
- 8.6.2. Payment Policy

8.7. Negotiations in Purchases
- 8.7.1. Necessary Knowledge and Skills
- 8.7.2. Stages in the Negotiation Process
- 8.7.3. How to Negotiate Successfully

8.8. Quality in Purchases
- 8.8.1. Benefits for the Clinic as a Whole
- 8.8.2. Measuring Parameters

8.9. Indicators of Efficiency

8.10. New Trends in Purchase Management

Module 9. Costs and Finances Applied to Dental Clinics

9.1. Basic Principles of Economy

9.2. The Balance Sheet
- 9.2.1. Structure of the Balance Sheet
- 9.2.2. Assets
- 9.2.3. Liabilities
- 9.2.4. Net Assets
- 9.2.5. Interpreting the Balance Sheet

9.3. Results Research
- 9.3.1. Structure of the Income Statement
- 9.3.2. Interpreting the Income Statement

9.4. Introduction to Cost Accounting

9.5. Benefits of Its Implementation

9.6. Fixed Costs in the Dental Clinic
- 9.6.1. Establishing Fixed Costs
- 9.6.2. Fixed Costs of a Typical Dental Clinic
- 9.6.3. Cost/Hour of the Professional

9.7. Variables Costs in the Dental Clinic
- 9.7.1. Establishing Variable Costs
- 9.7.2. Variables Costs of a Typical Dental Clinic

9.8. Cost/Hour of a Dental Clinic

9.9. Treatment Costs

9.10. Benefit of the Treatment

9.11. Pricing Strategy

9.12. Introduction

9.13. Invoices and Other Payment Documents
- 9.13.1. The Invoice: Meaning and Minimum Content
- 9.13.2. Other Payment Documents

9.14. Managing Collections and Payments
- 9.14.1. Administrative Organization
- 9.14.2. Managing Collections and Payments
- 9.14.3. The Treasury's Budget
- 9.14.4. ABC Analysis of Patients
- 9.14.5. Unpaid Receivables

9.15. Modes of External Financing
- 9.15.1. Bank Financing
- 9.15.2. Leasing
- 9.15.3. Differences Between Leasing and Renting
- 9.15.4. Discounts on Commercial Items

9.16. Liquidity Analysis of Your Clinic

9.17. Profitability Analysis of Your Clinic

9.18. Debt Analysis

Module 10. Dental Deontology

10.1. Basic Concepts
10.1.1. Definition and objectives
10.1.2. Scope of Application
10.1.3. Clinical Act
10.1.4. The Dentist

10.2. General Principles
10.2.1. The Principle of Equality Among Patients
10.2.2. Priority of the Patient's Interests
10.2.3. Vocational Duties of the Dentist

10.3. Patient Care
10.3.1. Dealing With the Patient
10.3.2. Underage Patients
10.3.3. The Practitioner's Freedom of Choice
10.3.4. The Freedom to Accept or Reject Patients

10.4. Medical History

10.5. Patient Information
10.5.1. The Patient's Right to Clinical Information
10.5.2. Informed Consent
10.5.3. Clinical Reports

10.6. Professional Secrecy
10.6.1. Concept and Content
10.6.2. Extension of the Obligation
10.6.3. Exceptions to Professional Secrecy
10.6.4. Computer Files

10.7. Advertising
10.7.1. Basic Requirements of Professional Advertising
10.7.2. Mentioning Titles
10.7.3. Professional Advertising
10.7.4. Actions with a Possible Advertising Effect

Module 11. Leadership, Ethics and Social Responsibility in Companies

11.1. Globalization and Governance
11.1.1. Governance and Corporate Governance
11.1.2. The Fundamentals of Corporate Governance in Companies
11.1.3. The Role of the Board of Directors in the Corporate Governance Framework

11.2. Leadership
11.2.1. Leadership. A Conceptual Approach
11.2.2. Leadership in Companies
11.2.3. The Importance of Leaders in Business Management

11.3. Cross-Cultural Management
11.3.1. Concept of Cross-Cultural Management
11.3.2. Contributions to the Knowledge of National Cultures
11.3.3. Diversity Management

11.4. Management and Leadership Development
11.4.1. Concept of Management Development
11.4.2. Concept of Leadership
11.4.3. Leadership Theories
11.4.4. Leadership Styles
11.4.5. Intelligence in Leadership
11.4.6. The Challenges of Today's Leader

