

**COURSE DATA****Data Subject**

<b>Code</b>	42325
<b>Name</b>	Management of centres
<b>Cycle</b>	Master's degree
<b>ECTS Credits</b>	10.0
<b>Academic year</b>	2023 - 2024

**Study (s)**

<b>Degree</b>	<b>Center</b>	<b>Acad. year</b>	<b>Period</b>
2071 - Master's Degree in Social and Health Care in Dependency	Faculty of Psychology and Speech Therapy	1	Second term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
2071 - Master's Degree in Social and Health Care in Dependency	4 - Management of centres	Obligatory

**Coordination**

<b>Name</b>	<b>Department</b>
BADENES RIBERA, LAURA	267 - Behavioral Sciences Methodology
GALIANA LLINARES, LAURA	267 - Behavioral Sciences Methodology

**SUMMARY**

According to some studies, for every euro that hospitals invest directly in patient care, they spend on the order of another three to four euros more to be able to provide such assistance.

We believe that we are right in stating that this data is a clear example that refers to a complex management problem of difficult solution. For the solution of this and other problems, the directors of the different centers, not only hospital but also the centers dedicated to the promotion of personal autonomy, have to be aware every day. This master also has to train this managers of tomorrow to deal with this problem in the framework of attention to dependence.

The management, administration and direction of organizations, whether they are private companies or public institutions, essentially require a person (or a group) to decide the objectives to be achieved (management), what needs to be done to achieve it (planning), who will be in charge of achieving it and with what resources they will have (organization) and, finally, in evaluating that all or part has been carried out correctly and the objectives set (control) have been achieved. These are, in short, the four



classic functions of the management process.

To achieve this, the person in charge of its execution needs to strengthen interpersonal relationships, find effective mechanisms for the transmission of information and facilitate appropriate decision making. This will require that the employees involved develop a set of general and specific competencies related, among others, with human resources management, learning processes, quality assessment, the use of new information technologies and communication, or the design and implementation of different types of projects. All these competencies will be addressed during the completion of this module.

For its development, it is essential to have a basic training of theoretical nature, as well as to know the techniques that allow its implementation at a professional level. For this reason, this module has a mixed theoretical-applied character, which means that in addition to deepening the conceptual aspects, they will be presented from a practical perspective that helps their meaningful understanding.

## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

### Other requirements

No previous knowledge is needed.

## COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

### 2071 - Master's Degree in Social and Health Care in Dependency

- Saber aplicar los conocimientos adquiridos y ser capaces de resolver problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con la atención a la dependencia.
- Diseñar servicios de atención sociosanitaria a la dependencia que cumplan unas especificaciones desde diferentes puntos de vista: Económico, ético, social, medioambiental, sostenible, etc.
- Capacidad para dirigir, planificar y supervisar equipos multidisciplinares en situaciones de dependencia.
- Identificar, formular y resolver problemas de los servicios de atención sociosanitaria a la dependencia.
- Desarrollar sensibilidad y compromiso hacia la calidad en el desarrollo profesional.
- Ser capaces de valorar y liderar estos procesos de cambio e innovación a partir de una sólida formación teórica, un conocimiento detallado de técnicas e instrumentos de dirección y gestión actuales, y el fomento de valores y actitudes de responsabilidad individual y de compromiso directivo.
- Ser capaz de desarrollar desde una perspectiva multidisciplinar los conocimientos, habilidades y actitudes que capaciten a los participantes para la dirección, la organización y la gestión de centros Sociosanitarios.



- Ser capaz de conocer los fundamentos políticos, sociales, jurídicos y económicos implicados en el sistema sanitario. Conocer los principios, modelos y enfoques de dirección, organización y gestión en los servicios sociosanitarios.
- Ser capaz de manejar los métodos, técnicas e instrumentos precisos para analizar las organizaciones sociosanitarias, planificar y dirigir los servicios, gestionar los recursos humanos y económicos y evaluar los resultados con criterios de calidad.
- Ser capaz de fomentar las actitudes de responsabilidad individual, trabajo en equipo, iniciativa y carácter emprendedor, así como el compromiso con los valores de eficiencia, equidad y solidaridad.

