



# Postgraduate Certificate

Leadership and Management Skills Applied in Veterinary Centers

» Modality: online

» Duration: 6 weeks

» Certificate: TECH Technological University

» Dedication: 16h/week

» Schedule: at your own pace

» Exams: online

Website: www.techtitute.com/pk/school-of-business/postgraduate-certificate/leadership-management-skills-applied-veterinary-centers

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# 01 **Welcome**

At TECH we are experts in management training. In the veterinary industry, the management of a center entails a series of specific strategies and methods. This program has been created to allow professionals working in this sector to learn about the specific aspects that personnel management in veterinary centers require, through a highly professional academic course.

Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers.

TECH Technological University







# tech 08 | Why Study at TECH?

#### At TECH Technological University



#### **Innovation**

The university offers an online learning model that combines 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.

100,000+

200+

executives trained each year

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.



#### Learn with the best

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 studies in the academic community"

## Why Study at TECH? | 09 tech

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



#### **Analysis**

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



#### **Academic Excellence**

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



#### **Economy of Scale**

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





# tech 12 | Why Our Program?

This program will provide students with a multitude of professional and personal advantages, particularly the following:



#### A significant career boost

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 participants achieve positive career development in less than 2 years.



# Develop a strategic and global vision of companies

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

Our global vision of companies will improve your strategic vision.



### 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.



#### 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.



#### 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.



#### Thoroughly develop business projects

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

20% of our students develop their own business idea.



#### 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.



#### Be part of an exclusive community

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

We give you the opportunity to train with a team of world renowned teachers.





# tech 16 | Objectives

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

The Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers qualifies students to:







Build and encourage cohesion of highperformance professional teams

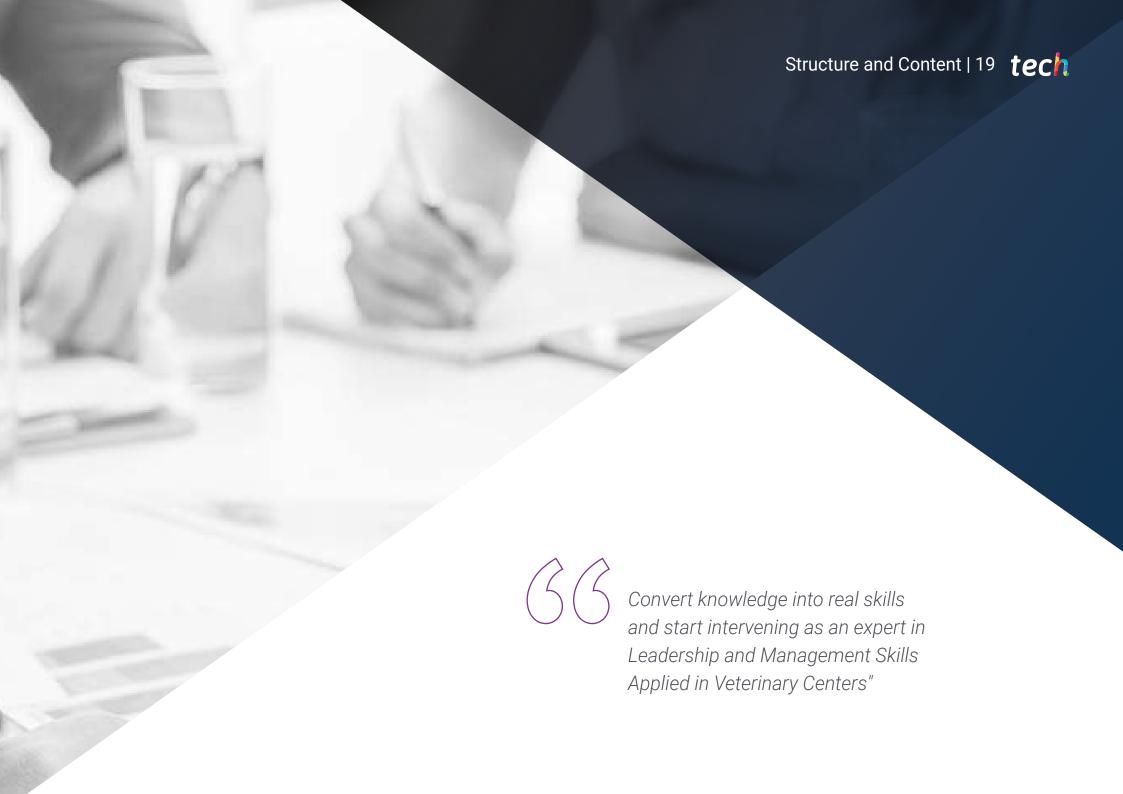


Identify and analyze internal conflicts in a veterinary center



Lead professional teams to help them find solutions to their internal conflicts





## tech 20 | Structure and Content

#### **Syllabus**

This program has been created to enable students to acquire the necessary knowledge in this area in an intensive and efficient manner. An opportunity to improve their knowledge, with the convenience of the most effective online method in the teaching market. TECH provides students with the opportunity to incorporate knowledge in this area into their CV. In addition, with this Postgraduate Certificate, you will have access to a way of working that is designed to be fully compatible with your professional or personal life.