11.5. Business Ethics
11.5.1. Ethics and Morality
11.5.2. Business Ethics
11.5.3. Leadership and Ethics in Companies

11.6. Sustainability
11.6.1. Sustainability and Sustainable Development
11.6.2. The 2030 Agenda
11.6.3. Sustainable Companies

11.7. Corporate Social Responsibility
11.7.1. International Dimensions of Corporate Social Responsibility
11.7.2. Implementing Corporate Social Responsibility
11.7.3. The Impact and Measurement of Corporate Social Responsibility

11.8. Responsible Management Systems and Tools
11.8.1. CSR: Corporate Social Responsibility
11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
11.8.4. Tools and Standards of CSR

11.9. Multinationals and Human Rights
11.9.1. Globalization, Multinational Corporations and Human Rights
11.9.2. Multinational Corporations and International Law
11.9.3. Legal Instruments for Multinationals in the Field of Human Rights

11.10. Legal Environment and Corporate Governance
11.10.1. International Rules on Importation and Exportation
11.10.2. Intellectual and Industrial Property
11.10.3. International Labor Law

Module 12. People and Talent Management

12.1. Strategic People Management
12.1.1. Strategic Human Resources Management
12.1.2. Strategic People Management

12.2. Human Resources Management by Competencies
12.2.1. Analysis of the Potential
12.2.2. Remuneration Policy
12.2.3. Career/Succession Planning

12.3. Performance Evaluation and Performance Management
12.3.1. Performance Management
12.3.2. Performance Management: Objectives and Process

12.4. Innovation in Talent and People Management
12.4.1. Strategic Talent Management Models
12.4.2. Talent Identification, Training and Development
12.4.3. Loyalty and Retention
12.4.4. Proactivity and Innovation

12.5. Motivation
12.5.1. The Nature of Motivation
12.5.2. Expectations Theory
12.5.3. Needs Theory
12.5.4. Motivation and Financial Compensation

12.6. Developing High Performance Teams
12.6.1. High-Performance Teams: Self-Managing Teams
12.6.2. Methodologies for Managing High Performance Self-Managed Teams

12.7. Change Management
12.7.1. Change Management
12.7.2. Types of Change Management Processes
12.7.3. Stages or Phases in Change Management

12.8. Negotiation and Conflict Management
12.8.1. Negotiation
12.8.2. Conflict Management
12.8.3. Crisis Management

12.9. Executive Communication
12.9.1. Internal and External Communication in the Business Environment
12.9.2. Communication Departments
12.9.3. The Head of Communication of the Company. The Profile of the Dircom

12.10. Productivity, Attraction, Retention and Activation of Talent
12.10.1. Productivity
12.10.2. Talent Attraction and Retention Levers

Module 13. Economic and Financial Management

13.1. Economic Environment
13.1.1. Macroeconomic Environment and the National Financial System
13.1.2. Financial Institutions
13.1.3. Financial Markets
13.1.4. Financial Assets
13.1.5. Other Financial Sector Entities

13.2. Executive Accounting
13.2.1. Basic Concepts
13.2.2. The Company's Assets
13.2.3. The Company's Liabilities
13.2.4. The Company's Net Worth
13.2.5. The Income Statement

13.3. Information Systems and Business Intelligence
13.3.1. Fundamentals and Classification
13.3.2. Cost Allocation Phases and Methods
13.3.3. Choice of Cost Center and Impact

13.4. Budget and Management Control
13.4.1. The Budgetary Model
13.4.2. The Capital Budget
13.4.3. The Operating Budget
13.4.5. The Cash Budget
13.4.6. Budget Monitoring

13.5. Financial Management
13.5.1. The Company's Financial Decisions
13.5.2. The Financial Department
13.5.3. Cash Surpluses
13.5.4. Risks Associated with Financial Management
13.5.5. Risk Management of the Financial Management

13.6. Financial Planning
13.6.1. Definition of Financial Planning
13.6.2. Actions to Be Taken in Financial Planning
13.6.3. Creation and Establishment of the Business Strategy
13.6.4. The Cash Flow Chart
13.6.5. The Working Capital Chart

13.7. Corporate Financial Strategy
13.7.1. Corporate Strategy and Sources of Financing
13.7.2. Corporate Financing Financial Products

