

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

M B A H H S M





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

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online
- » Intended for: professionals with demonstrable experience in the sector

Website: [www.techtute.com/us/school-of-business/executive-master-degree/master-mba-hospital-health-services-management](http://www.techtute.com/us/school-of-business/executive-master-degree/master-mba-hospital-health-services-management)

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# 01 Welcome

The figure of the director of a hospital is key to the correct exercise of the activities, regulation and standardization of the structure that governs these centers. In this way, we are faced with a figure whose purpose is to plan, direct, coordinate, supervise and evaluate the management of the care center. Regardless of their category, they require professionals with specific knowledge, since these are essential organizations in which the quality of service must be a fundamental part. For this reason, at TECH we have designed this Executive Master's Degree, with a comprehensive program that includes 10 Masterclasses given by an international expert making great contributions in clinical management in health services, the management of people, talents and professionals in the organization and the management of investments and economic evaluation.



**MBA in Hospital and Health Services Management**  
**TECH Global University**



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*Develop yourself as a world-class hospital director by applying the strategic approach of internationally renowned experts”*

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 Global University



### Innovation

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

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



### The Highest Standards

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

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



### Networking

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

**+100000** executives prepared each year  
**+200** different nationalities



### Empowerment

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

**+500** | collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.





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



### Analysis

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



### Academic Excellence

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



### Economy of Scale

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



### Learn with the best

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

Teachers representing 20 different nationalities.



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

03

# Why Our Program?

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

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





“

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

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

**01**

### A Strong Boost to Your Career

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

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

**02**

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

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects.

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

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

07

### Improve soft skills and management skills

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

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

08

### You will be part of an exclusive community

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

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

# 04 Objectives

This program is designed to strengthen the managerial skills of professionals, developing their critical thinking when making important decisions that affect the organization, putting all their efforts in the management of resources.

After the program in Hospital and Health Services Management, the student will be able to face new professional challenges of a global nature with an innovative perspective and an international vision.



“

*Within a clinical setting, recognize, apply and assess the usefulness of different leadership and management tools that can also be applied to the context of healthcare practice”*

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

The **Executive Master's Degree MBA in Hospital and Health Services Management** 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

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



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

Upon passing the program, the student will be ready to face the challenges of a Hospital and Health Services director. 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.



“

*Lead quality and patient safety systems, applied to the context of clinical management units, fulfilling the role of Director of Hospital and Health Services”*

01

Develop within the profession in terms of working with other health professionals, acquiring skills to work as a team

03

Develop the capacity for critical analysis and research in your professional field



02

Recognize the need to maintain your professional skills and keep them up to date, with special emphasis on autonomous and continuous learning of new information

04

Plan health services and structures from a clinical management perspective, taking into account the differences in the organizational models and experiences of entities of international projection, providing the future trends and needs of the health system

05

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

07

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

06

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

08

Assess the health and healthcare division with bioethical and good health governance criteria, in a multidisciplinary and interdisciplinary manner



09

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

10

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

11

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







12

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

13

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

14

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

06

# Structure and Content

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

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



“

*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 Services Management from TECH Global 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 decision-making with greater rigor in uncertain environments.

Throughout 1,500 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, a real immersion in real business situations.

This MBA in Hospital and Health Services Management 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 program takes place over 12 months and is divided into 18 modules: 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 program takes place over 12 months and is divided into 21 modules:

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

<b>Module 12</b>	Quality Accreditation in Healthcare
<b>Module 13</b>	Leadership Management
<b>Module 14</b>	Change, Decision-Making and Time Management
<b>Module 15</b>	Internal Communication in Management
<b>Module 16</b>	Creating a Personal Brand
<b>Module 17</b>	Communication and Marketing in Health
<b>Module 18</b>	Teaching and Research Management
<b>Module 19</b>	Leadership, Ethics and Social Responsibility in Companies
<b>Module 20</b>	Commercial Management and Strategic Marketing
<b>Module 21</b>	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 Analysis 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. Beverage 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 Technologies as a Driving Force for the Transformation of Health 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

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

**Module 4. Clinical Management**

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

**Module 5. Chronicity and Telemedicine Management**

<p><b>5.1. Complex and Chronic Patient Management</b></p> <p>5.1.1. Chronic Care Model and Population Stratification. Kaiser Permanente</p> <p>5.1.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home</p> <p>5.1.3. Chronicity and Social and Health Care</p>	<p><b>5.2. Experiences in Patient Empowerment: Active Patients, School of Patients</b></p> <p>5.2.1. Active Patient Model. University of Stanford</p> <p>5.2.2. Self-care Education Program. International Experiences</p> <p>5.2.3. Patient Schools</p> <p>5.2.4. Patient Empowerment and Nursing Input</p>	<p><b>5.3. Telemedicine</b></p> <p>5.3.1. Services Currently in Place and Future Prospects</p>
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**Module 6. People and Talent Management**

