

# Executive Master's Degree

MBA in Clinical Management, Medical  
and Healthcare Administration

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## Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Accreditation: 90 ECTS
- » 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-clinical-management-medical-healthcare-administration](http://www.techtute.com/us/school-of-business/executive-master-degree/master-mba-clinical-management-medical-healthcare-administration)

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# 01 Welcome

Nowadays, it is increasingly essential that those responsible for healthcare processes begin to acquire managerial skills. This program is therefore aimed at qualifying Heads of Service and those responsible for the medical management of hospital centers, developing skills and techniques that boost leadership momentum. This high-level degree presents a review of health systems and policies, as well as the administrative process, and then addresses considerations of the healthcare and medical division and its role in the system. The completion of this program will provide specialized education to its graduates, who will attain the necessary skills for their professional development in the clinical sector.



MBA in Clinical Management, Medical and Healthcare Administration  
TECH Technological University





“

*Discover new techniques in Clinical Management, Medical and Healthcare Administration and apply them in the daily practice of your profession"*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

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

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



### The Highest Standards

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

**95%**

of TECH students successfully complete their studies



### Networking

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

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

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

**+500**

collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



### Analysis

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



### Academic Excellence

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



### Economy of Scale

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TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a 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

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

Teachers representing 20 different nationalities.



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

03

# Why Our Program?

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

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





“

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

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

**01**

### A Strong Boost to Your Career

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

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

**02**

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

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects.

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

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

07

### Improve soft skills and management skills

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

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

08

### You will be part of an exclusive community

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

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

04

# Objectives

This program is designed to strengthen management and leadership skills, as well as to develop new skills and abilities, that will be essential in your professional development. After completing the program, you will be able to make global decisions with an innovative perspective and an international vision.



“

*One of our fundamental objectives is to help you develop the essential skills to strategically manage a business”*

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

The **Executive Master's Degree in MBA in Clinical Management, Medical and Healthcare Administration** will enable students to:

01

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

04

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

02

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



03

Showcase and evaluate advanced clinical and health management initiatives and experiences

05

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



06

Understand and know how to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems

08

Develop the ability to analyze different health benefits



09

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

07

Incorporate the fundamental concepts of the techniques and instruments of economic evaluation applied to management practices in healthcare systems

10

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

# 05 Skills

In the effective management of a clinical center, it is essential for the professional to develop specific skills that will enable them to address issues that are as broad as they are essential. In this way, they must understand the fundamentals of economic assessment for cost calculation, and, in addition, acquire cutting-edge tools for employability in the public and private sector. For this reason, throughout this program, emphasis will be placed on the work methodology that the graduate will implement in their day-to-day work in order to become an expert in the field.





“

*You will hone the skills necessary to excel as an expert manager MBA in Clinical Management, Medical and Healthcare Administration and achieve your most ambitious goals”*

01

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

02

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

03

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

04

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

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



06

Analyze and apply techniques, styles and methods to define, conduct and lead professional-talent management policies in health institutions

08

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

09

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

07

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

10

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



06

# Structure and Content

The Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration is a tailor-made program that is delivered in a 100% online format, so that the students can choose the time and place that best suits their availability, schedules 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 manager and entrepreneur.





“

*What you study is very important.  
The abilities and skills you acquire are  
fundamental. You won't find a more  
complete syllabus than this one, believe us"*

## Syllabus

The Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration at TECH Technological University is an intensive program that prepares the student to face technological challenges and business decisions globally.

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, a multitude of practical cases will be analyzed, through individual work, so that the student will achieve a deep learning that will be useful to develop professionally. It is, therefore, an authentic immersion in real business situations.

This Executive Master's Degree deals in depth with different areas of the corporation and is designed to specialize managers to understand the technological development in the company, from a strategic, international and innovative perspective.

A plan focused on professional improvement and networking that prepares the professional to achieve excellence in the field of leadership and business management. A program that understands the needs of your students and your company, through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide them with the skills to solve critical situations in a creative and efficient way.

This program takes place over 12 months and is divided into 24 modules.

<b>Module 1</b>	Management and Economic Assessment
<b>Module 2</b>	People and Talent Management
<b>Module 3</b>	Clinical Management
<b>Module 4</b>	Planning and Control of Health Organizations
<b>Module 5</b>	The Division of Medical and Health Care in the Health System
<b>Module 6</b>	Quality Management
<b>Module 7</b>	Competency Management
<b>Module 8</b>	Patient Safety
<b>Module 9</b>	Quality Accreditation in Healthcare
<b>Module 10</b>	Managing Special and Hospitalization Services
<b>Module 11</b>	Managing Central Services
<b>Module 12</b>	Management of Transversal and Primary Services
<b>Module 13</b>	Management of Outpatients Services
<b>Module 14</b>	Leadership Management
<b>Module 15</b>	Decision Making and Time Management

<b>Module 16</b>	Creating a Personal Brand
<b>Module 17</b>	Internal Communication in Management
<b>Module 18</b>	Communication and Marketing in Health
<b>Module 19</b>	Teaching and Research Management. Research and Innovation: R&D&I in the Healthcare Environment
<b>Module 20</b>	Leadership, Ethics and Social Responsibility in Companies
<b>Module 21</b>	People and Talent Management
<b>Module 22</b>	Economic and Financial Management
<b>Module 23</b>	Commercial Management and Strategic Marketing
<b>Module 24</b>	Executive Management

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

TECH offers the possibility of studying this Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration Over the course of the 12 months, the student will be able to access all the contents of this program at any time, allowing them to self-manage their study time.

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

**Module 1. Management and Economic Assessment**

**1.1. Funding Models**

- 1.1.1. Payment Models and Actors in the Health System
- 1.1.2. Payment Models to Professionals
- 1.1.3. Ideal Payment Model. Payment Models and Incentive Models
- 1.1.4. Assess Incentive Efficacy

**1.2. Cost Calculation**

- 1.2.1. Financial Assessment Fundamentals
- 1.2.2. Critiques of the Fundamentals of Welfare Economics
- 1.2.3. Classification of Accounting According to Purpose
- 1.2.4. Defining and Classifying Costs
- 1.2.5. Financial Assessments Used in Healthcare
- 1.2.6. Cost Centers
- 1.2.7. Process and Patient Cost
- 1.2.8. Cost Analysis by Diagnosis-Related Groups (DRG)

**1.3. Efficiency and Sustainability of Health Systems**

- 1.3.1. Definitions
- 1.3.2. Macroeconomic Sustainability
- 1.3.3. Factors Putting Upward Pressure on Public Health Spending, Compromising Its Sustainability
- 1.3.4. Use in Health Services Supply and Demand