13.8. Strategic Financing
13.8.1. Self-financing
13.8.2. Increase in Shareholder's Equity
13.8.3. Hybrid Resources
13.8.4. Financing through Intermediaries

13.9. Financial Analysis and Planning
13.9.1. Analysis of the Balance Sheet
13.9.2. Analysis of the Income Statement
13.9.3. Profitability Analysis

13.10. Analyzing and Solving Cases/ Problems
13.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 14. Executive Management

14.1. General Management
14.1.1. The Concept of General Management
14.1.2. The Role of the CEO
14.1.3. The CEO and their Responsibilities
14.1.4. Transforming the Work of Management

14.2. Manager Functions: Organizational Culture and Approaches
14.2.1. Manager Functions: Organizational Culture and Approaches

14.3. Operations Management
14.3.1. The Importance of Management
14.3.2. Value Chain
14.3.3. Quality Management

14.4. Public Speaking and Spokesperson Education
14.4.1. Interpersonal Communication
14.4.2. Communication Skills and Influence
14.4.3. Communication Barriers

14.5. Personal and Organizational Communication Tools
14.5.1. Interpersonal Communication
14.5.2. Interpersonal Communication Tools
14.5.3. Communication in the Organization
14.5.4. Tools in the Organization

14.6. Communication in Crisis Situations
14.6.1. Crisis
14.6.2. Phases of the Crisis
14.6.3. Messages: Contents and Moments

14.7. Preparation of a Crisis Plan
14.7.1. Analysis of Possible Problems
14.7.2. Planning
14.7.3. Adequacy of Personnel

14.8. Personal Branding
14.8.1. Strategies for Personal Brand Development
14.8.2. Personal Branding Laws
14.8.3. Tools for Creating Personal Brands

14.9. Leadership and Team Management
14.9.1. Leadership and Leadership Styles
14.9.2. Leadership Skills and Challenges
14.9.3. Managing Change Processes
14.9.4. Managing Multicultural Teams

Methodology

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

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

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

TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

"

At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world"

This program prepares you to face business challenges in uncertain environments and achieve business success.

A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

"
You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments"

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

Our program prepares you to face new challenges in uncertain environments and achieve success in your career.

Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.

01 learning from evidence

02 relearning from evidence

03 testing

04 learning from an expert

05 neurocognitive context dependent learning

06 Von-Restorff effect

07 case based learning through storytelling

08 competencies testing (retesting)

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.

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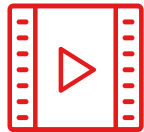
Study Material

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

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

30%

Classes

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

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

10%

Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.