<b>6.1. Personnel Assessment and Talent Development. Social and Institutional Climate</b> 6.1.1. Welcome, Mentoring and Farewell Plans 6.1.2. Talent Detection and Development 6.1.3. Institutional and Social Climate: Measurement and Improvement	<b>6.2. Staffing and Performance Calculations</b> 6.2.1. Estimated Staffing Requirements 6.2.2. Staffing Calculation 6.2.3. Allocate Time for Healthcare Activity	<b>6.3. Visibility in Clinical and Healthcare Management: Blogs and Networks</b> 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	<b>6.4. Health Professionals and Types of Relationships</b> 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
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**Module 7. Management and Economic Assessment**

<b>7.1. Cost Calculation</b> 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	<b>7.2. Accounting Basis</b> 7.2.1. General Accounting Principles 7.2.2. What is a Budget? Types of Budgeting and Financial Management 7.2.3. Retrospective Budget of Income and Expenses 7.2.4. Public Prospective Budget by Sections	<b>7.3. Budget and Purchasing</b> 7.3.1. Purchasing Management. Purchasing and Procurement Commissions 7.3.2. Integrated Procurement Systems. Centralized Purchasing 7.3.3. Management of Public Service Contracting: Tenders and Agreements 7.3.4. Hiring in the Private Sector 7.3.5. Supply Logistics	<b>7.4. Efficiency and Sustainability of the Health System</b> 7.4.1. Financial Situation of the Public Health System, Sustainability Crisis 7.4.2. Spending for Health Benefits. Comparison of Investments to Gain More Health 7.4.3. Controlling Expenditures in the Public Health System
<b>7.5. Funding Models</b> 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 to Professionals Based on Funding	<b>7.6. Management Agreements</b> 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 the Professions to Improve 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 Barriers in the Evaluation
- 10.2.3. Motivational Interview
- 10.2.4. Miller's Pyramid

**Module 11. Patient Security****11.1. Patient Safety: Evolution Over Time**

- 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. Surveillance and Control Networks and Programs of Hospital-Acquired Infections
- 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). Root Cause 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. Peculiarities of Health Service Accreditation
- 12.1.2. The Value of Being Accredited. Benefits on the Organization and Patients
- 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 Views: 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 and Coach Leader
- 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. Evidence Available 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. Care and Technical Committees and Commissions and Technical Committees and Commissions in Hospitals and Health Centers and Areas
- 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. Messages From our Body 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 Health Institutions
- 17.1.5. Management of Institutional Presence in Networks. Facebook
- 17.1.6. Use of Twitter by the Organization
- 17.1.7. The Use of Twitter by the Organization and 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. Submission of Candidatures
- 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 Citizens, and with Patient and Consumer– User Associations.
- 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 Healthcare Governance: Transparency on the Part of Public and Private Companies
- 17.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions
- 17.4.3. Development Cooperation Through Health 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 Dissemination 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

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 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"*