**1.4. Management Agreements**

- 1.4.1. Strategic Planning as a Starting Point
- 1.4.2. The Management Agreement or Program Contract
- 1.4.3. Contents Normally Included in Management Agreements
- 1.4.4. Management Agreements and Differential Compensation
- 1.4.5. Limitations and Aspects to Consider in a Management by Objectives System

**1.5. Budget and Purchasing**

- 1.5.1. Budget Concept and Budgetary Principles
- 1.5.2. Types of Budgets
- 1.5.3. Budget Structure
- 1.5.4. Budget Cycle
- 1.5.5. Purchasing and Procurement Management
- 1.5.6. Management of Public Service Procurement

**1.6. Purchasing, Contracting and Supplies**

- 1.6.1. Integrated Procurement Systems. Centralized Purchasing
- 1.6.2. Management of Public Service Contracting: Tenders and Agreements. Purchasing and Procurement Commissions
- 1.6.3. Hiring in the Private Sector
- 1.6.4. Supply Logistics

**1.7. Staffing and Performance Calculations**

- 1.7.1. Estimated Healthcare Staffing Requirements
- 1.7.2. Staffing Calculation
- 1.7.3. Allocate Time for Healthcare Activity

**1.8. Budget Management**

- 1.8.1. Budget. Concept
- 1.8.2. Public Budget

**1.9. Negotiation with Suppliers**

- 1.9.1. Negotiation with Suppliers

**Module 2. People and Talent Management**

**2.1. Personnel Assessment and Talent Development. Social and Institutional Climate**

- 2.1.1. People Assessment
- 2.1.2. Talent Development
- 2.1.3. Social and Institutional Climate

**2.2. Visibility in Clinical and Healthcare Management: Blogs and Networks**

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

### Module 3. Clinical Management

#### 3.1. Patient Classification Systems

- 3.1.1. Diagnosis-Related Groups (DRGs)
- 3.1.2. Patient Classification Systems
- 3.1.3. Essential Resources

#### 3.2. Definitions and Regulation of Clinical Analysis Management

- 3.2.1. Definition of Clinical Governance
- 3.2.2. Evolution of Clinical Management in the National Health System
- 3.2.3. The Contract-Program and Clinical Management
- 3.2.4. Current Status and Controversies

#### 3.3. Processes and Protocols in Clinical Management. Handling Scientific Evidence

- 3.3.1. Variability in Medical Practice
- 3.3.2. Scientific Evidence
- 3.3.3. Clinical Management
- 3.3.4. Processes, Procedures, Clinical Pathways and Clinical Management Units

#### 3.4. Models and Clinical Management Units: Inter-hospital Units

- 3.4.1. What Can Be Considered in a Clinical Management Unit: Interhospital
- 3.4.2. Requirements of Interhospital Clinical Management Units
- 3.4.3. Importance of Leadership in Interhospital Clinical Management Units
- 3.4.4. Human Resources, Continuing Education, Research and Teaching
- 3.4.5. Patients and Companions. Humanization in Healthcare
- 3.4.6. Processes in Interhospital Clinical Management Units
- 3.4.7. The Indicators of these Interhospital Units
- 3.4.8. Management by Objectives and Improvement

#### 3.5. Prudent Drug Prescription. Electronic Prescription.

- 3.5.1. Good Prescribing Standards
- 3.5.2. Principles for Prudent Prescribing
- 3.5.3. Tools for Prudent Pharmacological Prescribing
- 3.5.4. Prescribing Quality Indicators

#### 3.6. Prescription Complementary Tests

- 3.6.1. Management of Requests
- 3.6.2. Information Systems Integration Model for the Management of Diagnostic Tests
- 3.6.3. Benefits of a Request Manager
- 3.6.4. Lean Method

### Module 4. Planning and control of health organizations

#### 4.1. The actors of the national health system

- 4.1.1. Sustainability of the National Health System
- 4.1.2. The Actors in the Healthcare System
- 4.1.3. The Taxpayer
- 4.1.4. The Patient
- 4.1.5. The Professional
- 4.1.6. Purchasing Agency
- 4.1.7. The Buyer
- 4.1.8. The Manufacturing Institution
- 4.1.9. Conflicts and Interests

**Module 5. The Division of Medical and Health Care in the Health System**

**5.1. Classical Medical Management VS. Care Management**

- 5.1.1. Classic Medical Management
- 5.1.2. Medical Healthcare Management

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

- 5.2.1. Control Panels
- 5.2.2. Electronic Medical Records
- 5.2.3. Assisted Prescription Systems
- 5.2.4. Other Useful Information Systems in Health Management

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

- 5.3.1. The Need for Healthcare Integration
- 5.3.2. Integrated Health Organizations. Initial Bases
- 5.3.3. Starting an OSI

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

- 5.4.1. Current Status of Dehumanization in the Healthcare System
- 5.4.2. Quality Management
- 5.4.3. Humanizing Quality Management
- 5.4.4. Humanization Programs

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

- 5.5.1. Management Role
- 5.5.2. Active Participation Management
- 5.5.3. Management Objectives
- 5.5.4. Regulation of the Relationship Between Medical Management and Executive Management
- 5.5.5. Professional Management Systems

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

- 5.6.1. What is Public Health
- 5.6.2. Health promotion
- 5.6.3. Disease Prevention
- 5.6.4. Foreign or International Health
- 5.6.5. The Challenges of Public Health

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

- 5.7.1. Continuity of Healthcare Strategy
- 5.7.2. Social Health Strategy
- 5.7.3. Efficiency, Health and Patient Experience

**Module 6. Quality Management**

**6.1. Quality in Healthcare**

- 6.1.1. Quality Care
- 6.1.2. Health and Quality Activity Records

**6.2. Quality of Healthcare Programs**

- 6.2.1. Quality of Care



**Module 7. Competency Management****7.1. Performance Evaluation Competency Management**

- 7.1.1. Definition of Competencies
- 7.1.2. Performance Evaluation Procedure. Implementation.
- 7.1.3. Functions
- 7.1.4. General and Specific Skills
- 7.1.5. Feedback from Professions to Improve Performance and Self-Assessment
- 7.1.6. Training Itinerary Design for Skills Development
- 7.1.7. Intrinsic and Extrinsic Motivation to Improve Performance. Methods
- 7.1.8. Most Important Principles of Change

**7.2. Methods and Techniques. Competency Management**

- 7.2.1. The Assessment Interview. Instructions for the Assessor
- 7.2.2. General Principles of Motivational Interviewing
- 7.2.3. Motivational Interview
- 7.2.4. Communication Strategies
- 7.2.5. Miller's Pyramid