8%

Additional Reading

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

3%

30%

15%

4%
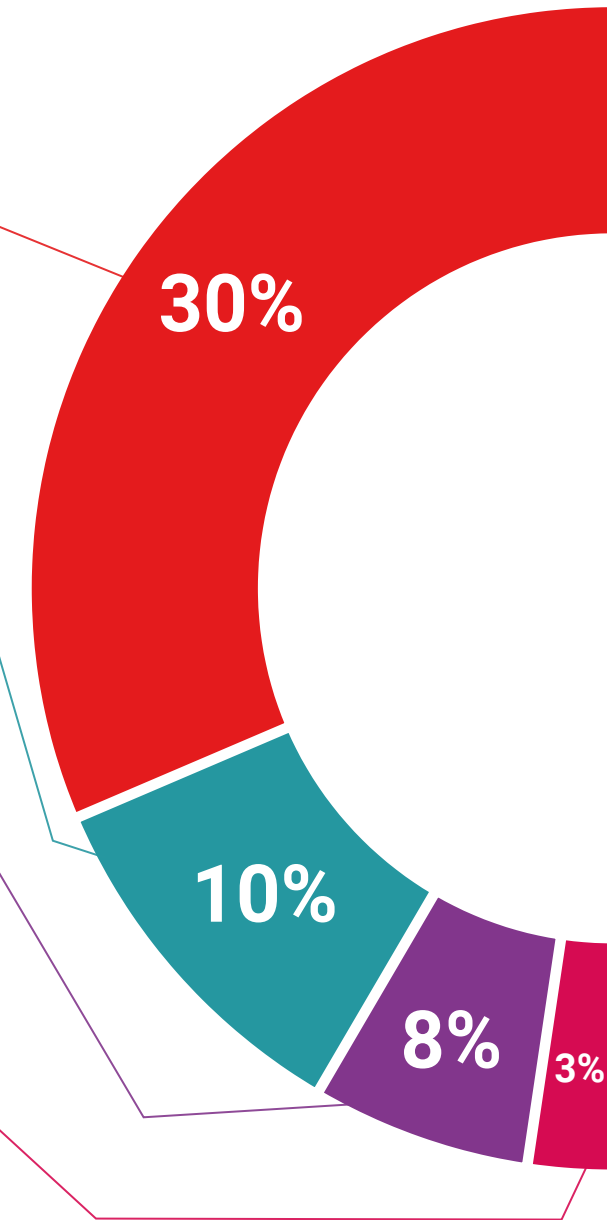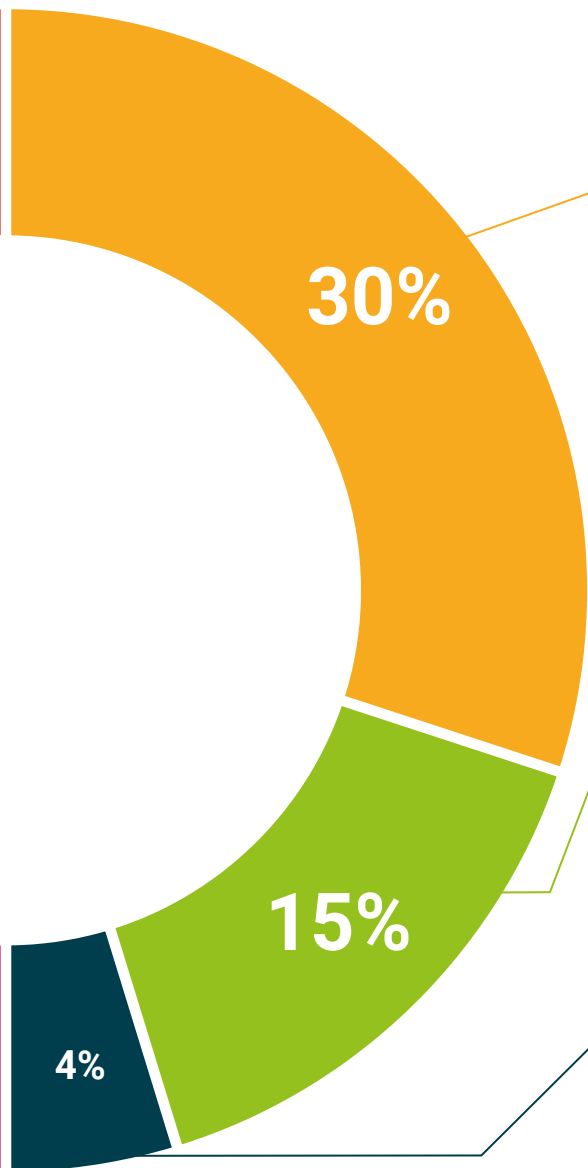
Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.

Interactive Summaries

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

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

Testing & Retesting

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

Our Students' Profiles

The MBA in Dental Clinic Management is a program aimed at experienced professionals who want to update their knowledge and advance in their professional career. This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.

"
"Our program will give you the keys to develop successfully in Dental Clinic Management"

