

**Master of Health Services Administration (MHSA)**

- DGT 501: Organizational digitalization (3 Credits)

The course describes and generates skills for the knowledge and use of digital platforms, helping to place participants in the digitized world, proposing challenges for organizations.

- DSC 502: Intelligence and data analysis (2 Credits)

The course helps participants use available data within and outside their organizations to make decisions at various levels of the organizational structure. It describes the environment of data management systems, data scales (big data, deep data, small data), the description of architectures and methodologies for the generation, structuring, processing, and analysis of data, the description of the data management process for various types, the presentation of current and future data processing tools, data visualization tools, and case studies for decision-making with the explained tools.

- ADM 501: Organizational, culture and learning management (2 Credits)

The course studies individual behavior in the workplace, career development, work teams, strategic and transformational leadership, leadership and power, organizational culture, change and behavior, the development of the capacity for observation, diagnosis, and analysis for effective action in the management of processes related to behavior in organizations.

- ADM 512: Innovation and Intellectual Capital Management

This course studies the methodologies of Design and Creative Thinking, creative thinking, the creative process, innovation techniques, customer-oriented innovation, co-creation, and leadership in collaboration. Techniques will be developed to model innovative businesses at a disruptive and incremental level, and to design new products and services from the perspective of users and focused on their needs. The fundamentals, mechanisms, and instruments for the management of intangibles, intellectual capital, information systems, the impact of ICT in organizations, Integrated Business Management Systems, competitive intelligence, and processes and subprocesses inherent to knowledge management will be addressed.

- HUM 522: Innovative Behavior

The course studies the anatomy and functioning of the Silicon Valley innovation ecosystem to extract the key lessons from high-impact companies and see how these networks connect with our potential companies, as well as agile techniques and methodologies to maximize the chances of success of our initiatives. The contents include: why act innovatively, the power of questioning, conceptual liberation and experimentation, the discovery of innovative opportunities, organizational ambidexterity and some biases that hinder its implementation, how to manage the uncertainty surrounding innovative opportunities, and policies to improve the behavior of established companies.

- HUM 501: Leadership and Change Management (3 Credits)

The course studies key aspects for a manager or executive to assume leadership and provides tools for high-performance teams in a complex and high-uncertainty context.

The content includes addressing the problem and the main factors of change management processes, as well as the key elements to carry them out successfully. At the end of the course, the student will be able to identify strengths and areas for improvement and apply a set of tools to lead results-oriented teams.

- CSE 504: Health environment analysis (2 Credits)

The healthcare environment and the functioning of the care system for the development of health services management. A deep knowledge of the health system and its environment is required, as well as an understanding of the multiple nuances and complexities of the health context that managers and health service providers must perform in. The contents include health systems and organizations, health economics, policies, and community participation.

- HSA 504: Strategic management in the administration of health services (2 Credits)

The course provides the fundamentals and skills necessary to establish a strategic diagnosis and formulate strategies focused on improving the critical processes of the organization, thus optimizing the resources of a healthcare organization in a coherent, unifying, and integrative framework. Contents included: Strategic planning and health management, Health resources management: Human talent management, Infrastructure and technology development, Health processes and operations, Modern marketing and communication strategies in health.

- HSA 516: Financing and budget management in health (2 Credits)

The course studies the concepts and applications of health financing to master the management of financing sources, fiscal space, the budget, and the existing gaps between the supply and demand of resources to finance health. The content includes topics such as: financial, budgetary, and cost management in health, insurance systems and health plans, and financing in the context of COVID-19. At the end of the course, the student will be able to understand the aspects of financing and budget management in health organizations for efficient and effective management.

- HSI 504: Innovation in health services (2 Credits)

The course studies how to integrate teams that develop health products and services through innovative initiatives that allow organizations to consolidate and increase their benefits in the provision of health services. The topics to be developed will allow the professional to know the existing innovation processes in health services in the environment, generating new value propositions, such as: future trends in the provision of health services, innovation and design of products in health, development, markets and scalability of startups in health, and Design Thinking in health.

- HSI 516: Entrepreneurship in health (2 Credits)

The course studies the concepts of entrepreneurship in health, seeking to cover all phases of a project: from the initial idea, planning, prototype development, its execution, iterations, development, expansion, and scalability. It includes the presentation of support tools for starting and developing a company, team formation, public and private financing sources, and business management. The content covers entrepreneurship in health, its execution, KPIs, management tools, and the forms and sources of financing for a company, both public and private.

- GTH 606: Digital Health (e-health) (2 Credits)

To apply information and communication technologies to surveillance, prevention, promotion, and health care systems to achieve a digital transformation that provides improvements in quality and efficiency in health organizations.

- GEH 606: Clinical management and administration of health services (2 Credits)

The purpose of the course is to develop managerial skills to master each of the models and units of clinical management and service administration, ensuring the achievement of the organization's objectives.

- GEH 616: Management and operation of support services (2 Credits)

The purpose of this course is to develop knowledge about the operation and care of hospital support services to carry out the maintenance of health operations with a culture oriented to solving needs, processes, and methods for continuous improvement that allows for cultural transformation in health provider institutions.

- HSA 607: Quality management in health services (3 Credits)

The course studies the development and implementation of the health quality management system and the guarantee and improvement processes in health organizations that allow the provision of health services to users. The content includes: Health quality management system: principles and policies, quality and results in medical care, patient safety, process management oriented towards continuous improvement, accreditation, certifications, and health regulation. Organizational management process with a vision of innovation from the perspective of patient safety in order to positively impact user satisfaction and the quality of care.

- HSA 686: Health Services Administration Real World Applications (3 Credits)

To demonstrate the acquisition of one or, preferably, several of the competencies acquired throughout the master's degree. For this, an academic project related to the administration of health services may be carried out and, specifically, aligned with some of the subjects taught.