

Executive Master's Degree

MBA in Hospital and Health Services

Management for Nursing

M B A H H S M N



Executive Master's Degree MBA in Hospital and Health Services Management for Nursing

- » Modality: online
- » Duration: 12 months.
- » Certificate: TECH Technological University
- » Schedule: at your own pace
- » Exams: online
- » Target Group: Graduates with demonstrable experience in the sector

Website: www.techtute.com/us/school-of-business/executive-master-degree/master-mba-hospital-health-services-management-nursing

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01 Welcome

This high-level training provides the nursing professional with the necessary skills and competencies to perform quality management. With this specialization the student will acquire the fundamental knowledge for the management of a hospital center, delving into key aspects that will allow them to develop their skills as a manager. The syllabus is rigorously presented with practical cases and includes 10 Masterclasses led by an international expert in the area that will help students to acquire new approaches to planning and organizational theory, in order to master the innovative techniques that some professionals already use in different health services.



MBA in Hospital and Health Services Management for Nursing
TECH Technological University



“

You will learn to analyze the theories and models on the organization and functioning of Health Systems, with the vision of an internationally renowned expert"

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

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 Universitycommunity.

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

04 Objectives

This Executive Master's Degree is a high-quality course through the most current contents regarding the educational policies applicable at the present time. With an immersive and transversal learning objective, it will allow students to acquire the skills of a specialist in this field of work. A unique opportunity for the nursing professional who wishes to update their management skills, from professionals with years of experience in the sector.



“

With this high-level specialization, the student will be able to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems”

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

The **MBA Hospital and Health Services Management for Nursing** will train you to:

01


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

04

Showcase and evaluate advanced hospital management initiatives and experiences

02

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



15
12
9

03

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

05

Learn the basic skills necessary to improve problem solving and decision making in hospital management

06

Understand, interpret and appropriately apply the most appropriate tools in each context for valuation and decision making

08

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

09

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

07

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

10

Apply the fundamental concepts of economic evaluation techniques and tools applied in management practice within health systems



11

Determine the techniques, styles and methods for defining, guiding and leading professional-talent management policies in health institutions

12

Recognize, apply and know how to evaluate the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice

13

Develop the ability to analyze different health benefits

14

Lead quality and patient safety systems applied to the context of clinical management units



15

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

16

Apply health accreditation approaches to different types of organizations and health centers

18

Design and lead improvement, innovation and transformation processes in the units, services and centers



19

Identify, understand and integrate managerial skills into daily health management procedures

17

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

20

Communicate result findings after having analyzed, evaluated, and synthesized the data

05 Skills

After completing the program, the nursing professional will be ready to face the daily challenges in the management of a hospital center and in the different health services. In this way, leadership and good communication will be the pillars of their professional practice. This way, the graduate will be able to recognize the need to maintain their professional skills and keep them up-to-date, with special emphasis on autonomous and continuous learning of new information.



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

“

With this program, you will have the ability to design and lead improvement, innovation and transformation processes in the units, services and centers”

01

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

02

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

03

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

04

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

05

Recognize and know how to apply and interpret health law in order to contextualize clinical practice in terms of professional and social responsibility, as well as the ethical aspects associated with health care



06

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

08

Determine the techniques, styles and methods for defining, guiding and leading professional-talent management policies in health institutions

09

Recognize, apply and know how to evaluate the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice

07

Apply the fundamental concepts of economic evaluation techniques and tools applied in management practice within health systems

10

Develop the ability to analyze different health benefits



11

Lead quality and patient safety systems applied to the context of clinical management units

14

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

12

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



13

Apply health accreditation approaches to different types of organizations and health centers

15

Understand, interpret and appropriately apply the most suitable tools for clinical assessment and decision making in each situation

16

Design and lead improvement, innovation and transformation processes in the units, services and centers

18

Manage scientific databases for carrying out reviews and bibliographic searches of scientific studies



19

Conduct a critical and in-depth study on the complexity and chronicity of care and assistance in the health system

17

Identify, understand and integrate managerial skills into daily health management procedures

20

Communicate result findings after having analyzed, evaluated, and synthesized the data

06

Structure and Content

Developed by professionals of proven competence in this field, the contents of this Executive Master's Degree have been created based on a high quality criterion in each of the learning moments. For this purpose, the most relevant and comprehensive topics have been selected, with the latest and most interesting updates. For this reason, more and more professionals wish to specialize in this field, through high quality programs such as the one offered by TECH, specifically in Hospital and Health Services Management for Nursing, which provides the latest information in this field.



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Our study plan will allow you to carry out a contextual and guided study of the main aspects of hospital management"

Syllabus

The MBA in Hospital and Health from Services Management from TECH Technological University is an intense program that prepares you to face challenges and decisions both on a national and international level. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 2,700 hours of study, you will analyze a multitude of practical cases through individual work, which will allow you to obtain deep knowledge about the most relevant aspects of this subject, which you will be able to transfer, later on, to your daily work. It is, therefore, an authentic immersion in real business situations.

This MBA in Hospital and Health Services Management for Nurses deals in depth with different areas of healthcare centers and is designed to specialize managers who understand hospital management from a strategic, international and innovative perspective.

A plan designed for you, focused on improving your career and preparing you to achieve excellence in the management of hospitals and health services. A program that understands both yours and your company's needs through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the skills to solve critical situations, creatively and efficiently.

