



Lead Your Future



**UCAM**  
UNIVERSIDAD  
CATÓLICA DE MURCIA

# Master's Degree in Continuing Education in International Business Administration

## Healthcare Management

**Enroll & Contact Us**

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# Description of the UCAM Degree

## Name of the UCAM Degree:

Master's Degree in Continuing Education in International Business Administration in Healthcare Management

## Teaching Centre/Faculty:

Faculty of Economics and Business.

## Mode of study of the UCAM Degree:

Online 100%

## Credits and teaching hours:

60 ECTS, where the learner will study 8 units with 6 ECTS each which is equivalent to 1000 hours for the core program and will get 12 ECTS for the Masters Dissertation

## Duration of the UCAM Degree:

One Academic Year for the main program which is equivalent to 12 calendar months including semester breaks.

## Teaching Language:

All the student's work will be presented in English, and lecturing will be bilingual (Arabic & English)

# Objectives and/or Competencies<sup>7</sup>

Apply and improve analytical and evaluation techniques.

Research problems and opportunities.

Develop awareness and appreciation of management, organizational and environmental issues

Use techniques and practices practice management in an innovative way.

Use relevant information from a variety of sources.

Develop and encourage problem solving and creativity in addressing problems and challenges



# Student Access and Admission

This degree is designed for learners who are typically aged 21 years and above. IFTCs policy regarding access to this degree is that:

- They should be available to everyone who is capable of reaching the required standards.
- They should be free from any barriers that restrict access and progression
- There should be equal opportunities for all those wishing to access the qualifications



For learners who have recently been in education or training the entry profile is likely to include one of following:



- Completed a well-recognized Bachelor's Degree
- Two years of professional experience

For those whom English is not their first language we recommend the following standards of proficiency in English language skills or an approved equivalent to these qualifications:

- IELTS 5.5
- Common European Framework of Reference (CEFR) B2
- Cambridge English Advanced (CAE) 162 or above
- Pearson Test of English (PTE) Academic 42-49 - OR -
- At least reach level A2 at <https://www.efset.org/ef-set-50>



**Note:** The above is considered as a benchmark for the required English Language Level and not a required certificate.



# Core Program 8 Units <sup>7</sup>

Name 1.

## International Strategic Management



**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

**LO1: Understand the foundations for developing organisational strategy**

Examine the core concepts, frameworks, and analytical tools essential for building robust strategies that align with an organisation's mission, vision, and goals.

**LO2: Review an organisation's strategy and business plans**

Analyse and evaluate existing strategies and business plans to identify strengths, weaknesses, and opportunities for improvement in achieving sustainable competitive advantage.

**LO3: Develop strategy options for an organisation**

Design and propose actionable strategic options that drive growth, innovation, and long-term value creation, tailored to meet an organisation's unique challenges and opportunities.

**Brief description of the contents:**

This unit provides an in-depth exploration of the principles and practices that underpin effective international organizational strategies through all phases of international strategies development and formation.

# Core Program 8 Units <sup>7</sup>

Name 2.

## Global Human Resources Management

**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

### **LO1: Understand the factors affecting human resource management strategies in organisations**

Analyse internal and external influences, including labor market dynamics, regulatory frameworks, organizational culture, and technological advancements.

### **LO2: Understand how human resource management contributes to the achievement of the strategic plans of organisations**

Evaluate how HRM practices such as recruitment, training, performance management, and employee engagement drive the success of organizational objectives.

### **LO3: Understand how to prepare human resource management strategies for organisations**

Develop comprehensive HRM strategies that align with an organization's strategic goals, considering factors like workforce planning, diversity, and succession planning.

### **Brief description of the contents:**

This unit explores the strategic role of human resource management (HRM) in aligning organizational objectives with workforce planning, performance management, and employee development to achieve sustainable business success.



# Core Program 8 Units 7

Name 3.

## Finance for Strategic Managers

**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

**LO1: Understand the importance of financial data in formulating and delivering business strategy**

Explore how financial statements, budgets, and forecasts provide essential insights for setting and achieving strategic goals.

**LO2: Use financial analysis as a tool for strategic decision-making**

Apply techniques like ratio analysis, cost-benefit analysis, and trend analysis to evaluate business performance and guide strategic decisions.

**LO3: Evaluate proposals for strategic capital expenditure in an organisation**

Assess investment opportunities using methods such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period to ensure alignment with the organization's financial goals.



**Brief description of the contents:**

This unit examines the pivotal role of financial data in strategic management, focusing on its use in decision-making and long-term organizational growth. Learners will develop the ability to interpret and analyse financial information, evaluate capital expenditure proposals, and leverage financial insights to align with business strategies.