**Module 8. Patient Safety****8.1. Patient Safety. Evolution Over Time**

- 8.1.1. Introduction and Definition. Background and Current Situation
- 8.1.2. Unequivocal Patient Identification. Localization and Traceability Systems
- 8.1.3. Patients at Risk of Developing Pressure Ulcers (PUs)
- 8.1.4. Infection Risks Associated to Nursing Care Venous Access Care
- 8.1.5. Risk of Falling Fall Prevention and Monitoring in Hospitalized Patients

**8.2. Nosocomial Infections**

- 8.2.1. Nosocomial Infections. Definition and Classification. Evolution of EPINE (Prevalence of Nosocomial Infections in Spain) Studies
- 8.2.2. Care for Nosocomial Infection
- 8.2.3. Hospital Infection Control and Surveillance Programs and Networks
- 8.2.4. Asepsis, Disinfection and Sterilization

**8.3. Prevention**

- 8.3.1. Primary and Secondary Prevention Types and Examples
- 8.3.2. Preventing and Detecting Adverse Events in Preparing and Administering Medication
- 8.3.3. Screening Programs: Breast Cancer. Management
- 8.3.4. Screening Programs: Colon Cancer. Management
- 8.3.5. Vaccination Program Management. Childhood vaccination
- 8.3.6. Vaccination Program Management. Flu Vaccination
- 8.3.7. FMEA (Failure Mode and Effects Analysis). Root Cause Analysis

**8.4. Notification and Registration System**

- 8.4.1. Information and Record Systems.
- 8.4.2. Adverse Event Reporting and Recording Systems

**8.5. Secondary and Tertiary Victims**

- 8.5.1. Health Professionals in the Face of Adverse Effects
- 8.5.2. Recovery Trajectory and Emotional Support
- 8.5.3. Impact on Corporate Image

## Module 9. Quality Accreditation in Healthcare.

### 8.9. Accreditation in Health Care

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

### 9.2. Joint Commision International

- 9.2.1. History
- 9.2.2. The Joint Commision International

### 9.3. EFQM Model

- 9.3.1. Criteria in Models for Excellence
- 9.3.2. The Reder Logic Scheme
- 9.3.3. Update of the EFQM Excellence Model

### 9.4. ISO Accreditation

- 9.4.1. Rules Are Used as a Standard for Certification
- 9.4.2. Healthcare System Accreditation Status
- 9.4.3. Accreditation in Perspective: Main Theoretical-Practical Conflicts

## Module 10. Managing Special and Hospitalization Services

### 10.1. Emergency Services Management

- 10.1.1. Processes of Emergency Services
- 10.1.2. Service Planning and Control
- 10.1.3. Human resources.
- 10.1.4. Teaching in the Emergency Department

### 10.2. UCI Management

- 10.2.1. Intensive Care Definition
- 10.2.2. ICU. Physical Structure
- 10.2.3. Human Resource Allocation
- 10.2.4. Material Resources: Technology and Equipment. Monitoring
- 10.2.5. ICU Without Walls and Innovation Models
- 10.2.6. Safety Management in ICU. Zero Projects, Quality Indicators. Information Transfer
- 10.2.7. Humanization in ICUs

### 10.3. Surgical Unit Management

- 10.3.1. The Surgical Unit. Physical Structure, Organization and Channels
- 10.3.2. Coordination of Operating Rooms. Surgical Performance and Operation Indicators. Surgical Scheduling. Imrpoving Performance
- 10.3.3. Calculation of Human Resources in a Surgical Department
- 10.3.4. Material Resource Calculation: Surgical Block Sizing and Operation
- 10.3.5. Safety Management in a Surgical Department. Surgical CHECK LIST. Surgical Hand Washing
- 10.3.6. Asepsis and Sterilization in Operating Rooms. Environmental Monitoring of the Operating Room

### 10.4. Management of Hospitalization Units

- 10.4.1. What are Hospitalization Units
- 10.4.2. Requirements of Hospitalization Units
- 10.4.3. Importance of Leadership in the Hospitalization Units
- 10.4.4. Human Resources, Continuing Education, Teaching and Research
- 10.4.5. Patients and Companions
- 10.4.6. Processes: Strategic, Operational and Structural
- 10.4.7. Hospitalization Unit Indicators
- 10.4.8. The Role of Primary Care and Other Healthcare Facilities
- 10.4.9. Management by Objectives and Improvement

### 10.5. Other Units and Special Services

- 10.5.1. Alternatives to Conventional Hospitalization: Day Hospital (DH)
- 10.5.2. Alternatives to Conventional Hospitalization: Day Hospital Units Integrated in Other Units
- 10.5.3. Alternatives to Conventional Hospitalization: Home Hospitalization
- 10.5.4. Alternatives to Conventional Hospitalization: Short Stay Units

**Module 11. Managing Central Services****11.1. Admission and Clinical Documentation Service**

- 11.1.1. Admissions and Clinical Documentation Services
- 11.1.2. Bed Management
- 11.1.3. Medical Record Archive
- 11.1.4. Digitization and Indexation
- 11.1.5. Metadata Definition

**11.2. Radio Diagnostic Services Management.**

- 11.2.1. Radiology Service Definition
- 11.2.2. Structure and Organization of the Diagnostic Radiology Service
- 11.2.3. Radiological Information Systems (RIS)
- 11.2.4. Radiological Request Circuit
- 11.2.5. Patients' Rights
- 11.2.6. Teleradiology

**11.3. Laboratory Management.**

- 11.3.1. Pre-Analytical Phase
- 11.3.2. The Analytical Phase
- 11.3.3. The Post-Analytical Phase
- 11.3.4. Point-Of-Care Testing (POCT)

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

- 11.4.1. Planning and Organization of Pharmacy Services: Physical Structure, Organization and Channels
- 11.4.2. Human and Material Resources. Different Competencies and Functions
- 11.4.3. Procurement Management and Pharmacotherapy Management Process
- 11.4.4. Hospital Dispensing Systems: Plant Stock, Unit Dose, Automated Systems
- 11.4.5. Sterile Medication Preparation Area: Hazardous and Non-Hazardous
- 11.4.6. Pharmaceutical Care to Outpatients and Ambulatory Patients
- 11.4.7. Primary Care Pharmacy and Healthcare Coordination in Pharmacotherapy

**11.5. Hospitality, Complementary and Voluntary Services Management.**

- 11.5.1. Hospital Food
- 11.5.2. Linen Service
- 11.5.3. Hospital Volunteering

**Module 12. Management of Transversal and Primary Services**

**12.1. Primary Healthcare**

- 12.1.1. Primary Healthcare Resolution Capacity
- 12.1.2. Community Care: Health Programs.
- 12.1.3. Emergency and Continuous Care. PAC Model and Special Emergency Services Model