This Professional Master's Degree takes place over 12 months and is divided into 21 modules:

Module 1	Planning and Control of Health Organizations
Module 2	Health Systems and Policies
Module 3	Medical and Welfare Management Department in the Health System
Module 4	Clinical Management
Module 5	Chronicity and Telemedicine Management
Module 6	People and Talent Management
Module 7	Management and Economic Assessment
Module 8	Quality Management
Module 9	Management by Process Lean Healthcare
Module 10	Competency Management
Module 11	Patient Security

Module 12	Quality Accreditation in Healthcare
Module 13	Leadership Management
Module 14	Change, Decision-Making and Time Management
Module 15	Internal Communication in Management
Module 16	Creating a Personal Brand
Module 17	Communication and Marketing in Health
Module 18	Teaching and Research Management
Module 19	Leadership, Ethics and Social Responsibility in Companies
Module 20	Commercial Management and Strategic Marketing
Module 21	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. Planning and Control of Health Organizations

1.1. The Process of Strategic Planning

- 1.1.1. Mission, Vision, and Values
- 1.1.2. The Cycle of Strategic Planning. Strategic Plan and Strategic Lines
- 1.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
- 1.1.4. Internal and Competitive Analysis of the Environment. Benchmarking

1.2. Management by Values and Objectives

- 1.2.1. Operative Planning. Obtaining Objectives from Strategic Lines of Action
- 1.2.2. Types of Objectives Goals
- 1.2.3. Management by Values and Objectives: Management Plans
- 1.2.4. Assessment of the Strategic and Operational Plan

1.3. Organizational Theory Applied to Healthcare

- 1.3.1. Types of Organization
- 1.3.2. Organizational Behavior Studies
- 1.3.3. Characteristics of the Public Organization
- 1.3.4. New Organizational Models. Fluid and Matrix Organizations

1.4. Management and Direction

- 1.4.1. The Management Process
- 1.4.2. Collegiate Management Bodies
- 1.4.3. Management Styles

1.5. Future Organization

- 1.5.1. Organizational Environment
- 1.5.2. Knowledge Management as the Driving Force of the Organization of the Future
- 1.5.3. Innovative Hospitals and Health Centers

Module 2. Health Systems and Policies

2.1. Health Systems

- 2.1.1. Main Health System Models. Comparison and Results
- 2.1.2. Beveridge SMS Health Systems Model: Example
- 2.1.3. Health Systems Bismark Assurance Model: Examples
- 2.1.4. Evolution of the Different Health Systems

2.2. Healthcare Financing and Provision

- 2.2.1. Financing of the Health Systems. Public Contributions
- 2.2.2. The Right to Health Care: Basic and Complementary Services
- 2.2.3. Different Provision Models in a NHS. Private Provision
- 2.2.4. Co-payment and User Financing

2.3. Evolution and Other Aspects of Health Systems

- 2.3.1. Complexity and Chronicity Care
- 2.3.2. Information Technology as a Driver for the Transformation of Healthcare Systems
- 2.3.3. Promotion of Health and Health Education Prevention
- 2.3.4. Traditional Public Health and Its Evolution
- 2.3.5. Health Coordination or Integration. The Concept of a Public Health Space

2.4. Alternatives to the Traditional Management Models

- 2.4.1. Evaluation of New Management Models. Results and Experience

Module 3. Medical and Welfare Management Department in the Health System

3.1. Classical Medical Management VS. Care Management 3.1.1. Structure and Content of Health System Governing Bodies. Current Organization Charts and Future Alternatives 3.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management 3.1.3. Preparation and Value Contribution 3.1.4. Medical Division: Critical Areas 3.1.5. Different Organizational Structures within the Medical Division	3.2. Management Information Systems and Electronic Medical Records 3.2.1. Control Panels 3.2.2. Electronic Clinical History 3.2.3. Assisted Prescription Systems 3.2.4. Other Useful Information Systems in Health Management	3.3. Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare 3.3.1. The Need for Healthcare Integration 3.3.2. Integrated Health Organizations. Initial Bases 3.3.3. Starting an OSI	3.4. Bioethics and Humanization in Medical Practice 3.4.1. Bioethical Principles 3.4.2. Ethics Committees in Health Organizations 3.4.3. Humanization of Health Care
3.5. Medical and Healthcare Management: Relations with the Nursing Division 3.5.1. Knowledge Management Tools for Clinical and Healthcare Management 3.5.2. Medical and Healthcare Management: Relations with the Nursing Division	3.6. Public Health, Promotion of Health and Health EpS for Healthcare Directorates 3.6.1. Public Health Concept and Scope 3.6.2. Promotion of Health and Health Education 3.6.3. Prevention Programs Types	3.7. Transformation of the Healthcare Model: The Triple Objective 3.7.1. Continuity of Healthcare Strategy 3.7.2. Social Health Strategy 3.7.3. Efficiency, Health and Patient Experience	

Module 4. Clinical Management

4.1. Definitions and Regulation of Clinical Analysis Management 4.1.1. Different Definitions and Visions of Clinical Management 4.1.2. Different decrees and Regulations on Clinical Management 4.1.3. Levels of Autonomy	4.2. Processes and Protocols in Clinical Management. Handling Scientific Evidence 4.2.1. Types and Classification of Scientific Evidence 4.2.2. Protocols, Clinical Practice Guidelines, Clinical Pathways: Differences 4.2.3. Grade and Care Routes	4.3. Patient Classification Systems 4.3.1. Patient Classification Systems 4.3.2. Patient Dependency Analysis. Dependency Scales and Classification 4.3.3. Calculation of Staffing/Cash Flow Based on Patient Classification. Workload Distribution	4.4. Models and Clinical Management Units 4.4.1. Types of Clinical Management Units 4.4.2. Mixed Primary and Specialized Care Units 4.4.3. Interservice Units 4.4.4. Inter-hospital Units
4.5. Prudent Drug Prescription. Electronic Prescription 4.5.1. Prudent Prescribing: Choosing Wisely 4.5.2. "Non-Action" Strategies	4.6. Prescription Complementary Tests 4.6.1. Prudent Prescribing vs. Defensive Medicine 4.6.2. Prescription Audits and Prescription Monitoring: Results		

Module 5. Chronicity and Telemedicine Management

5.1. Complex and Chronic Patient Management

- 5.3.1. Chronic Care Model and Population Stratification. Kaiser Permanente
- 5.3.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
- 5.3.3. Chronicity and Social and Health Care

5.2. Experiences in Patient Empowerment: Active Patients, School of Patients

- 5.2.1. Active Patient Model. Stanford University
- 5.2.2. Self-care Education Program. International Experiences
- 5.2.3. Patient Schools
- 5.2.4. Patient Empowerment and Nursing Input