### **LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)**

1. At the end of this module, the students will have a body of theoretical and practical knowledge that will enable them to understand, adequately assess, prioritize and intervene in the processes that are decisive to assess and lead the processes of change and innovation from a solid theoretical formation, a detailed knowledge of current management techniques and instruments, and the promotion of values and attitudes of individual responsibility and managerial commitment.
2. The student will know the political, social, legal and economic fundamentals involved and the principles, models and approaches of direction, organization and management in the Social and Health services.
3. Upon completion of this module, the student will be trained for the appropriate choice, correct execution and relevant evaluation of the different techniques, procedures and strategies that allow him/her to carry out an appropriate professional intervention from a multidisciplinary perspective, with skills and attitudes to train him for the management and organization health centers.
4. The student will know precise methods, techniques and instruments to analyze the social and health organizations, plan and direct the services, manage the human and economic resources and evaluate the results with quality criteria.
5. By the end of this module, the student will assume the attitudes of individual responsibility, teamwork, initiative and entrepreneurial character.
6. The students will know the commitment to the values of efficiency, equity and solidarity so that their professional activity exceeds the mere realization of techniques and procedures, becoming a social reference for dependent people.
7. To develop critical thinking and an ethical commitment that allows for appropriate decision making in the development of their profession.
8. Sensitivity, attention, commitment, ability and motivation for quality in the development of your daily work.
9. Ability to argue with rational criteria and to communicate clearly the recommendations and changes to be made.
10. Ability to recognize diversity and to adapt their actions to an increasingly globalized and multicultural environment.



## DESCRIPTION OF CONTENTS

### 1. ORGANIZATION AND HUMAN RESOURCES

- The management of human resources. Organizational context. Management models. The management of people. Previsional management of human resources. The organizational structure.
- Development of the organization. The leadership. Development of work teams. Communication with the team. Motivation. Negotiation. Coaching. Change management.

### 2. QUALITY MANAGEMENT AND EVALUATION

- Strategies and leadership for quality management in socio-sanitary services organizations.
- Implementation and evaluation of quality management in service organizations.
- Support to the management for decision-making processes for the provision of health services.
- Business excellence through the management and improvement of healthcare service delivery processes: Process management and sanitary case-mix. Measurement and improvement of sanitary processes. Quality management approach to the continuous improvement of health processes.

### 3. ICT APPLIED TO MANAGEMENT

- Fundamentals of information and communication technologies.
- Personal tools of computers and communications.
- ICT and information systems in the management of social and health care services.
- ICT systems for prevention, diagnosis and treatment assistance.

## WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	45,00	100
Group work	25,00	100
Classroom practices	10,00	100
Seminars	10,00	100
Computer classroom practice	10,00	100
Attendance at events and external activities	15,00	0
Development of group work	60,00	0
Development of individual work	20,00	0
Readings supplementary material	20,00	0
Preparing lectures	25,00	0
Preparation of practical classes and problem	50,00	0
<b>TOTAL</b>	<b>290,00</b>	





## TEACHING METHODOLOGY

The theoretical part of the subject will focus on the conceptual aspects of the subject, the explanatory knowledge and the transmission of ideas, axioms, theoretical models and information, while the practical and informative part will focus on the application of the aforementioned knowledge to specific experiences, bibliographic reviews, case studies and clinical action guides.

The dynamics of the theoretical classes will be developed through master lessons, while the practical sessions or the computer activities will be carried out through non-face-to-face or small group sessions, as appropriate.