**12.2. Complex-Chronic Patient Management**

- 12.2.1. Chronicity Care Models
- 12.2.2. Current Situation
- 12.2.3. From the Strategy for Chronic Care to Chronic Patient Management
- 12.2.4. Chronicity and Social Healthcare

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

- 12.3.1. Patient Empowerment and Nursing Input
- 12.3.2. Peer Support
- 12.3.3. Self-Care and Self-Care Support
- 12.3.4. Health Education and Self-Management Education
- 12.3.5. Self-Management Projects Features

**Module 13. Management of Outpatients Services**

**13.1. Management of Outpatient Services: Day Hospitals and Outpatient Consultations**

- 13.1.1. Organization and Operation of the Day Hospital
- 13.1.2. Oncohematologic Day Hospital Management
- 13.1.3. Organization and Management of Outpatient Consultation

**13.2. Management of Outpatient Services**

- 13.2.1. Evolution Over Time
- 13.2.2. Emergency Coordination Centers
- 13.2.3. Human Resources and Skills. Team Involved
- 13.2.4. Healthcare Network Devices Coordination
- 13.2.5. Emergency Quality Indicators
- 13.2.6. Planning for Disasters Managing a Disaster

**13.3. Home Care: Models**

- 13.3.1. Home Hospitalization Types and Concepts
- 13.3.2. Criteria for Patient Selection
- 13.3.3. Calculation and Management of Human and Material Resources
- 13.3.4. Palliative Care at Home. Techniques and Patient Selection
- 13.3.5. Family Support and Bereavement Management
- 13.3.6. Managing Primary Caregiver Overload. Family Clauidication

**13.4. Mental Health, Addictive Behavior and Social Work**

- 13.4.1. Introduction to Mental Health
- 13.4.2. Comprehensive Care
- 13.4.3. Diagnostic and Therapeutic Techniques and Procedures Common to All Devices
- 13.4.4. Transversality and Continuity of Care in the Healthcare Setting
- 13.4.5. Social Work

**Module 14. Leadership Management**

**14.1. Team Leadership**

- 14.1.1. Concept of Leadership
- 14.1.2. Steps for Successful Leadership
- 14.1.3. Qualities of a Leader
- 14.1.4. Activities to Be Carried Out by the Leader
- 14.1.5. Seven Habits of Successful People and Leadership

**14.2. Motivation**

- 14.2.1. Intrinsic and Extrinsic Motivation
- 14.2.2. Differences between Motivation and Satisfaction and their Different Theories

**14.3. Delegation**

- 14.3.1. What is Delegation?
- 14.3.2. Ways of Assessing Delegation: Tasks
- 14.3.3. Non-Delegable Functions

**14.4. Executive Coaching.**

- 14.4.1. Development

**Module 15** Decision Making and Time Management.

**15.1. Decision Making**

- 15.1.1. Deciding as an Organizational Process
- 15.1.2. Decision Process Phases
- 15.1.3. Features of any Decision

**15.2. The Decision Process. Techniques**

- 15.2.1. Management Schools. History
- 15.2.2. The Framework of the Management and Decision-Making Function
- 15.2.3. Types of Decisions
- 15.2.4. Characteristics of a Good Decision
- 15.2.5. Key Points to Consider in Decision-Making
- 15.2.6. The Logical Reasoning Process
- 15.2.7. Decision Support Tools

**15.3. Time, Stress and Happiness Management**

- 15.3.1. Introduction to Stress in Managerial Positions
- 15.3.2. General Guidelines for Preventing and/or Reducing the Experience of Stress
- 15.3.3. Effective Time Management
- 15.3.4. Agenda Planning
- 15.3.5. Personal Time and Professional Time, in Search of Happiness

**Module 16.** Creating a Personal Brand

**16.1. Public Profile**

- 16.1.1. Presenting Ourselves to the World. Our Digital Footprint
- 16.1.2. Digital Reputation. Positive References
- 16.1.3. The Cover Letter in 2.0

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

- 16.2.1. The Interview
- 16.2.2. Methods for a Successful Interview

**Module 17.** Internal Communication in Management

**17.1. Communication**

- 17.1.1. Conceptual Approach
- 17.1.2. Internal Communication in Health Organization Do You Have a Plan?
- 17.1.3. How to Create Internal Communication Plan
- 17.1.4. Tools Evolution. From the Internal Circulation Note to the Corporate Social Network

**17.2. Meetings**

- 17.2.1. Conceptual Approach
- 17.2.2. Management Meetings and Time Management
- 17.2.3. Scheduled Team Meeting Architecture. A Proposal
- 17.2.4. Keys to Successful Meeting Preparation
- 17.2.5. Meeting Management

**17.3. Conflict Management**

- 17.3.1. Conceptual Approach
- 17.3.2. Labor Disputes
- 17.3.3. The Change. Main Source of Conflict with Management
- 17.3.4. Conflict Management in Health Teams

**Module 18. Communication and Marketing in Health**

**18.1. Marketing and Social Media**

- 18.1.1. Conceptual Approach
- 18.1.2. Health Services Marketing

**18.2. Communication in Organizations**

- 18.2.1. Conceptual Approach
- 18.2.2. What to Communicate in the Healthcare Organization?
- 18.2.3. ICTs as a Key Communication Tool in Clinical Management

**18.3. Relationships with Social Agents Users and Suppliers**

- 18.3.1. Financing and Underwriting
- 18.3.2. Regulation Actors in the System
- 18.3.3. Relationship Map, What do they Expect from Each Other

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

- 18.4.1. Responsibility and Ethics in the Organizations
- 18.4.2. Principles and Commitments to Develop Social Responsibility in the National Health System
- 18.4.3. Good Healthcare Governance
- 18.4.4. Good Governance Practices

**Module 19. Teaching and Research Management. Research and Innovation: R&D&I in the Healthcare Environment**

**19.1. Research Methodology: Epidemiology and Research Study Designs and Biases**

- 19.1.1. Epidemiology and Clinical Epidemiology
- 19.1.2. Main Study Designs in Clinical Research
- 19.1.3. Quality of the Studies: Reliability and Validity Biases

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

- 19.2.1. Clinical Research Questions
- 19.2.2. Information Sources
- 19.2.3. Where and How to Search for Information
- 19.2.4. Searching
- 19.2.5. Databases