5.3. Telemedicine

- 5.3.1. Services Currently in Place and Future Perspectives

Module 6. People and Talent Management

6.1. Personnel Assessment and Talent Development. Social and Institutional Climate

- 6.1.1. Welcoming, Mentoring and Dismissal Plans
- 6.1.2. Talent Detection and Development
- 6.1.3. Institutional and Social Climate: Measurement and Improvement

6.2. Staffing and Performance Calculations

- 6.2.1. Estimated Staffing Requirements
- 6.2.2. Staffing Calculation
- 6.2.3. Allocate Time for Healthcare Activity

6.3. Visibility in Clinical and Care Management: Blogs and Networks

- 6.3.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools. How to Improve Visibility
- 6.3.2. Experiences with Networks and Blogs of Health Professionals

6.4. Health Professionals and Types of Relationships

- 6.4.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools
- 6.4.2. Experiences with Networks and Blogs of Health Professionals

Module 7. Management and Economic Assessment

7.1. Cost Calculation

- 7.1.1. Weighting and Calculation of Health Costs
 - 7.1.1.1. Cost/Benefit
 - 7.1.1.2. Cost/Utility
 - 7.1.1.3. Cost/Productivity

7.2. Accounting Basis

- 7.2.1. General Accounting Principles
- 7.2.2. What is a Budget? Types of Budgeting and Financial Management
- 7.2.3. Retrospective Income and Expenses Budget
- 7.2.4. Prospective Public Budget by Chapters

7.3. Budget and Purchasing

- 7.3.1. Purchasing Management. Purchasing and Procurement Commissions
- 7.3.2. Integrated Procurement Systems. Centralized Purchasing
- 7.3.3. Management of Public Service Procurement: Competitions, Bid for Tenders
- 7.3.4. Hiring in the Private Sector
- 7.3.5. Supply Logistics

7.4. Efficiency and Sustainability of Health Systems

- 7.4.1. Financial Situation of the Public Health System, Sustainability Crisis
- 7.4.2. Spending for Health Benefits. Comparison of Investments for Further Health Benefits
- 7.4.3. Expenditure Control in the Public Health System

7.5. Funding Models

- 7.5.1. Financing Based on Historical Budget and Activity
- 7.5.2. Capitation Funding
- 7.5.3. Financing by DRGs and Processes, Payment per Procedure
- 7.5.4. Incentives for Professionals Based on Funding

7.6. Management Agreements

- 7.6.1. Management Agreements. Definition and Models
- 7.6.2. Development and Assessment of a Management Agreement

Module 8. Quality Management

8.1. Quality in Health Care

- 8.1.1. Definitions of Quality and of the Historical Development of the Concept. Quality Dimensions
- 8.1.2. Quality Assessment and Improvement Cycle
- 8.1.3. EFQM Quality Improvement Model. Implementation.
- 8.1.4. ISO Standards and External Quality Accreditation Models

8.2. Quality of Healthcare Programs

- 8.2.1. Quality Circles
- 8.2.2. Continuous Quality Improvement Strategies
- 8.2.3. LEAN

Module 9. Management by Process Lean Healthcare

9.1. Management of "What": Process Management and Management by Processes

- 9.1.1. Conceptual Principles
- 9.1.2. Process Management

9.2. Management of "How"

- 9.2.1. Health Care Processes
- 9.2.2. Integrated Healthcare Processes
- 9.2.3. Procedures
- 9.2.4. Standard Operating Procedures (SOP)
- 9.2.5. Protocols
- 9.2.6. Clinical Practice Guidelines. Grade Method. AGREE Instrument
- 9.2.7. Clinical Pathways
- 9.2.8. Care Guidelines

9.3. Process Improvement

- 9.3.1. Continuous Process Improvement. PDCA Cycle (Plan, Do, Check, Act)
- 9.3.2. Process Re-engineering
- 9.3.3. Other Methods for Process Improvement

Module 10. Competency Management

10.1. Performance Evaluation. Competency Management

- 10.1.1. Definition of Competencies
- 10.1.2. Performance Evaluation Procedure. Implementation
- 10.1.3. Feedback from Professions for Improving their Performance and Self-evaluation.
- 10.1.4. Training Itinerary Design for Skills Development

10.2. Methods and Techniques

- 10.2.1. The Assessment Interview. Instructions for the Assessor
- 10.2.2. Main Common Errors and Impediments in Assessment
- 10.2.3. Motivational Interview
- 10.2.4. Miller's Pyramid

Module 11. Patient Security

11.1. Patient Safety: Historical Evolution

- 11.1.1. Introduction and Definition. Background and Current Situation
- 11.1.2. Basic Studies on Patient Safety

11.2. Nosocomial Infections

- 11.2.1. Hospital Infection Control and Surveillance Programs and Networks
- 11.2.2. Asepsis, Disinfection and Sterilization

11.3. Prevention

- 11.3.1. Prevention and Detection of Adverse Events Related to Health Care
- 11.3.2. FMEA: (Modal Analysis of Failures and Effects). Cause / Root Analysis

11.4. Information and Record Systems

- 11.4.1. Adverse Event Reporting and Recording Systems

11.5. Secondary and Tertiary Victims

- 11.5.1. Health Professionals in the Face of Adverse Effects
- 11.5.2. Recovery Trajectory and Emotional Support
- 11.5.3. Impact on Corporate Image

Module 12. Quality Accreditation in Healthcare

12.1. Accreditation in Health Care

- 12.1.1. Specific Features of Health Services Accreditation
- 12.1.2. The Value of Being Accredited. How the Organization and Patients Benefit
- 12.1.3. Health Accreditation in Clinical Services

12.2. Joint Commission International

- 12.2.1. Criteria and Process Phases

12.3. EFQM Model

- 12.3.1. The Concept of Self-assessment
- 12.3.2. Improvement Plans
- 12.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Health Care

12.4. ISO Accreditation

- 12.4.1. Definition and General Criteria
- 12.4.2. ISO 9001
- 12.4.3. ISO 14001
- 12.4.4. Other Types of ISO Relevant to the Health Sector