# Core Program 8 Units 7

Name 4.

## Personal Development for Strategic Leadership

**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:



### **LO1: Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy**

Explore how effective leadership and strategic management frameworks drive the formulation, implementation, and alignment of an organisation's vision and goals.

### **LO2: Understand how to develop and communicate organisational vision**

Learn to craft compelling organizational visions and utilize effective communication strategies to align stakeholders and inspire action.

### **LO3: Manage development of own knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy**

Build a personal development plan to enhance leadership competencies and strategic thinking capabilities, aligning them with personal and organizational goals.

### **Brief description of the contents:**

This unit focuses on enhancing knowledge, skills, and personal development in leadership and strategic management. It emphasizes creating and communicating a clear organizational vision, managing personal growth, and contributing to the achievement of organizational strategies.

# Core Program 8 Units 7

Name 5.

## International Strategic Marketing

**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

### **LO1: Understand the principles of strategic marketing**

Explore the frameworks and theories of strategic marketing, focusing on aligning marketing objectives with organizational goals and competitive positioning.

### **LO2: Understand the role of international consumer behaviour in marketing strategies.**

Analyze how consumer behavior influences decision-making and the design of marketing strategies, with an emphasis on segmentation, targeting, and positioning.

### **LO3: Develop a strategic marketing plan**

Apply strategic marketing tools to design comprehensive marketing plans, integrating market research, branding, pricing, and promotional strategies to achieve business objectives.

### **Brief description of the contents:**

This unit examines the principles and strategies that underpin successful international marketing practices, emphasizing the critical role of consumer behaviour and the development of actionable, goal-driven marketing plans.



# Core Program 8 Units 7

Name 6.

## Organizational Behaviour



**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

### **LO1: Understand leadership behaviour theory and practice**

Study key leadership theories, styles, and practices, analysing their impact on organizational performance and decision-making.

### **LO2: Understand how organisational structures and culture impact on the effectiveness of an organisation**

evaluate the relationship between organizational design, culture, and efficiency, focusing on how these elements influence adaptability and performance.

### **LO3: Understand how organisations can improve employee motivation and effectiveness**

Explore theories of motivation and practical approaches to fostering engagement, productivity, and satisfaction in the workplace.

### **Brief description of the contents:**

This unit explores the dynamics of organizational behaviour, organizational structure, and workplace culture to understand how they affect organizational effectiveness. It also examines strategies to enhance employee motivation and overall performance.

# Core Program 8 Units 7

Name 7.

## Hospital Management

**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

**LO1: Understand the key principles and concepts of healthcare management within a hospital setting:**

Learners will examine the fundamental principles of hospital management, including organizational structures, healthcare service delivery models, quality care frameworks, patient-centred care, and the integration of clinical and administrative functions. They will learn about resource allocation, management techniques, and strategic planning in healthcare settings

**LO2: Analyse the various functions and roles within a hospital, including administration, finance, operations, and clinical care:**

This outcome will allow learners to understand the roles and responsibilities of different departments and functions within a hospital. They will explore the interaction between medical staff and non-medical staff, with a focus on how administrative, financial, operational, and clinical functions work together to achieve hospital goals and improve patient outcomes.

**LO3: Evaluate the impact of healthcare policies, regulations, and ethical considerations on hospital management**

Learners will evaluate how government policies, regulations, and ethical issues affect decision-making in hospital management. Topics will include healthcare reforms, accreditation, legal compliance, healthcare ethics, and the role of hospital boards. Learners will explore real-world scenarios regarding ethical dilemmas, patient rights, and how hospitals navigate regulatory frameworks.

**Brief description of the contents:**

This unit provides learners with a comprehensive understanding of hospital management, covering key principles, organizational functions, and the impact of healthcare policies and regulations. It explores how hospitals are run efficiently, focusing on administrative processes, financial management, operational functions, and clinical care delivery in the context of a healthcare system.



# Core Program 8 Units <sup>7</sup>

Name 8.

## Global Business Research Methodology



**Credits: 6**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

**LO1: Produce a research proposal relating to strategic business development**

Learn to identify key business challenges and opportunities, define research objectives, and craft a clear and actionable research proposal.

**LO2: Apply different research methodologies to gather sufficient and valid data**

Understand and utilize quantitative and qualitative research methods to collect reliable, relevant, and valid data for strategic insights.

**LO3: Present research findings in an appropriate format for a target audience**

Develop the skills to analyze and synthesize research data into a professional format suitable for stakeholders, incorporating clarity, precision, and actionable recommendations

**Brief description of the contents:**

This unit focuses on equipping learners with the skills to design, conduct, and present research that informs strategic business decisions. It emphasizes creating effective research proposals, applying appropriate methodologies, and delivering findings tailored to specific audiences.