**19.3. Critical Reading of Articles**

- 19.3.1. Phases in Critical Reading
- 19.3.2. Tools for Critical Reading
- 19.3.3. Main Mistakes

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

- 19.4.1. Research Project Design
- 19.4.2. Funding in Research
- 19.4.3. Exploitation of Research Results

**19.5. Communication and Diffusion of Research Findings**

- 19.5.1. Research Reports
- 19.5.2. Choosing a Journal for Publication
- 19.5.3. Some Style Recommendations

## Module 20. Leadership, Ethics and Social Responsibility in Companies

### 20.1. Globalization and Governance

- 20.1.1. Governance and Corporate Governance
- 20.1.2. Fundamentals of Corporate Governance in Companies
- 20.1.3. The Role of the Board of Directors in the Framework of Corporate Governance

### 20.2. Cross-Cultural Management

- 20.2.1. Concept of *Cross-Cultural Management*
- 20.2.2. Contributions to the Knowledge of National Cultures
- 20.2.3. Diversity Management

### 20.3. Business Ethics

- 20.3.1. Ethics and Morality
- 20.3.2. Business Ethics
- 20.3.3. Leadership and ethics in companies

### 20.4. Sustainability

- 20.4.1. Sustainability and Sustainable Development
- 20.4.2. The 2030 Agenda
- 20.4.3. Sustainable Companies

### 20.5. Corporate Social Responsibility

- 20.5.1. International Dimensions of Corporate Social Responsibility
- 20.5.2. Implementing Corporate Social Responsibility
- 20.5.3. The Impact and Measurement of Corporate Social Responsibility

### 20.6. Responsible Management Systems and Tools

- 20.6.1. CSR: Corporate Social Responsibility
- 20.6.2. Essential Aspects for Implementing a Responsible Management Strategy
- 20.6.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 20.6.4. CSR Tools and Standards

### 20.7. Multinationals and Human Rights

- 20.7.1. Globalization, Multinational Companies and Human Rights
- 20.7.2. Multinational Companies and International Law
- 20.7.3. Legal Tools for Multinationals on Human Rights

### 20.8. Legal Environment and Corporate Governance

- 20.8.1. International Rules on Importation and Exportation
- 20.8.2. Intellectual and Industrial Property
- 20.8.3. International Labor Law

## Module 21. People and Talent Management

### 21.1. Strategic People Management

- 21.1.1. Strategic Management and Human Resources
- 21.1.2. Strategic People Management

### 21.2. Human Resources Management by Competencies

- 21.2.1. Potential Analysis
- 21.2.2. Remuneration Policy
- 21.2.3. Career/Succession Planning

### 21.3. Performance Evaluation and Performance Management

- 21.3.1. Performance Management
- 21.3.2. Compliance Management: Objectives and Process

### 21.4. Innovation in Talent and People Management

- 21.4.1. Strategic Talent Management Models
- 21.4.2. Talent Identification, Training and Development
- 21.4.3. Loyalty and Retention
- 21.4.4. Proactivity and Innovation

### 21.5. Developing High Performance Teams

- 21.5.1. High-Performance Teams: Self-Managed Teams
- 21.5.2. Methodologies for Managing High-Performance Self-Managed Teams

### 21.6. Change Management

- 21.6.1. Change Management
- 21.6.2. Type of Change Management Processes
- 21.6.3. Stages or Phases in Change Management

### 21.7. Negotiation and Conflict Management

- 21.7.1. Negotiation
- 21.7.2. Conflict Management
- 21.7.3. Crisis Management

### 21.8. Productivity, Attraction, Retention and Activation of Talent

- 21.8.1. Productivity
- 21.8.2. Talent Attraction and Retention Levers

**Module 22. Economic and Financial Management**

**22.1. Economic Environment**

- 22.1.1. Macroeconomic Environment and the National Financial System
- 22.1.2. Financial Institutions
- 22.1.3. Financial Markets
- 22.1.4. Financial Assets
- 22.1.5. Other Financial Sector Entities

**22.2. Executive Accounting**

- 22.2.1. Basic Concepts
- 22.2.2. The Company's Assets
- 22.2.3. Company's Liabilities
- 22.2.4. The Net Worth of the Company
- 22.2.5. The Profit and Loss Statement

**22.3. Information Systems and Business Intelligence**

- 22.3.1. Fundamentals and Classification
- 22.3.2. Phases and Methods of Cost Allocation
- 22.3.3. Choice of Cost Center and Impact

**22.4. Budget and Management Control**

- 22.4.1. The Budget Model
- 22.4.2. The Capital Budget
- 22.4.3. The Operating Budget
- 22.4.5. The Cash Budget
- 22.4.6. Budget Monitoring

**22.5. Financial Management**

- 22.5.1. The Company's Financial Decision
- 22.5.2. Financial Department
- 22.5.3. Cash Surplus
- 22.5.4. Risks Associated with Financial Management
- 22.5.5. Financial Risk Management

**22.6. Financial Planning**

- 22.6.1. Definition of Financial Planning
- 22.6.2. Actions to be Taken in Financial Planning
- 22.6.3. Creation and Establishment of Business Strategy
- 22.6.4. The Cash Flow Table
- 22.6.5. The Working Capital Table

**22.7. Corporate Financial Strategy**

- 22.7.1. Corporate Strategy and Sources of Financing
- 22.7.2. Financial Products for Corporate Financing

**22.8. Strategic Financing**

- 22.8.1. Self-Financing
- 22.8.2. Equity Capital Growth
- 22.8.3. Hybrid Resources
- 22.8.4. Financing through Intermediaries

**22.9. Financial Analysis and Planning**

- 22.9.1. Balance Sheet Analysis
- 22.9.2. Profit and Loss Statement Analysis
- 22.9.3. Profitability Analysis

**22.10. Analyzing and Solving Cases/ Problems**

- 22.10.1. Financial Information of Industria de Diseño y Textil, S.A. (INDITEX)



**Module 23. Commercial Management and Strategic Marketing****23.1. Commercial Management**

- 23.1.1. Conceptual Framework of Commercial Management
- 23.1.2. Commercial Strategy and Planning
- 23.1.3. The role of Sales Managers

**23.2. Marketing**

- 23.2.1. The Concept of Marketing
- 23.2.2. The Basic Elements of Marketing
- 23.2.3. Marketing Activities in Companies

**23.3. Strategic Marketing Management**

- 23.3.1. The Concept of Strategic Marketing
- 23.3.2. Concept of Strategic Marketing Planning
- 23.3.3. Stages in the Process of Strategic Marketing Planning