Module 13. Leadership Management

13.1. Team Leadership

- 13.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Conceptions. Functional Approach Behavioral Approach Integrative Approach
- 13.1.2. Authority and Power, Types of Power
- 13.1.3. Leadership. Components of Leadership and Types
- 13.1.4. How to Create a Leader
- 13.1.5. New Leadership Models. Situational Leadership Coaching
- 13.1.6. The Term 'Staff', Functional Hierarchical Scheme, Different Types of Staff, Line and Staff Concepts; Theories, Influence of Cultures on Leadership

13.2. Motivation

- 13.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation
- 13.2.2. Differences Between Motivation and Satisfaction and Their Different Theories
- 13.2.3. Available Evidence on How to Motivate Professionals

13.3. Delegation

- 13.3.1. What is Delegation? Forms of Delegation Ways to Evaluate Delegation, Tasks and Delegation, Non-Delegable Tasks and Functions
- 13.3.2. Personal Attitudes Towards Delegation. Guidelines for Effective Delegation

13.4. Executive Coaching

- 13.4.1. Coaching. Types of Coaching
- 13.4.2. Organizational Benefits and Applications to the Health Sector. Examples

Module 14. Change, Decision-Making and Time Management

14.1. Decision Making

- 14.1.1. Deciding as an Organizational Process
- 14.1.2. Decision Process Phases
- 14.1.3. Features of any Decision

14.2. The Decision Process

- 14.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process
- 14.2.2. Limiting Factor Principle. Cost Effectiveness and Efficiency in the Decision-making Process
- 14.2.3. Choosing the Best Solution. Prioritization. Decision Tree

14.3. Time, Stress and Happiness Management

- 14.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance
- 14.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

Module 15. Internal Communication in Management

15.1. Communication

- 15.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers
- 15.1.2. Communication Methods and Tools. Verbal Communication. Non-Verbal Communication. Written Communication

15.2. Meetings

- 15.2.1. Techniques for Holding Profitable Meetings. Preparation for Meetings and Types of Meetings. Participant Selection
- 15.2.2. Healthcare and Technical Committees and Commissions in Hospitals, Centers and Areas of Health Care
- 15.2.3. Negotiation. Strategy Types, Assertiveness Win-Win Strategy

15.3. Conflict Management

- 15.3.1. Possible Conflicts in Health Organizations. Preventive Strategies
- 15.3.2. Conflict Management. Mediation

Module 16. Creating a Personal Brand

16.1. Public Profile

- 16.1.1. Presenting Ourselves to the World. Our Digital Footprint
- 16.1.2. Professional Profile on Professional Social Networks
- 16.1.3. Digital Reputation. Positive References
- 16.1.4. Cover Letter

16.2. Interview for a Managerial Position

- 16.2.1. How to Tackle an Interview
- 16.2.2. Body Language During an Interview. Kinesics

Module 17. Communication and Marketing in Health

17.1. Marketing and Social Media

- 17.1.1. Definition of the Term. Dimensions of Marketing. Marketing Mission and Cycles. Marketing Tools
- 17.1.2. Patient, Client, User? Marketing Aimed at Public Health Care Users
- 17.1.3. External Marketing Planning in a Private Center
- 17.1.4. The Internal Client. Marketing and Internal Communication Plans in Healthcare Institutions
- 17.1.5. Management of Institutional Presence on Social Networks. Facebook
- 17.1.6. Use of Twitter by the Organization
- 17.1.7. Use of LinkedIn by the Organization on a Professional Level
- 17.1.8. Use of Other Networks: Instagram, Tumblr, etc

17.2. Communication in Organizations

- 17.2.1. Communication Systems in Organizations. Intranet/Internet
- 17.2.2. Communication Specific to Welfare Institutions. Hospitals.
- 17.2.3. Welfare Awards. Presentation of Nominations
- 17.2.4. Organization of Conferences, Congresses and Other Educational Events
- 17.2.5. Managing Local Communication: Press
- 17.2.6. Managing Local Communication: Radio
- 17.2.7. Managing Local Communication: Television
- 17.2.8. External Conflicts. Information Crises Due to Bad News and How it is Managed

17.3. Relations with Social Agents, Users and Suppliers

- 17.3.1. Communication With the Public, Patient and Consumer Associations - Users
- 17.3.2. Communication with Political Leaders – Owners-Shareholders, and Suppliers
- 17.3.3. Collaboration with the Pharmaceutical Industry
- 17.3.4. Internationalisation of the Health Sector. Health Tourism

17.4. Corporate Social Responsibility. Good Healthcare Governance

- 17.4.1. CSR in the Welfare Sector. CSR Strategic Plans in Organizations. Good Welfare Governance: Transparency From Public and Private Companies
- 17.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions
- 17.4.3. Development Cooperation through Healthcare Institutions
- 17.4.4. Networking. Strategic Partnerships
- 17.4.5. The Patient Portal. Health Promotion and Disease Prevention Through the Internet

Module 18. Teaching and Research Management
18.1. Research Methodology: Epidemiology and Research Study Designs and Biases

- 18.1.1. Epidemiology and Clinical Epidemiology
- 18.1.2. Main Study Designs in Clinical Research
- 18.1.3. Quality of Studies: Reliability and Validity. Biases

18.2. Sources of Information for Research and Sourcing Strategies

- 18.2.1. Clinical Research Questions
- 18.2.2. Information Sources
- 18.2.3. Where and How to Search for Information
- 18.2.4. Searching
- 18.2.5. Databases

18.3. Critical Reading of Articles

- 18.3.1. Phases in Critical Reading
- 18.3.2. Tools for Critical Reading
- 18.3.3. Main Mistakes

18.4. Research Projects: Financial Resources. Product and Patents Development

- 18.4.1. Research Project Design
- 18.4.2. Funding in Research
- 18.4.3. Exploitation of Research Results

18.5. Communication and Diffusion of Research Findings

- 18.5.1. Research Reports
- 18.5.2. Choosing a Journal for Publication
- 18.5.3. Some Style Recommendations