If you want to improve your knowledge, achieve a positive change at a professional level, interact with the best through an interesting online universe and belong to the new generation of professionals, able to develop their work anywhere in the world, this may be your path.

Throughout this program, the student analyzes a multitude of practical cases through individual and teamwork. It is, therefore, a real immersion in real situations.

Its content is designed to promote the development of skills that enable more rigorous decision-making in uncertain environments.

This program takes place over 6 weeks and is delivered entirely online.

Module 1

Leadership and Management Skills Applied in Veterinary Centers



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

TECH offers the possibility of developing this Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers completely online. Over the course of 6 weeks, 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.

# tech 22 | Structure and Content

Module 1. Leadership and Management Skills Applied in Veterinary Centers							
	Essential Managerial Skills for a Veterinary Center Manager and/or Owner  Management Decision Making Resolution Capacity Flexibility Self-Knowledge Assertiveness Communication Emotional Intelligence	1.2.1. 1.2.2. 1.2.3. 1.2.4.	Leadership Applied to Veterinary Centers Leader Characteristics Benefits of Leadership Leader Exercises Delegation 1.2.4.1. Delegation Strategy 1.2.4.2. Chore Choosing 1.2.4.3. Enabling Process Motivational Interviews with Employees 1.2.5.1. GROW/MAP Method	1.3.2. 1.3.3.	Negotiation for the Veterinary Center Manager Skills of the Negotiator Types and Styles of Negotiation Stages of Negotiation 1.3.3.1. Preparation 1.3.3.2. Discussion and Argumentation 1.3.3.3. Proposal 1.3.3.4. Exchange 1.3.3.5. Closure 1.3.3.6. Monitoring Negotiation Tactics and Techniques Strategies	1.4.1. 1.4.2. 1.4.3. 1.4.4. 1.4.5.	The Time Management of a Veterinary Center Manager Slow Down, Reflect, Analyze, and Decide Inside Knowledge How to Prioritize Act Planning and Organizing Time Thieves
1.5.1. 1.5.2. 1.5.3. 1.5.4. 1.5.5.		1.6. 1.6.1. 1.6.2.	Productivity Management for Veterinary Center Managers Productivity Thieves Getting Things Done® (GTD) Method 1.6.2.1. Fundamentals 1.6.2.2. Collect or Capture 1.6.2.3. Process or Clear 1.6.2.4. Organize 1.6.2.5. Revise 1.6.2.6. Do	1.7.2. 1.7.3.	High-Performance Professional Teams in Veterinary Centers Work Groups Characteristics of Professional Teams Benefits of High-Performance Professional Teams Practical Examples	1.8.1.	Identification and Resolution of Internal Conflicts in Veterinary Centers  The Method of the Five Dysfunctions of Professional Teams 1.8.1.1. Lack of Trust 1.8.1.2. Fear of Conflict 1.8.1.3. Lack of Commitment 1.8.1.4. Avoidance of Liability 1.8.1.5. Disinterest of the Results Causes of Failure in Professional Teams
	Prevention of Internal Toxicity in Veterinary Centers Organizational Health Preventive Measures 1.9.2.1. Creating a Cohesive Leadership Team 1.9.2.2. Creating Clarity within the Organization 1.9.2.3. Overcommunicating Clarity 1.9.2.4. Reinforce Clarity	1.10.1 1.10.2	Change Management in Veterinary Center Management  Belief Audit Character Development Actions of Change				





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.





# tech 26 | Methodology

# 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.





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.

# tech 28 | Methodology

#### 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.



### Methodology | 29 tech

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.





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**

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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.