**23.4. Digital Marketing and Ecommerce**

- 23.4.1. Digital Marketing and Ecommerce Objectives
- 23.4.2. Digital Marketing and Media Used
- 23.4.3. Ecommerce. General Context
- 23.4.4. Ecommerce Categories
- 23.4.5. Advantages and Disadvantages of Ecommerce vs. Traditional Commerce

**23.5. Digital Marketing to Reinforce a Brand**

- 23.5.1. Online Strategies to Improve Your Brand's Reputation
- 23.5.2. Branded Content and Storytelling

**23.6. Digital Marketing to Attract and Retain Customers**

- 23.6.1. Loyalty and Engagement Strategies using the Internet
- 23.6.2. *Visitor Relationship Management*
- 23.6.3. Hypersegmentation

**23.7. Managing Digital Campaigns**

- 23.7.1. What is a Digital Advertising Campaign?
- 23.7.2. Steps to Launching an Online Marketing Campaign
- 23.7.3. Mistakes in Digital Advertising Campaigns

**23.8. Sales Strategy**

- 23.8.1. Sales Strategy
- 23.8.2. Sales Methods

**23.9. Digital Communication and Reputation**

- 23.9.1. Online Reputation
- 23.9.2. How to Measure Digital Reputation?
- 23.9.3. Online Reputation Tools
- 23.9.4. Online Reputation Reporting
- 23.9.5. Online Branding

**Module 24.** Executive Management

**24.1. General Management**

- 24.1.1. The Concept of General Management
- 24.1.2. The Role of the CEO
- 24.1.3. The CEO and their Responsibilities
- 24.1.4. Transforming the Work of Management

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

- 24.2.1. Manager Functions: Organizational Culture and Approaches

**24.3. Operations Management**

- 24.3.1. The Importance of Management
- 24.3.2. The Value Chain
- 24.3.3. Quality Management

**24.4. Public Speaking and Spokesperson Training**

- 24.4.1. Interpersonal Communication
- 24.4.2. Communication Skills and Influence
- 24.4.3. Communication Barriers

**24.5. Personal and Organizational Communication Tools**

- 24.5.1. Interpersonal Communication
- 24.5.2. Interpersonal Communication Tools
- 24.5.3. Communication in the Organization
- 24.5.4. Tools in the Organization

**24.6. Communication in Crisis Situations**

- 24.6.1. Crisis
- 24.6.2. Stages of a Crisis
- 24.6.3. Messages: Contents and Timing

**24.7. Preparation of a Crisis Plan**

- 24.7.1. Analysis of Potential Problems
- 24.7.2. Planning
- 24.7.3. Personnel Adaptation

**24.8. Emotional Intelligence**

- 24.8.1. Emotional Intelligence and Communication
- 24.8.2. Assertiveness, Empathy, and Active Listening
- 24.8.3. Self-Esteem and Emotional Communication

**24.9. Personal Branding**

- 24.9.1. Strategies for Personal Brand Development
- 24.9.2. Personal Branding Laws
- 24.9.3. Tools for Creating Personal Brands





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.*



## 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”*

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

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.

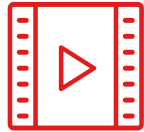
*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

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.



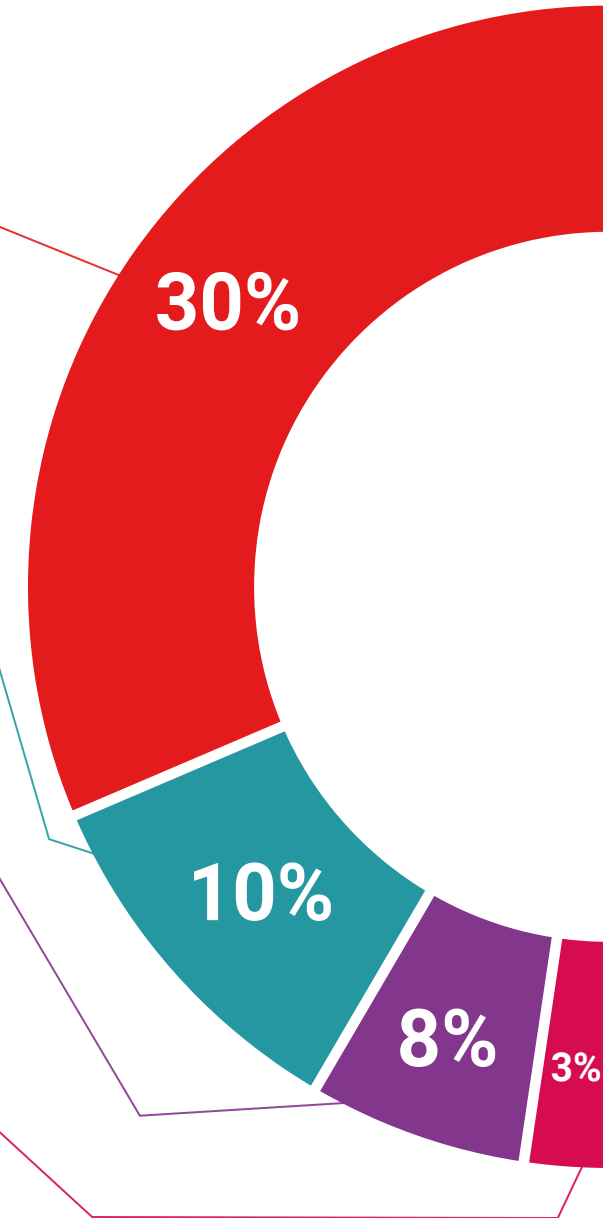
### Management Skills Exercises

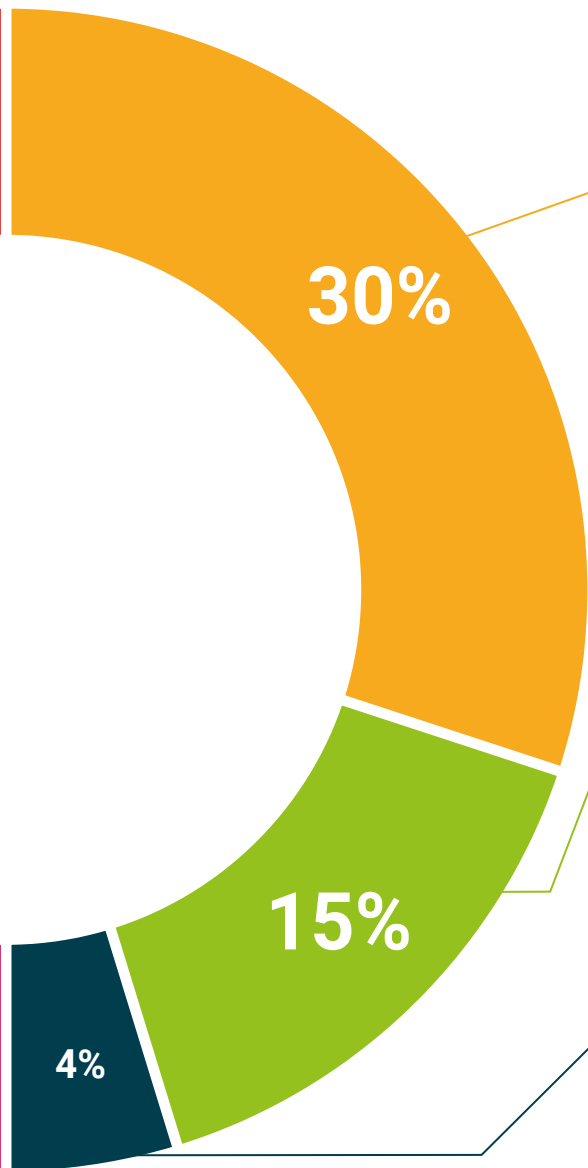
They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