Module 19. Leadership, Ethics and Social Responsibility in Companies
19.1. Globalization and Governance

- 19.1.1. Governance and Corporate Governance
- 19.1.2. The Fundamentals of Corporate Governance in Companies
- 19.1.3. The Role of the Board of Directors in the Corporate Governance Framework

19.2. Cross-Cultural Management

- 19.2.1. Concept of Cross-Cultural Management
- 19.2.2. Contributions to the Knowledge of National Cultures
- 19.2.3. Diversity Management

19.3. Business Ethics

- 19.3.1. Ethics and Morality
- 19.3.2. Business Ethics
- 19.3.3. Leadership and Ethics in Companies

19.4. Sustainability

- 19.4.1. Sustainability and Sustainable Development
- 19.4.2. The 2030 Agenda
- 19.4.3. Sustainable Companies

19.5. Corporate Social Responsibility

- 19.5.1. International Dimensions of Corporate Social Responsibility
- 19.5.2. Implementing Corporate Social Responsibility
- 19.5.3. The Impact and Measurement of Corporate Social Responsibility

19.6. Responsible Management Systems and Tools

- 19.6.1. CSR: Corporate Social Responsibility
- 19.6.2. Essential Aspects for Implementing a Responsible Management Strategy
- 19.6.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 19.6.4. Tools and Standards of CSR

19.7. Multinationals and Human Rights

- 19.7.1. Globalization, Multinational Corporations and Human Rights
- 19.7.2. Multinational Corporations and International Law
- 19.7.3. Legal Instruments for Multinationals in the Field of Human Rights

19.8. Legal Environment and Corporate Governance

- 19.8.1. International Rules on Importation and Exportation
- 19.8.2. Intellectual and Industrial Property
- 19.8.3. International Labor Law

Module 20. Commercial Management and Strategic Marketing

20.1. Commercial Management

- 20.1.1. Conceptual Framework of Commercial Management
- 20.1.2. Commercial Strategy and Planning
- 20.1.3. The Role of Sales Managers

20.2. Digital Marketing and e-Commerce

- 20.2.1. Objectives of Digital Marketing and e-Commerce
- 20.2.2. Digital Marketing and the Media It Uses
- 20.2.3. E-Commerce, General Context
- 20.2.4. Categories of e-Commerce
- 20.2.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce

20.3. Digital Marketing to Reinforce a Brand

- 20.3.1. Online Strategies to Improve Brand Reputation
- 20.3.2. Branded Content and Storytelling

20.4. Digital Marketing to Attract and Retain Customers

- 20.4.1. Loyalty and Engagement Strategies Using the Internet
- 20.4.2. Visitor Relationship Management
- 20.4.3. Hypersegmentation

20.5. Digital Campaign Management

- 20.5.1. What Is a Digital Advertising Campaign?
- 20.5.2. Steps to Launch an Online Marketing Campaign
- 20.5.3. Mistakes in Digital Advertising Campaigns

20.6. Sales Strategy

- 20.6.1. Sales Strategy
- 20.6.2. Sales Methods

20.7. Corporate Communication

- 20.7.1. Concept
- 20.7.2. The Importance of Communication in the Organization
- 20.7.3. Type of Communication in the Organization
- 20.7.4. Functions of Communication in the Organization
- 20.7.5. Elements of Communication
- 20.7.6. Problems of Communication
- 20.7.7. Communication Scenarios

20.8. Digital Communication and Reputation

- 20.8.1. Online Reputation
- 20.8.2. How to Measure Digital Reputation?
- 20.8.3. Online Reputation Tools
- 20.8.4. Online Reputation Report
- 20.8.5. Online Branding

Module 21. Executive Management

21.1. General Management

- 21.1.1. The Concept of General Management
- 21.1.2. The Role of the CEO
- 21.1.3. The CEO and their Responsibilities
- 21.1.4. Transforming the Work of Management

21.2. Manager Functions: Organizational Culture and Approaches

- 21.2.1. Manager Functions: Organizational Culture and Approaches

21.3. Operations Management

- 21.3.1. The Importance of Management
- 21.3.2. Value Chain
- 21.3.3. Quality Management

21.4. Public Speaking and Spokesperson Education

- 21.4.1. Interpersonal Communication
- 21.4.2. Communication Skills and Influence
- 21.4.3. Communication Barriers

21.5. Personal and Organizational Communication Tools

- 21.5.1. Interpersonal Communication
- 21.5.2. Interpersonal Communication Tools
- 21.5.3. Communication in the Organization
- 21.5.4. Tools in the Organization

21.6. Communication in Crisis Situations

- 21.6.1. Crisis
- 21.6.2. Phases of the Crisis
- 21.6.3. Messages: Contents and Moments

21.7. Preparation of a Crisis Plan

- 21.7.1. Analysis of Possible Problems
- 21.7.2. Planning
- 21.7.3. Adequacy of Personnel

21.8. Emotional Intelligence

- 21.8.1. Emotional Intelligence and Communication
- 21.8.2. Assertiveness, Empathy, and Active Listening
- 21.8.3. Self-Esteem and Emotional Communication

21.9. Leadership and Team Management

- 21.9.1. Leadership and Leadership Styles
- 21.9.2. Leadership Skills and Challenges
- 21.9.3. Managing Change Processes
- 21.9.4. Managing Multicultural Teams



“

A unique opportunity to specialize in a sector of the future, which will allow you to achieve professional success”

07

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.



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

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.

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.



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.

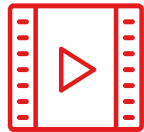
Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.

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.



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.