### Class attendance:

- Attendance at the face-to-face classes is mandatory. Each student has the obligation to attend the sessions that will be scheduled at the beginning of the module, and that will include teaching related to both theoretical and practical activities. The theoretical sessions will be combined with others of a practical nature, with the participation of the student in the resolution of practical cases drawn from the reality of socio-health services, elaboration and discussion of questions and conclusions, simulation and role playing exercises, etc. The delivery of the sessions with common guidelines for all teachers, in order to achieve continuity between the contents, internal coherence and plot logic
- On the other hand, each group of students will be responsible for the preparation of a Module Work, it must be exposed to the rest of the students following a calendar that will be notified well in advance.

Hours of non-face-to-face work: Most of the module teaching takes place in a non-face-to-face manner. In relation to the development of the Module Work, it will be through the use of computer tools and access to different sources of scientific information. For this work, the student will have the authorization of the teacher of the subject, who will provide the necessary bibliographic material, and the computer resources of the UVEG.

## EVALUATION

The evaluation and qualification of this module will be subject to the provisions of the **Reglament d'Avaluació i Qualificació de la Universitat de València (ACGUV 108/2017)**.

The evaluation of the learning will include the follow-up of the student's attendance to the mandatory sessions. The hours of non-face-to-face work will be assessed through the analysis of the work done, which implies the writing, presentation and discussion of the Module work.

The final grade will be the result of the weighted average of the grade obtained in the theoretical part (by means of an objective multiple response test, whose value represents 50% of the grade of the subject) and the assessment of the Module Work (50%). The grade obtained in the Module Work depends on both the content and the oral presentation.



The non-presentation of the Module Work implies the impossibility of presenting to the exam of the subject.

**The student has the right to two examinations (Art. 5).**

**Procedure and evaluation criteria (Art. 6):** The grade of the subject will be the result of the weighted average of the grade obtained in the theoretical part (by means of an objective multiple response test, whose value represents 50% of the grade of the subject) and the assessment of the Module Work (50%). The grade obtained in the Module Work depends on both the content and the oral presentation. The non-presentation of the Module Work implies the impossibility of presenting to the exam of the subject

**CLASS ASSISTANCE (80% MINIMUM) IS NECESSARY TO PASS THE MODULE.**

**“Not Presented” Qualification (Art. 6):** On the first call, if the student has not submitted any of the tests, the qualification will be Not Presented (NP).

When in the second call the student has not submitted to ANY test, the grade will be Not Presented (NP).

In both calls, if there is a qualification that does not reach the minimum requirements, the “no Pass” grade and the numerical note in base 10 of the qualification of this section 1 will be recorded.

**Development of the evaluation tests (Art. 11):** The teaching staff may require at the beginning of the tests to be carried out in the classroom the identification of the students by means of an official photo document. Non-accreditation of identity may be grounds for exclusion from the test. The teaching staff will allow access to the classroom during the first 15 minutes from the official start time of the exam, except if during this time any of the students had left the classroom. In the event that the student leaves the classroom after the test has been distributed, they will be asked to identify themselves in the classroom and will be considered presented in that call.

**Fraudulent performance of evaluation tests (Art. 13):** The student is obliged to comply during the tests with the rules and procedures that guarantee the authenticity of the exercise and its privacy. Behaviors or acts that contravene these rules may involve the delivery of the evidence at the time they are detected and their expulsion from the classroom (Art. 13).

The student must abstain from the use or cooperation in fraudulent procedures in the evaluation tests and in the work done (Art. 2).

In any case, when there is evidence of a fraudulent performance in a test or in a part of it, the evaluation test may be graded with a zero (Art. 13).

The copy or plagiarism in any student evaluation work may be scored with the numerical grade of zero, regardless of initiating the appropriate disciplinary procedures.



**System and qualification criteria (Art. 16):** The results corresponding to the different evaluation activities as well as the final result obtained by the student in the subject, will be scored on a numerical scale from 0 to 10, with the expression of a decimal:  $0 \leq \text{No pass} < 5$ ;  $5 \leq \text{Approved} < 7$ ;  $7 \leq \text{Notable} < 9$ ;  $9 \leq \text{Outstanding} \leq 10$ . The grading system is expressed by numerical grading in accordance with the provisions of the regulations (RD 1125/2003 of September 5) establishing the European credit system and the grading system in the official University degrees with validity throughout the national territory.