Average Age

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

Years of Experience

More than 15 years **23%**

10 to 15 years **31%**

5 to 10 years **25%**

Up to 5 years **21%**

Training

Economics and Business **21%**

Dentistry **27%**

Dental Assistant **22%**

Health Sciences **17%**

Other **13%**

Educational Profile

Dentist **32%**

Clinic Director **28%**

Financial Managers **18%**

Welfare Professionals **12%**

Other **10%**
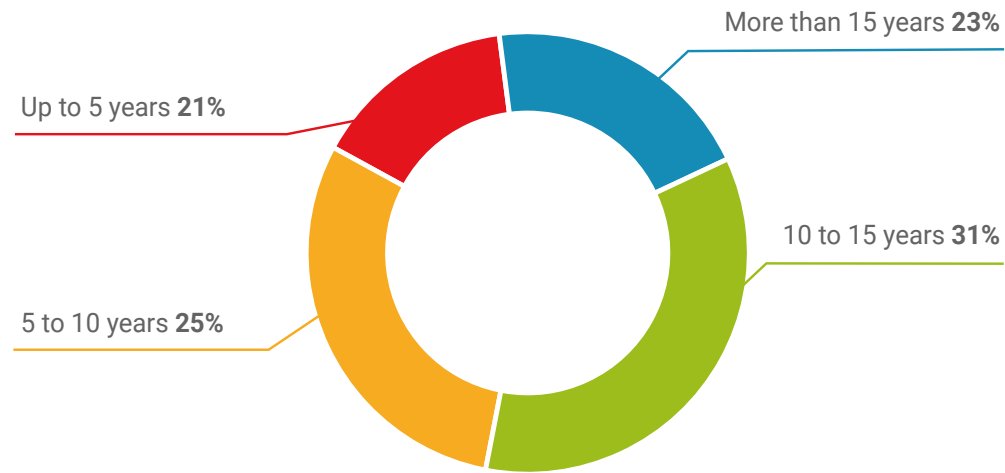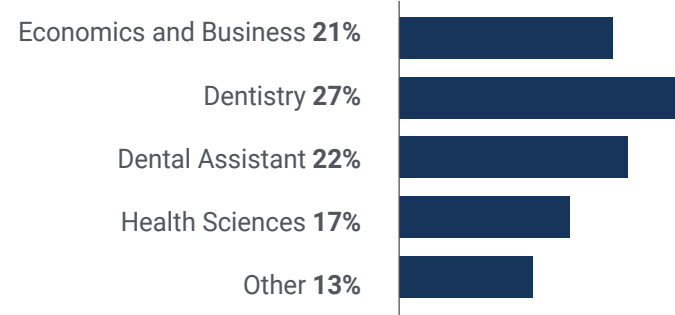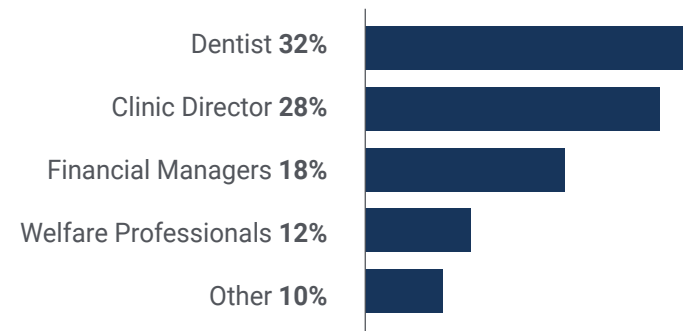
Geographical Distribution

Country	%
USA	**12%**
Spain	**38%**
Mexico	**18%**
Colombia	**5%**
Argentina	**10%**
Chile	**7%**
Peru	**4%**
Other	**6%**
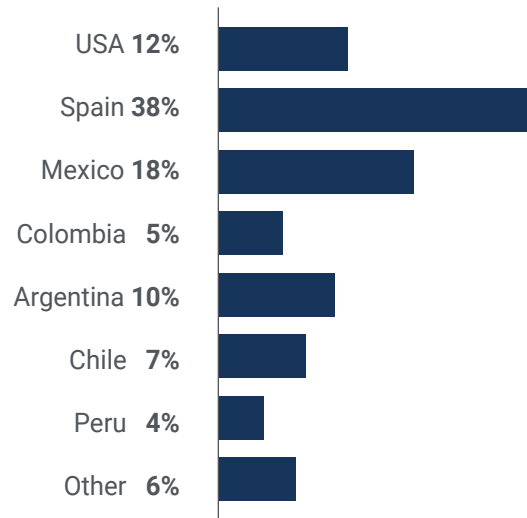
Mónica Mendoza

Director of a dental clinic

"Thanks to this program I have been able to acquire the specific knowledge I needed to manage dental clinics efficiently. The quality of the content and the faculty have been indispensable to successfully complete the program and its innovative methodology has allowed me to learn in a simple way"

Course Management

The program's teaching staff includes leading experts in the management of dental clinics, who bring to this program the experience of their years of work. Furthermore, other renowned specialists in related disciplines participate in designing and preparing the course, making it a unique and highly nourishing academic experience for students.