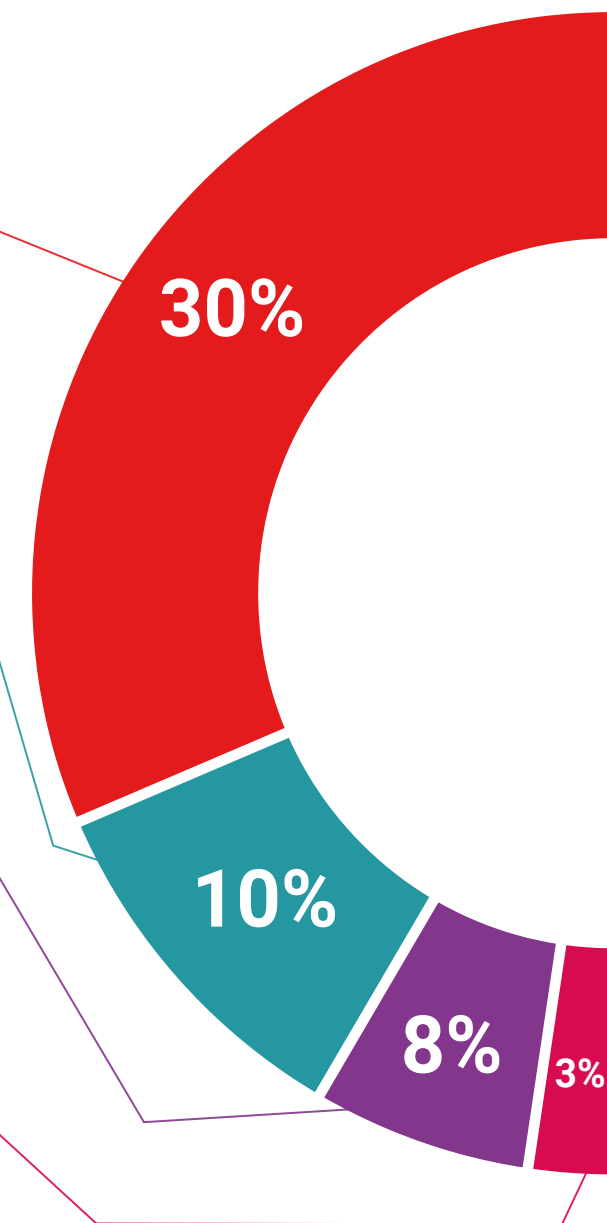
Management Skills Exercises

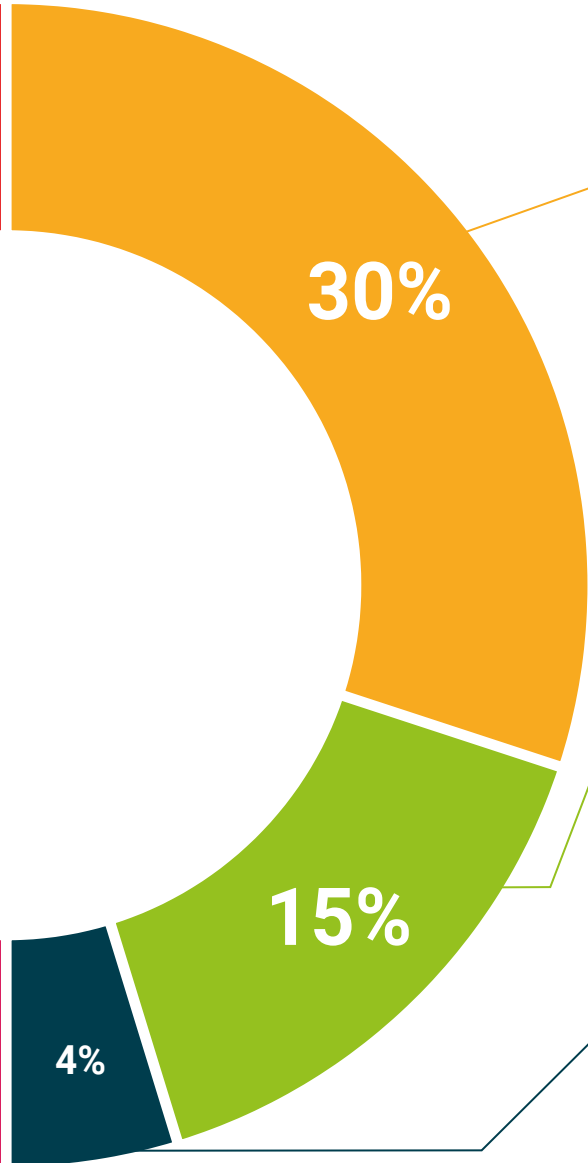
They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



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.





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.



08

Our Students' Profiles

Our MBA in Hospital and Health Services Management for Nursing is a program aimed at university graduates who want to transform their professional careers. This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.





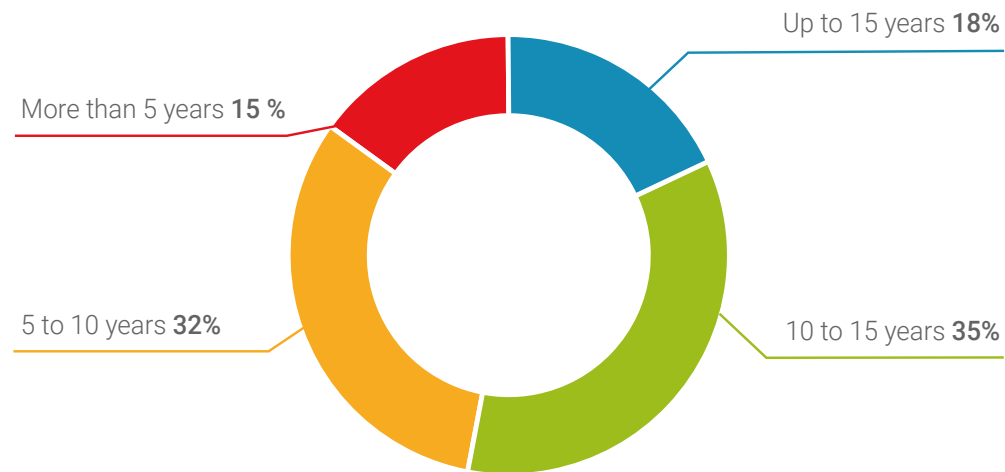
“

Our program is aimed at professionals with a university degree who wish to acquire a high-level specialization that will allow them to improve in their profession"