**Mention of Honors (Art. 17):** The mention of honors (Art. 17) can be awarded to the student who has obtained a grade equal to or greater than 9.0 by strict order of note in the qualification record. The number of "mentions of honors" cannot exceed 5% of the students enrolled in the subject in the academic year. These conditions will be applied in each of the groups.

In case of a tie in the total grade of the subject, the honors will be awarded to the student with the highest grade in the section with the highest weight. In the event that the sections have the same weight in the final grade, the coordinator of the subject can take an additional test to obtain the Mention of Honors.

**Publication and revision of qualifications (Art. 18):** The teaching staff will inform throughout the course of the results of the tests that contribute to the final qualification. The teaching staff will make public the proposal of global qualification of the subject. Together with this qualification, the place, date and time at which the revision of the same will be held must be indicated at least 24 hours in advance. All the qualifications corresponding to the different tests that contribute to the global grade will be published in the "virtual space" or "Aula Virtual" of the subject.

After conducting the review in front of the teacher, the student may request the start of a process to challenge the qualification in accordance with the regulations (Art. 21). The consultation and challenge of the qualification obtained will be subject to the Reglament d'avaluació i qualificació de la Universitat de València per a títols de grau i màster (ACGUV de 30 de maig de 2017).

This Academic Guide (Art. 4) conforms to the Title Verification Report and has been approved by the Master Academic Coordination Commission (CCA).

## REFERENCES

### Basic

- CAMISÓN, C. y DALMAU, J. I. (2009). Introducción a los Negocios y su Gestión. Pearson Prentice Hall.
- FERNÁNDEZ-BALLESTEROS, R. (1996). Evaluación de programas: Una guía práctica en ámbitos sociales, educativos y de salud. Ed. Síntesis.
- FERNÁNDEZ, T. y ARES, A. (coords.) (2002). Servicios Sociales: Dirección, Gestión y Planificación.



Alianza Editorial.

ORDÓÑEZ, M. (coord.) (1997). Psicología del Trabajo y Gestión de Recursos Humanos.

Gestión 2000. Aedipe.

ORDÓÑEZ, M. (coord.) (2009). Psicología del Trabajo. Historia y Perspectivas de Futuro.

Biblioteca Aedipe de RR.HH. Pearson Prentice Hall (ver sobre todo capítulos 11, 12 y 15).

PEIRÓ, J.M. (2000). El Modelo Amigo: Marco Contextualizador del Desarrollo y la Gestión de los RRHH en las organizaciones.

[http://www.google.com/search?hl=en&q=Peiro+Modelo+AMIGO&rlz=117SUNC\\_es](http://www.google.com/search?hl=en&q=Peiro+Modelo+AMIGO&rlz=117SUNC_es)

<http://www.abacolombia.org.co/bv/organizaciones/organ32.pdf>

QUINTANILLA, I. y BONAVIA, T. (1993). Dirección Participativa. Ed. Eudema.

ISO 9000. (2005). Sistemas de Gestión de la Calidad. Fundamentos y Vocabulario. AENOR.

ISO 9001. (2008). Sistemas de Gestión de la Calidad. Requisitos. AENOR.

ISO 9004. (2009). Gestión para el Éxito Sostenido de una Organización. Enfoque de Gestión de Calidad. AENOR.

#### **Additional**

- Páginas webs sobre gestión:  
<http://www.aenor.es/>  
<http://www.efqm.org>  
<http://www.inaceps.es/>  
<http://www.losrecursoshumanos.com/>  
[http://www.12manage.com/i\\_hr\\_es.html](http://www.12manage.com/i_hr_es.html)  
<http://www.rrhh-web.com/>  
<http://www.uv.es/arevalil/ATDEP/index.htm>