"

"At TECH we have the most specialized teaching team in the market"

International Guest Director

Chyree Heirs-Alexandre is a **Public Health Management Specialist** with extensive experience in managing medical office operations. As **Director of the Worcester Family Medical Center** in the United States, she has worked to improve the health and well-being of Worcester residents. In particular, she has offered her assistance to culturally diverse populations by providing access tosocial services and primary care. Its goal is to ensure affordable, quality and comprehensive care, regardless of patients' ability to pay.

Her ongoing commitment to Public Health has led her to advocate that health services and policies are geared towards ensuring well-being and quality of life. Following this line, she held the position of Assistant Director in Office Management at Brockton Neighborhood Health Center. In this position, she furthered her skills in coordinating the activities carried out in medical centers.

As a specialist in this field, Heirs-Alexandre aims to provide efficient healthcare administration based on the latest organizational tools and strategies. In this regard, she has worked in a wide variety of areas to promote health and prevent disease in communities. In line with this, in 2020 he participated in the vaccination efforts during the COVID-19 pandemic, ensuring access for all people to immunization against this disease.

Some of her main functions have been to collaborate in disease prevention programs and promotion of healthy habits, among others. In addition, Chyree Heirs-Alexandre serves as Associate Director and Chief Operating Officer at Harvard Dental School. In this position, she is responsible for managing the day-to-day activities and support staff of the center.

Ms. Heirs-Alexandre, Chyree

- Chief Operating Officer, Harvard School of Dental Medicine, Boston, United States
- Founder of Orchids in Bloom Credentialing company
- Director of Clinical Operations at the Family Health Center of Worcester, Worcester
- Assistant Director of Practice Management at the Brockton Neighborhood Health Center
- Credentialing Coordinator at Stamford Health
- Credentialing Specialist at NextGen Healthcare
- Healthcare Operations Coordinator at Vein Restoration Center - Corporate Medical Industry
- Clinical Assistant at Stamford Hospital
- Master's Degree in Public Health from Southern New Hampshire University
- Graduate in Healthcare Administration from Charter Oak State College

"

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 NBC Universal 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-perfoming teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying Mastercard's employer brand** and value proposition through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of HR 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 is now a graduate of the University of Miami.

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

Ms. Dove, Jennifer

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

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

International Guest Director

A technology leader with decades of experience in **major technology multinationals,** Rick Gauthier has developed prominently in the field of clouds 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 h**as allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

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

Mr. Gauthier, Rick

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

Take the opportunity to learn about the latest advances in this field 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.** Thus, 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

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

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

International Guest Director

Manuel Arens is an **experienced data management professional** and leader of a highly qualified team. In fact, Arens holds the position of **global 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

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

"

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

International Guest Director

Andrea La Sala is an **experienced Marketing executive** whose projects have had a **significant impact** on the **Fashion 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 **accesories**. 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 **campaings.** 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

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

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

International Guest Director

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

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

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

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 Café
- Independent Business Intelligence and Data Science Consultant
- Business Intelligence Director at Capgemini
- Chief Analyst at Nordea
- Chief Business Intelligence Consultant for SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

"

Study at the world's best online university 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

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

" *Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you throughout the learning process"*

International Guest Director

Eric Nyquist, Ph.D., is a leading **international sports professional** who has built an impressive career, noted for his **strategic leadership** and ability to drive change and **innovation** in **world-class** sports organizations.

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

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

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

Mr. Nyquist, Eric

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

"

Thanks to this 100% online university degree, 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!"

Management

Mr. Guillot, Jaime

- Entrepreneur and Web3 Investor
- CEO Mergelina Investments
- Chief Operating Officer of Demium Startups
- Co-founder and Chief Strategy Officer of Hikaru VR Agency
- Co-founder and CEO of Drone Spain
- Co-Founder of IMBS Business School
- Founder of the Internet & Mobile Business School
- Founder and CEO of Fight Technologies
- Highly experienced in business creation
- Professor at Bankinter's Master's Degree in Innovation and Business Creation
- Executive Coach certified by the European School of Leaders (EEL)
- Operational Manager. BBVA
- Trainer in leadership and emotional management programs for companies
- Degree in Business Administration and Management UPV
- Industrial Specialization
- Trained in languages such as English, German and Chinese
- Volunteer for the Association of Educational Attention to People with Specific Needs