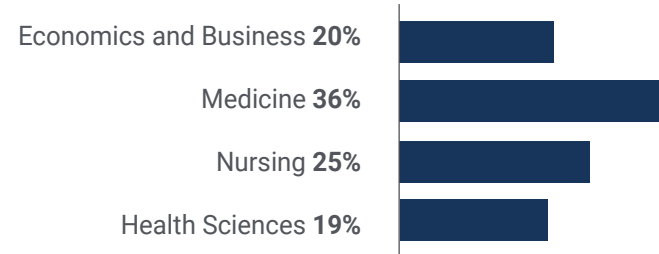
Average Age

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

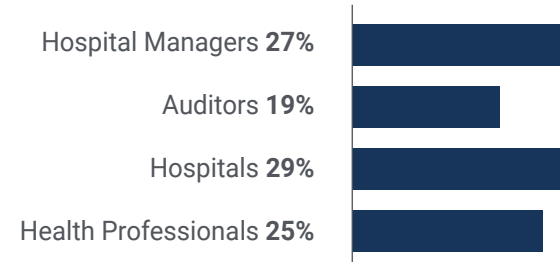
Years of Experience



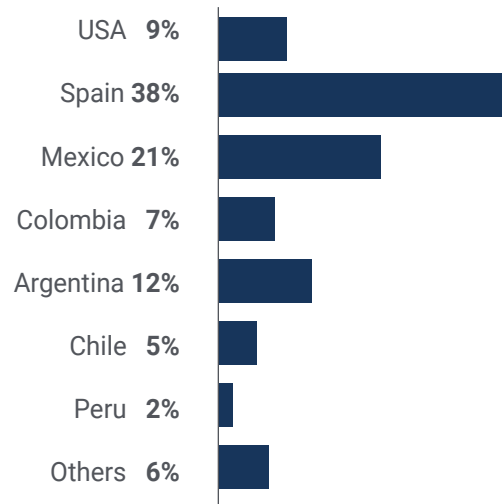
Training



Educational Profile



Geographical Distribution



Roberto González

Hospital Manager

"Thanks to the MBA in Hospital and Health Services Management for Nursing I have developed my leadership skills and now manage a Health Center. The content of the program is completely up to date and has been designed by professionals with years of experience in the sector. Without a doubt, it has been a good decision to specialize with TECH. I will continue to develop my knowledge and management skills with them"

09

Course Management

TECH has selected a group of teachers with outstanding skills in the field of financial management in healthcare institutions. All of them are distinguished by their extensive professional careers and their complete mastery of applicable tools in the management area. Therefore, students enrolled in this program will enjoy a variety of multimedia resources at their fingertips for top quality training.





“

Take advantage of the opportunity to acquire competencies in the daily processes of health management"

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

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

“

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

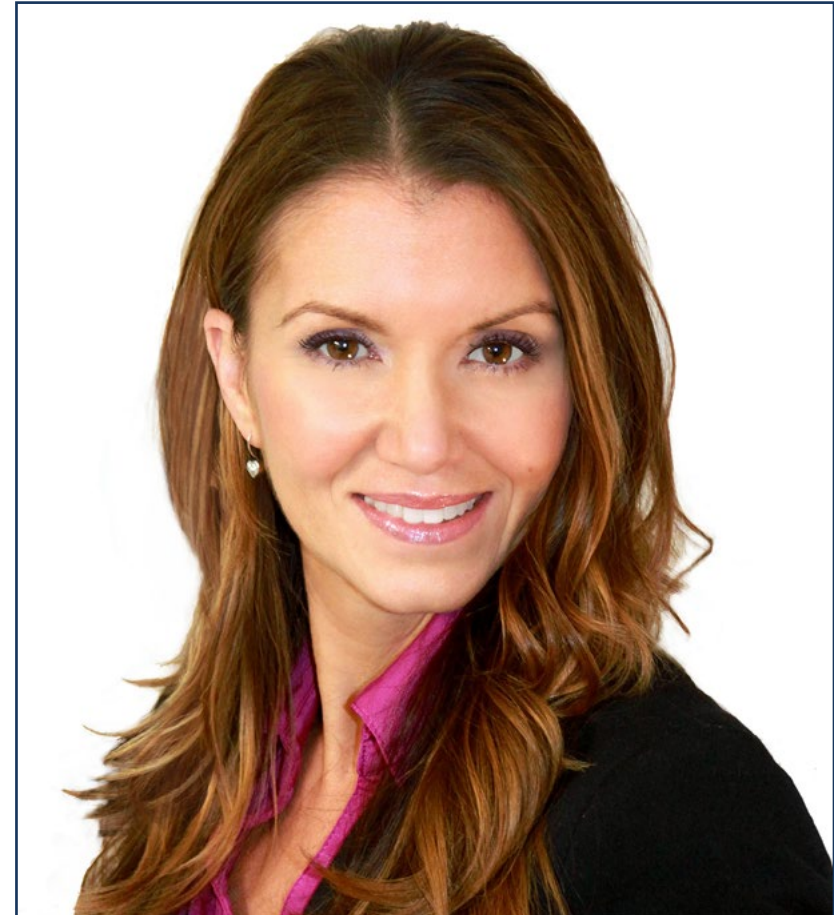
International Guest Director

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-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 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, 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** 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

- 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 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