### 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 Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration is a program aimed at university graduates who want to transform their professional career.

The diversity of participants with different educational profiles and from multiple nationalities makes up the multidisciplinary approach of this program.



“

*Enroll now and become a top-level professional thanks to this exclusive Executive Master's Degree from TECH”*

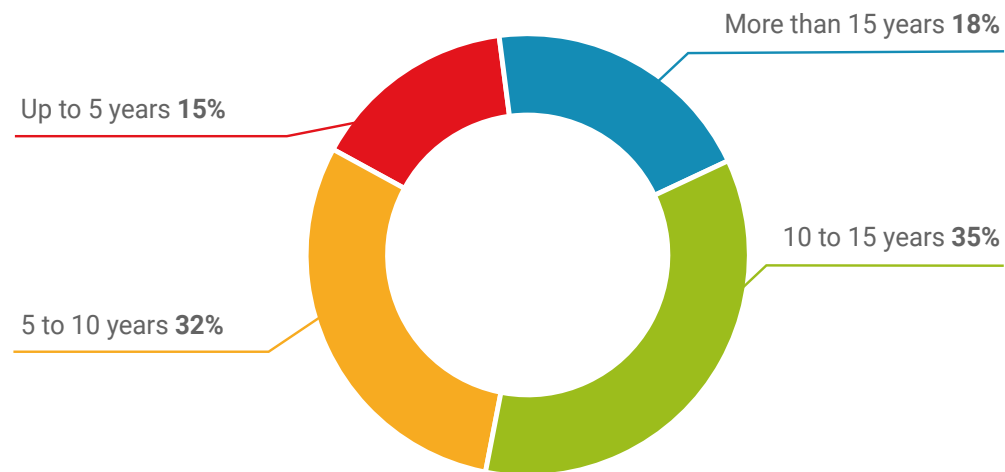
### Average Age

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

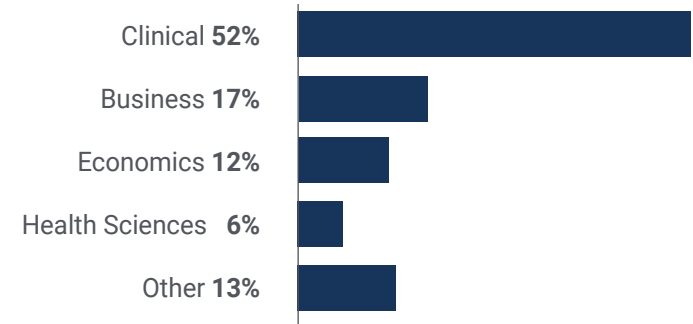
### Years of Experience

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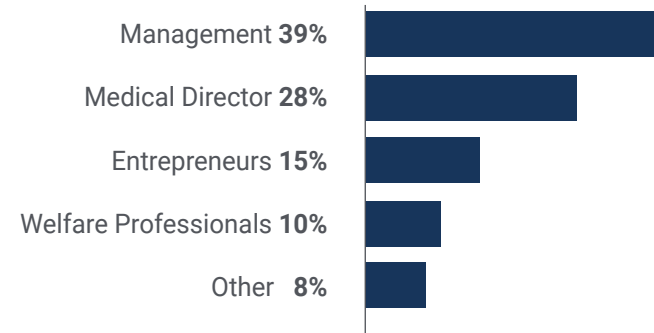
### Training

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### Educational Profile

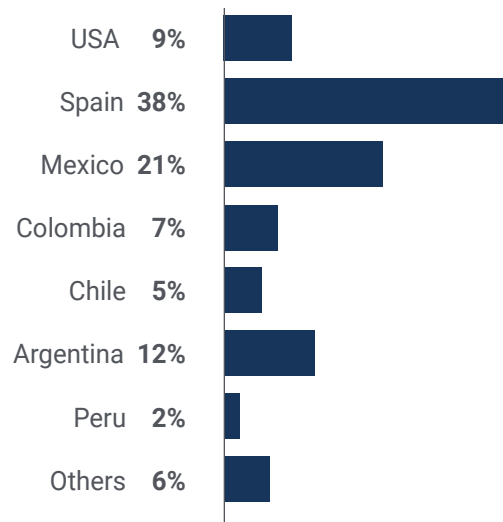
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## Geographical Distribution

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## Susana González

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**Hospital Manager**

*"As much as one might want to do it, considering an Executive Master's Degree MBA in Clinical, Medical and Healthcare Administration is not a simple matter, especially when you have to balance it with your professional activity and family life. However, the online Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration of TECH Technological University made it possible for me. The skilful faculty made the experience and learning even more enriching"*

09

# Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the utmost excellence. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and field work. In addition, these specialists play a leading role within the university program, as they are responsible for selecting the most up-to-date and innovative content for inclusion in the syllabus.

At the same time, they participate in the development of numerous multimedia resources of high teaching rigor.



“

*A complete teaching staff, made up of experts with extensive experience, will be at your disposal in this TECH program"*

## International Guest Director

Pauline Maisani is a leading professional in the field of clinical management and medical direction. As a specialist in the improvement of quality and safety in health services, her career has focused on the implementation of strategic projects and health planning. In addition, her interests include the financial management of hospital institutions, as well as the planning and development of continuous improvement strategies in healthcare.

Throughout her career, she has held important positions in institutions in France and Canada. In fact, she has been Deputy General Director at the Pitié-Salpêtrière Hospital, where she has led key initiatives in health care improvement and resource management. She has also served as Director of Strategic Planning at the University of Montreal Hospital Centre, where she has overseen the implementation of major projects and the optimization of hospital services. She has also rendered great service to the Paris Public Assistance and University Hospitals, working as Head of the Health Care Quality and Safety Department at their headquarters, as well as Deputy Director of Finance and Medical Affairs.