Mr. Gil, Andrés

- Postgraduate Diploma in Innovation and Strategic Management
- Director-Manager at Pilar Roig Odontology Clinic
- Co-founder and CEO at MedicalDays
- Postgraduate Certificate in Dental Management and Clinical Management. DentalDoctors Institute
- Postgraduate Diploma in Cost Accounting Valence Chamber of Commerce
- Agricultural Engineer UPV
- Professional Master's Degree in Management and Direction. Michigan State University
- Course in Accounting. Centre for Financial Studies
- Course in Leadership and Team Management. César Piqueras

Professors

Ms. Fortea Paricio, Anna

- International Professional Coach, Expert in Executive and Business Coaching
- Professional neurocoach
- President of the International Neurocoaching Association
- Director at Coaching Connection.es (Digital magazine specialized in coaching)
- Founding Partner at Co & Co (Coaching & Consulting)
- Founder of the European Leadership Center
- Founder of the Center for High Human Performance Anna Fortea
- Co-founder of Eseox
- Professor at several Spanish universities, UAC and Humboldt University.
- Specialist teacher for the European Law Students' Association (ELSA), facilitating trainings in collaboration with UNESCO, UNICEF and the UN
- Volunteer at the Josep Carreras Foundation
- Volunteer at the Federación de Ayuda al Pueblo Saharaui (Federation of Aid to the Saharawi People)
- Degree in Law from the University of Valencia
- Studied Psychology at UOC and Neurosciences at UPenn
- Internationally certified professional coach by the Instituto de Alto Rendimiento Humano (IESEC)
- Postgraduate Diploma in Communication, Negotiation, Leadership and Self-Esteem by PsicoActiva
- MBA from CEREM Business School
- Member of the Group of Experts of the European Commission and the National Association of Emotional Intelligence (ASNIE)

Dolz, Juan Manuel

- Business Digitalization Consultant
- Technical Team Manager at Irene Milián Group
- Highly experienced in business creation
- Co-founder and CTO at MedicalDays
- Co-founder and COO Drone Spain
- Co-founder and COO Hikaru VR Agency
- Co-founder HalloValencia
- Degree in Business Administration, Business Management and Marketing. University of Valencia
- Freemover Scholarship, International Management, Communications and Sales, Leadership. University of Berne
- Postgraduate Certificate in Business Studies. University of Valencia
- Professional training in Digital Marketing. Internet Startup Camp. UPV

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

10
Impact on Your Career

We are aware that studying a program like this entails great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth. And, therefore, we put all our efforts and tools at your disposal so that you acquire the necessary skills and abilities that will allow you to achieve this change.

"Our main challenge is to help you generate a positive change in your career path"

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

TECH's MBA in Dental ClinicManagement is an intensive program that prepares the students to face the challenges and business decisions in the field of dental clinics, both nationally and internationally. Its main objective is to promote your personal and professional growth. Helping you achieve success.

If you want to improve yourself, make a positive change at a professional level, and network with the best, then this is the place for you.

Our training program will enable you to acquire the skills you need to become a dental practice manager.

If you are looking for a job opportunity in the field of dental clinic management, at TECH we offer you all our resources to increase your knowledge in this field.

Time of Change

During the program	During the first year	After 2 years
21%	**40%**	**39%**

Type of change

Internal Promotion **40%**

Change of Company **45%**

Entrepreneurship **15%**
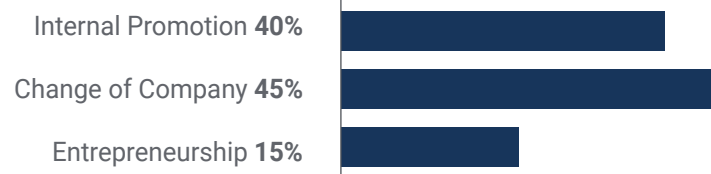
Salary increase

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

Salary before	A salary increase of	Salary after
€ 57,900	**25.22%**	**€ 75,500**

Benefits for Your Company

The MBA in Dental Clinic Management helps raise the organization's talent to its maximum potential by training high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but, above all, on a professional level, enhancing your education and improving your managerial skills. Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, clients, or suppliers.

"Acquire the necessary knowledge to provide your dental practice with the global vision it needs to achieve excellence"

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.

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.

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.

06

Increased competitiveness

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

12
Certificate

The MBA in Dental Clinic Management guarantees, in addition to the most rigorous and up-to-date education, access to an Executive Master's Degree Certificate issued by TECH Technological University.