# Core Program 8 Units

## Masters Dissertation

**Credits: 12**

**Mode of study:** Online

Objectives and/or competences acquired by the student:

In research mode, students will identify certain managerial problems or issues that interest them so they can study it in depth any topic related to the selected major.

Brief description of the contents:

Dissertation will be a qualitative thesis using the case study model, and should be submitted by learner in word document or PDF format in English language, should range from **10,000-15,000** words with an acceptable deviation of **10%** above or below, as compulsory case study to applied on an organization within the field of the selected major's topic

Research Purpose:



- Find a solution for an organizational problem or issue.
- Describe an organizational problem or issue
- Improve an organizational gap.

Research structure:

- Research title: ( Shall Include the Selected Organization and Industry Field )
- Introduction & Importance
- Research Background
- Literature Review
- Research Problem, Objectives and Case study
- Data Gathering & Analysis
- Findings & Recommendations.



## Teaching and learning methods and strategies:

### Lectures and Presentations

Structured sessions to introduce key concepts, frameworks, and theories of strategic management, attending the lectures through live or recorded sessions will contribute in **10%** of the total evaluation of each unit.

Use of multimedia tools, case studies, and examples to illustrate the principles of strategic planning and analysis.



### Case Study Analysis

Real-world organizational scenarios to help learners understand how strategic theories and tools are applied in practice. Encourages problem-solving, decision-making, and group discussions.

Case Study Model is considered as the final dissertation using the Qualitative Methodology

### Feedback and Mentoring

Continuous feedback on take home assignments and participation to support improvement and ensure the understanding of the learning outcomes.



### Assessment system:

#### Formative Assessment

Lecturers will adapt their lesson to the needs of their students by using formative assessment. Formative assessments will be based on take home assignments and participation during the lectures that contribute in **30%** of the total evaluation of each unit.

## Summative Assessment

A summative assessment is the traditional exams or finals.

Learner will discover the end-of-unit Multiple Choice Questions Final Test that **IFTC** provided in this category of evaluations. Summative evaluations record the grade of the final **MCQ** test which contributes in **60%** of the total evaluation of each unit.

**MCQs** will be situational, case based and articulated for critical thinking that covers all the learning outcomes of each unit.

**IFTC** uses a grade scale from **0**, the lowest grade to **10**, the highest grade according to the official grading scale used in Spain.



UCAM Grade	ECTS Grade Points	Remark
9.0-10	4	Excellent – outstanding performance with only minor errors
7.0-8.9	3.7	Good – above the average standard but with some errors
5.0-6.9	2.5	Pass – fair but with significant shortcomings
0-4.9	0	Fail - retake credits

Description of Assignment Grading Criteria	Marks
<p><b>Final MCQs Exam</b></p> <p>Learner is required to answer the final Multiple Choice case based 60 questions after the end of each unit</p>	<p><b>60%</b></p>
<p><b>Take Home Assignments</b></p> <p>Each learner is required to provide three take home assignments during the course where each assignment will ensure the understanding of each learning objective in the course</p> <p>The Purpose of the assignments is to ensure the participation of the learners and their understanding of the course LOs so learners can be prepared for the final exam.</p>	<p><b>30%</b></p>
<p><b>Attendance</b></p> <p>It is evident that the student has attended the live or the recorded lectures</p>	<p><b>10%</b></p>
<p><b>Total Evaluation</b></p>	<p><b>100%</b></p>

## Failure and Retakes

- In Case of Failure in one to four units, the learner is allowed to retake the unit's final test only one time
- In Case of Failure in more than four units , the learner shall retake the whole program

# Nature of the Master's Degree in Continuing Education

## At UCAM Catholic University of Murcia

This programme is different from a traditional research-based master's degree. Its primary focus is on professional and applied development, with an emphasis on:

- Acquiring new professional skills
- Practical application of concepts in the workplace
- Expanding professional competencies within real-world contexts

## Who Is This Programme Suitable For?

This type of programme is particularly well suited to individuals who:

- Are already working in a specific field and wish to enhance their professional skills
- Seek career advancement or the expansion of their professional expertise
- Prefer applied, practice-oriented education rather than a strong focus on academic research
- Aim to stay continuously updated with the latest professional trends and practices

## Academic Accreditation

All master's programmes offered by UCAM, including Continuing Education master's programmes, are officially awarded master's degrees granted by the University as part of accredited postgraduate programmes in Spain, and are recognized by the relevant Spanish Ministry of Higher Education (as applicable).





# LEAD YOUR FUTURE

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Empowering your professional growth through excellence in education, values and research to lead the global future.

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