Internationally, she has been recognized for her leadership skills and her ability to manage complex projects in the hospital sector. In this respect, her work in different countries and her collaboration with multidisciplinary teams have earned her a reputation as an expert in healthcare management. Pauline Maisani has contributed to several publications and studies on hospital management and strategic planning in health systems. Her innovative approach and commitment to excellence have earned her the respect of her colleagues and recognition within the healthcare sector.



## Ms. Maisani, Pauline

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- Deputy General Manager at the Pitié-Salpêtrière Hospital, Paris, France
- Director at the University Hospitals of Beaujon and Bichat Claude Bernard
- Deputy General Manager, Paris Nord Val de Seine Hospital Group
- Head of the Health Care Quality and Safety Department at the Public Assistance Headquarters - Paris Hospitals
- Director of Strategic Planning, University of Montreal Hospital Center, Canada
- Deputy Director of Finance and Medical Affairs at the Public Assistance Headquarters - Paris Hospitals
- Vice Director of the Strategic Analysis Unit at the University Hospital of Lille
- Trained in Hospital Management and Administration of Hospital and Health Care Facilities at the School of Advanced Studies in Public Health (EHESP)
- Master's Degree in European Affairs and Policies from the University of Sussex
- Degree in Political Science and Government from Sciences Po



*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

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- Vice President, Talent Acquisition, Mastercard, New York, United States
- Director of Talent Acquisition, NBCUniversal, New York, United States
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory
- 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

“

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



## 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

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- Regional IT Director - Amazon, Seattle
- 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

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- ♦ 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

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*Do you want to refresh your knowledge with the highest quality education? TECH offers you the most up-to-date content in the educational market, designed by authentic experts internationally renowned"*

## International Guest Director

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

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

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

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



## Mr. Arens, Manuel

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

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## 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

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- 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

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*The most qualified and experienced international professionals are waiting for you at TECH to offer you a first class education, up to date 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

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- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ 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

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- 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, United States
- Bachelor's Degree in Telecommunications from the University of Florida

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*Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you through the entire 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

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- Director of Communications and Impact, NASCAR, Florida, United States
- Senior Vice President, Strategic Development, NASCAR, United States
- 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



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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.



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*Our challenge is to generate a positive change in your professional career. We are fully committed to helping you achieve it"*



*If you want to make a positive change in your profession, the Executive Master's degree MBA in Clinical Management, Medical and Healthcare Administration will help you achieve it.*

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

The Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration from TECH Technological University is an intense program that prepares you to face business challenges and decisions globally. Its main objective is to promote your personal and professional growth. Helping you achieve success.

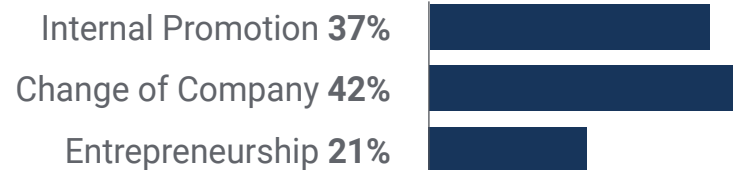
If you want to improve yourself, make a positive change professionally and network with the best, this is the place for you.

*Don't miss the opportunity to train with us and you will find the career boost you were looking for.*

#### Time of Change



#### Type of change



## Salary increase

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



11

# Benefits for Your Company

The Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration, contributes to elevate the organization's talent to its maximum potential by training high-level leaders.

Participating in this Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration means an opportunity to access a powerful network of contacts where you can find future professional partners, clients, or suppliers.





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

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

01

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

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

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02

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

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

03

### **Building agents of change**

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

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04

### **Increased international expansion possibilities**

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

05

### **Project Development**

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

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06

### **Increased competitiveness**

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



# 12 Certificate

The Executive Master's Degree MBA in Clinical Management, Medical and Healthcare Administration, guarantees students, in addition to the most rigorous and up-to-date education, access to an Executive Master's Degree diploma issued by TECH Technological University.





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

This **MBA in Clinical Management, Medical and Healthcare Administration** contains the most complete and up-to-date program on the market.

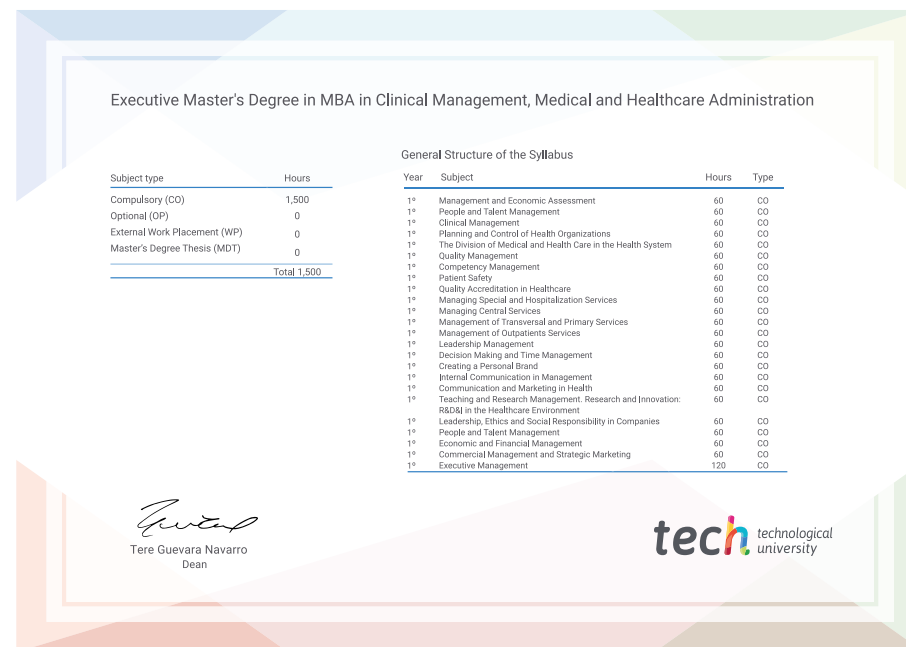
After the student has passed the assessments, they will receive their corresponding **Executive Master's Degree** issued by **TECH Technological University** by tracked delivery.

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 Clinical Management, Medical and Healthcare Administration**

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 Clinical Management, Medical and Healthcare Administration

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

# Executive Master's Degree

MBA in Clinical Management, Medical  
and Healthcare Administration