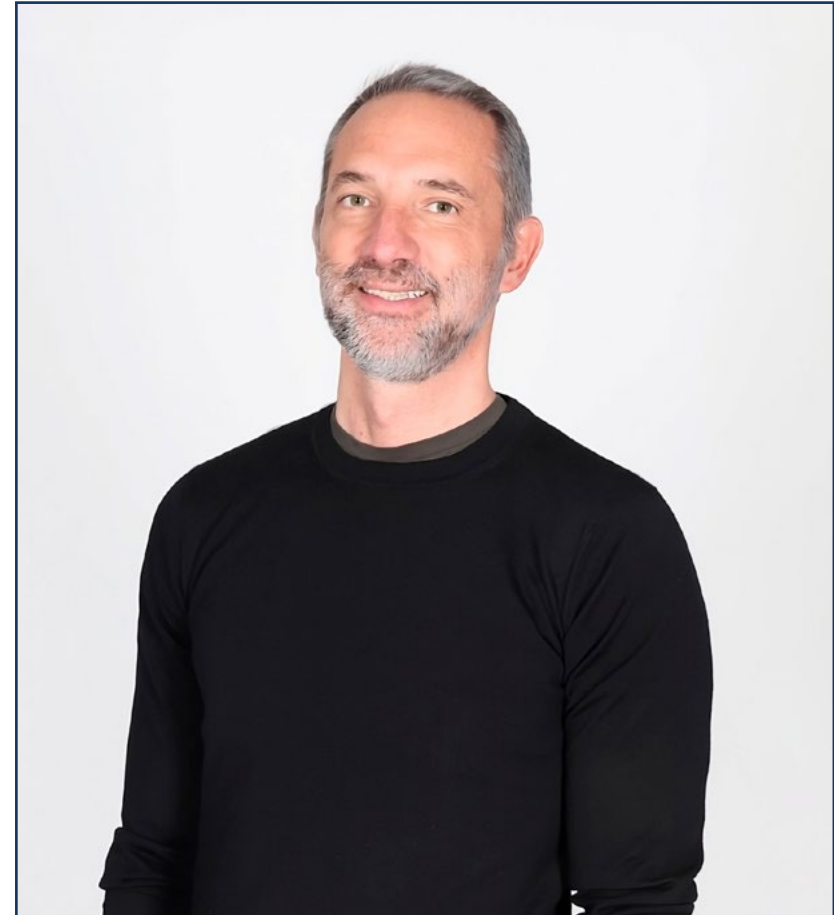
Andrea La Sala is an **experienced Marketing executive** whose projects have had a **significant impact on the Fashion environment**. Throughout his successful career he has developed different tasks related to **Products, Merchandising and Communication**. All of this linked to with prestigious brands 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 **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

- 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 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 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!"

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 and become a hospital manager with critical and impartial thinking.



“

At TECH we help you make a positive change in your career thanks to the quality of our program"

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

The MBA in Hospital and Health from Services Management from TECH Technological University is an intense program that prepares you to face challenges and decisions both on a national and international level. The 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.

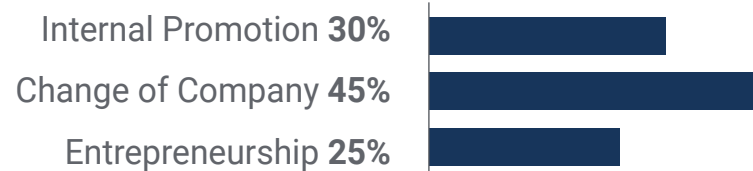
Achieve the specialization you need to turn your professional career around.

Professionals must continue to specialize throughout their careers in order to update their knowledge and keep abreast of all the latest developments in the industry.

Time of Change



Type of change



Salary increase

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



11

Benefits for Your Company

The MBA in Hospital and Health Services Management for Nursing contributes to elevate the organization's talent to its maximum potential through the specialization of high-level leaders. In this way, you will acquire training that will not only add quality to your resume, but will also be an added value for the organization you work for. Furthermore, participating in this program is a unique opportunity to access a powerful network of contacts where you can find future professional partners, clients, or suppliers.





“

Our training program will give you the keys to make more accurate inputs during your daily work”

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 Hospital and Health from Services Management for Nursing guarantees, in addition to the most rigorous and up-to-date education, access to a Executive Master's Degree issued by TECH Technological University.



“

After passing our program, you will receive a TECH qualification that will be a plus for your curricular excellence”

This **MBA in Hospital and Health Services Management for Nursing** contains the most complete and up-to-date program on the market.

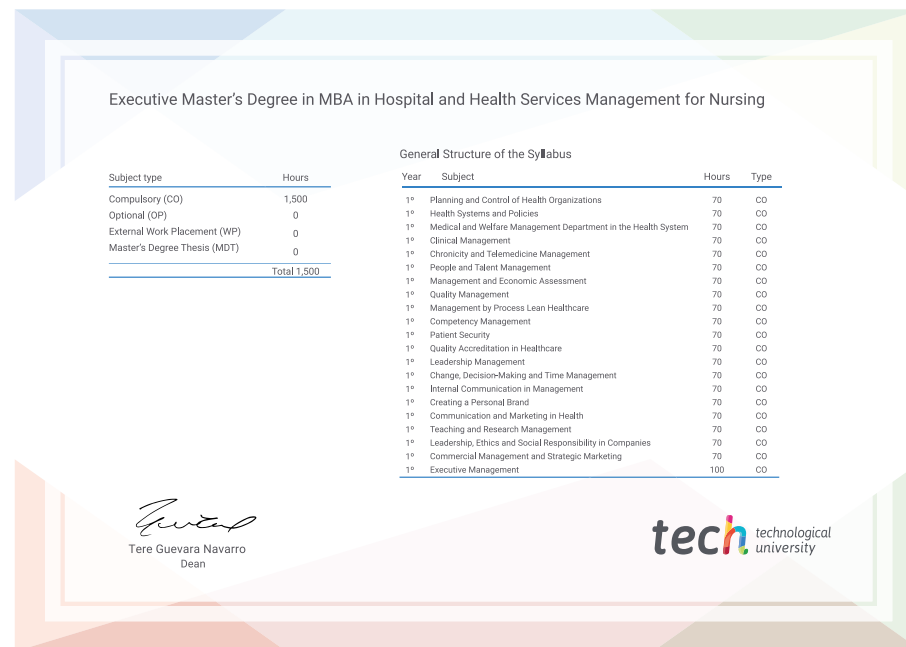
After the student has passed the assessments, they will receive their corresponding **Executive Master's Degree** issued by **TECH Technological University** by tracked delivery.

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 Hospital and Health Services Management for Nursing**

Modality: **online**

Duration: **12 months**



*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 Hospital and Health Services Management for Nursing

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

Executive Master's Degree MBA in Hospital and Health Services Management for Nursing