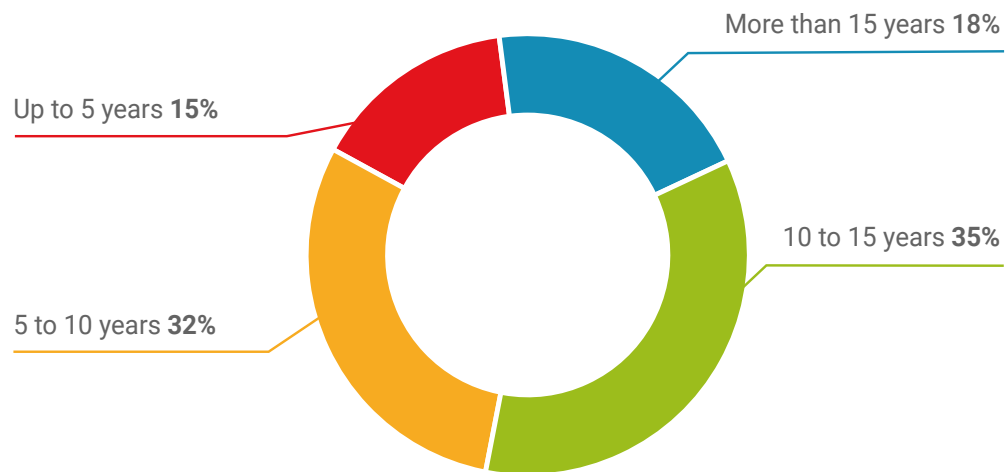
### Average Age

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

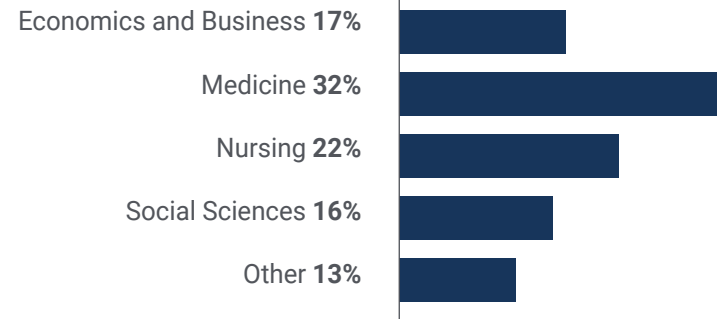
### Years of Experience

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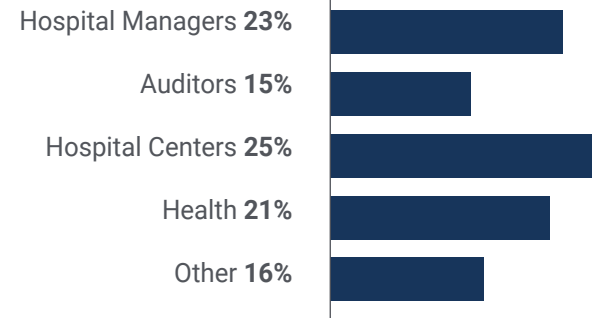
### Training

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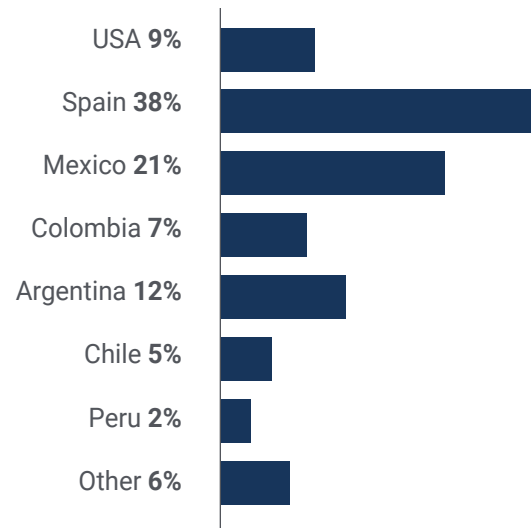
### Academic Profile

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## Geographical Distribution

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## Susana González

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Hospital Manager

*"After completing this educational program, I have been able to get up to date on the main developments in the Management of Hospitals and Health Services. In this way, I have achieved a superior specialization thanks to which I can develop my professional work in a more efficient and adequate way to the needs and demands of the 21st century."*

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 education.





“

*Take advantage of the opportunity to acquire advanced skills in Hospital and Health Services 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

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- ♦ Program Director, School of Healthcare Management, McGill University, Montreal, Canada
- ♦ 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 **recruitment** and **technology 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, actively participating in networks of Human Resources professionals and contributing to the incorporation of numerous workers in different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held senior recruiting positions at companies in a variety of fields.

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





## Ms. Dove, Jennifer

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- 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 cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

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

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



## Mr. Gauthier, Rick

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- Regional IT Director - 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 real 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.

He has also nurtured and led **high-performing teams** throughout his career that have received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting the complex decarbonization demands** of customers, **supporting “cost-effective decarbonization”** and **overhauling** overhauling a fragmented data, **digital and technology landscape**. In this way, his efforts have evidenced 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.

On the other hand, the executive stands out for his mastery of the **business applications of Artificial Intelligence**, a subject in which he has 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

“

*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 Procurement 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**, **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 and supply chain management 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, 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 sector. Throughout his successful career he has developed different tasks related to Product, Merchandising and Communication. All this linked to 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 adaptation to fast-paced work rhythms. To all this, this expert adds a strong commercial awareness, market vision and a genuine passion for products.

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and accessories. His tactics have also focused on retail and consumer needs and behavior. In this role, La Sala has also been responsible for shaping the marketing 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, development and marketing of different collections. In turn, 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 (KPI).