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

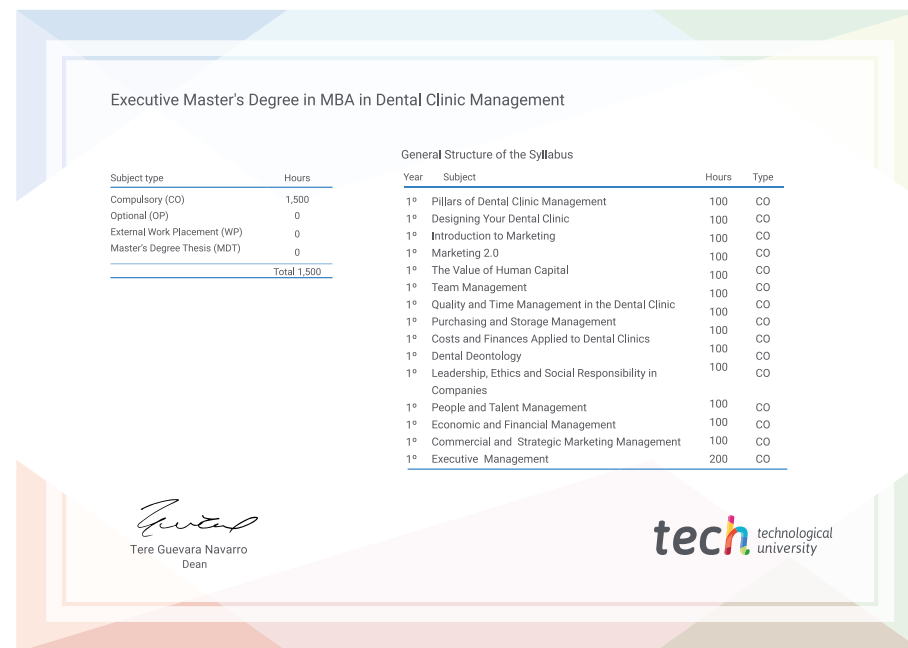This **MBA in Dental Clinic Management** contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Executive Master's Degree** issued by **TECH Technological University** by tracked delivery.

The diploma issued by **TECH Technological University** will express the qualification obtained in the Executive Master's Degree and meets the requirements commonly demanded by job exchanges, competitive examinations and professional career evaluation committees.

Title: **Executive Master's Degree in MBA in Dental Clinic Management**

Modality: **online**

Duration: **12 months**

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Awards the following

DIPLOMA

to

Mr./Ms. _____ , with identification number _____ .
For having successfully passed and accredited the following program

EXECUTIVE MASTER'S DEGREE

in

MBA in Dental Clinic Management

This is a qualification awarded by this University, equivalent to 1,500 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH is a Private Institution of Higher Education recognized by the Ministry of Public Education as of June 28, 2018.

June 17, 2020

Tere Guevara Navarro
Dean

Unique TECH Code: AFWORD23S   techtitute.com/certificates

Executive Master's Degree in MBA in Dental Clinic Management

General Structure of the Syllabus

Subject type	Hours
Compulsory (CO)	1,500
Optional (OP)	0
External Work Placement (WP)	0
Master's Degree Thesis (MDT)	0
Total	1,500

Year	Subject	Hours	Type
1º	Pillars of Dental Clinic Management	100	CO
1º	Designing Your Dental Clinic	100	CO
1º	Introduction to Marketing	100	CO
1º	Marketing 2.0	100	CO
1º	The Value of Human Capital	100	CO
1º	Team Management	100	CO
1º	Quality and Time Management in the Dental Clinic	100	CO
1º	Purchasing and Storage Management	100	CO
1º	Costs and Finances Applied to Dental Clinics	100	CO
1º	Dental Deontology	100	CO
1º	Leadership, Ethics and Social Responsibility in Companies		
1º	People and Talent Management	100	CO
1º	Economic and Financial Management	100	CO
1º	Commercial and Strategic Marketing Management	100	CO
1º	Executive Management	200	CO

Tere Guevara Navarro
Dean

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

Executive Master's Degree
MBA in Dental Clinic Management

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Technological University**
- » Schedule: **at your own pace**
- » Exams: **online**

Executive Master's Degree
MBA in Dental Clinic Management

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