## 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

“

*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 Data** analysis. In addition, he has held the position of **Director of Business Intelligence** at **Red Bull**, covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminare's new API for Shopper and Channel insights.

In terms of education, the executive has several Master's degrees 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, this expert has achieved cutting-edge skills. Because of this, he has come to be considered a **born leader of the new global economy**, entered on the impulse of 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 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 **Digital Marketing** industry expert who, for over 19 years, has been associated with one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a crucial role in **overseeing logistics** and **creative workflows** across a variety of digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving **paid media production strategies**, resulting in a marked **improvement** in his 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**.

On the other hand, the expert 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 skills in **communication** and **storytelling**. In addition, he has participated in Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. As such, 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
- 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 is an outstanding professional in the international sports field, who has built an impressive career, standing out for his strategic leadership and his ability to drive change and innovation in top-level 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, 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 sport's franchises. As Executive Vice President of the Chicago Bulls and the 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 senior strategic analyst for Roger Goodell in the National Football League (NFL) and, prior to that, as a Legal Intern for the United States Soccer Federation.



## Mr. Nyquist, Eric

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- 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 TECH 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”*

*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.*

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

The MBA in Hospital and Health Services Management from TECH Global 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.

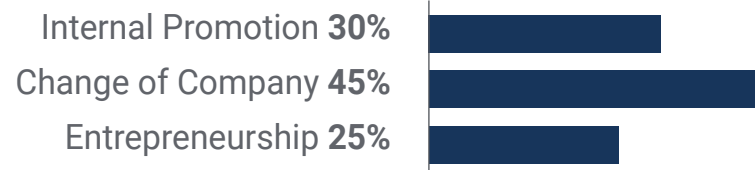
*Achieve the specialization you need to turn your professional career around.*

#### Generating Positive Change

#### When the change occurs



#### Time of Change



## Salary increase

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This program represents a salary increase of more than **25%** for our students.



11

# Benefits for Your Company

The MBA in Hospital and Health Services Management contributes to elevating 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.

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





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

This private qualification will allow you to obtain an **MBA in Hospital and Health Services Management** endorsed by **TECH Global University**, the world's largest online university.

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

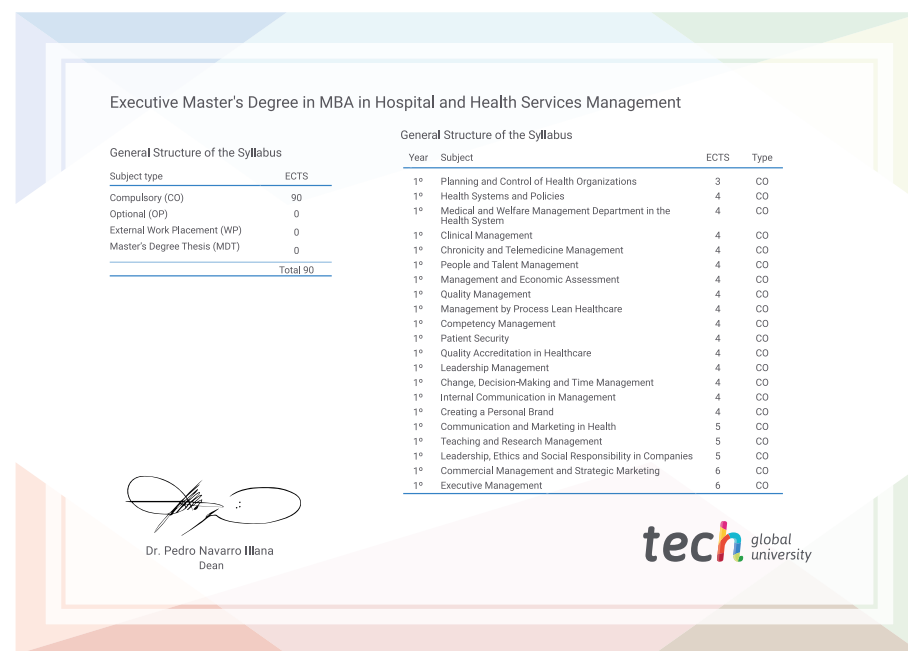
This **TECH Global University** private qualification, is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Executive Master's Degree in MBA in Hospital and Health Services Management**

Modality: **online**

Duration: **12 months**

Accreditation: **90 ECTS**



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



## Executive Master's Degree

MBA in Hospital  
and Health Services  
Management

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

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