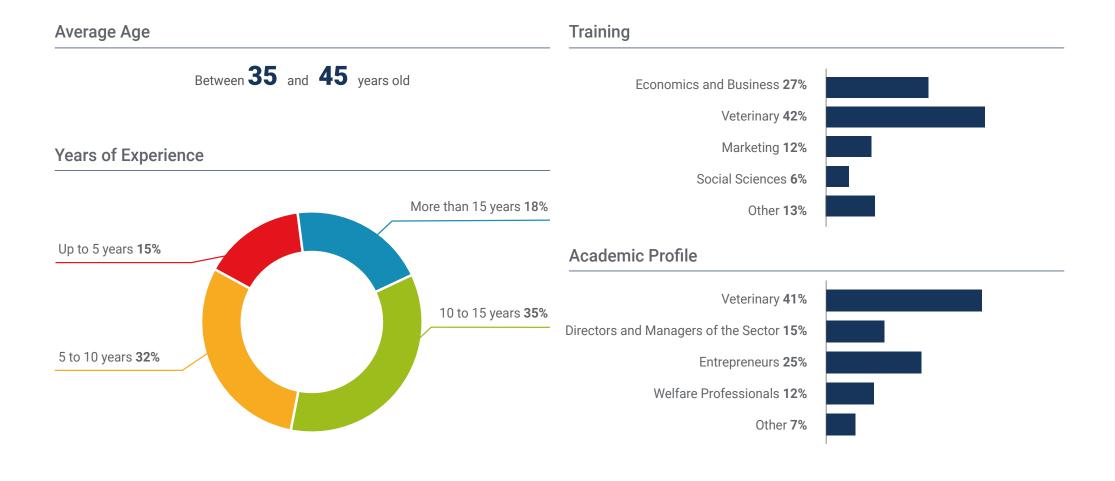


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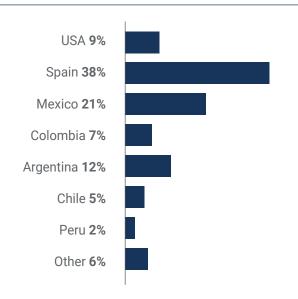




## tech 34 | Our Students' Profiles



### **Geographical Distribution**





# **Alba Camino**

**Veterinary Clinical Director** 

"In veterinary medicine, knowing how to manage work teams is essential. It is a job that sometimes requires large doses of social and communicative skills. In this course I have learned many keys to select, manage and motivate my team"





### Management



### Mr. Barreneche Martínez, Enrique

- Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- Graduated in Veterinary Medicine from the Complutense University of Madrid in 1990
- Vice-president of the provincial employers' association of the veterinary sector of Alicante, AEVA, and treasurer of the Confederation of Employers of the Veterinary Sector of Spain (CEVE)
- Co-founder of AVEPA's Management and Administration Working Group (GGA), of which he was chairman between 2011 and 2013
- Business experience: Founder and owner of the Amic Veterinary Center in Alicante from 1991 to 2018, transferred to focus exclusively on business management within the sector of veterinary health centers for pets
- Author of the books on business management in veterinary centers "¿Quién se ha llevado mi centro veterinario?" (2009) and "¡Ya encontré mi centro veterinario!" (2013)
- Co-author of two books and author of specific chapters in other publications for the training of Veterinary Clinic Assistants (VCA)
- Speaker in several courses and workshops on business management of veterinary centers, both in classroom and online, both in Spain and abroad
- Since 1999, he has given numerous conferences, courses and webinars for auxiliary personnel of veterinary centers

#### **Professors**

#### Dr. Villaluenga, José Luis

- Degree in Biological Sciences from Complutense University of Madrid (1979)
- Master's Degree in Digital Marketing, EAE and University of Barcelona (2016)
- Master's Degree in Human Resources Management, EAE and University of Barcelona (2018)
- Associate Professor since 2012 at the Faculty of Veterinary Medicine of the University
  Alfonso X El Sabio, Madrid (Spain) in the Degree of Veterinary Medicine, in the subjects of
  Veterinary Genetics 1st Course and Ethnology 2nd (Module: Management and marketin in
  the veterinary sector)
- Teacher in the area of "Customer Service", since 2017, at FORVET, Veterinary Training Center for Veterinary Technical Assistants, in Madrid (Spain)
- Professor of the Master in Equine Sports Medicine at the University of Cordoba (Spain), since 2019. Module; Marketing and management of equine veterinary companies
- Professor of the Expert Degree in Physiotherapy and Rehabilitation of Small Animals: Dogs and Cats area: Business management of a small animal rehabilitation center, since 2017, at the Complutense University of Madrid (Spain)
- One of the 2 founding partners of the company Rentabilidad Veterinaria, SL, 2016 present.
   This company is dedicated to the business management of veterinary centers for pets.
   It provides consulting, training, advisory services, company valuation, HR management, economic-financial management and new company incorporation
- Has worked with a consultant specialized in business management of veterinary centers,
   2000 present

#### Mr. Martín González, Abel

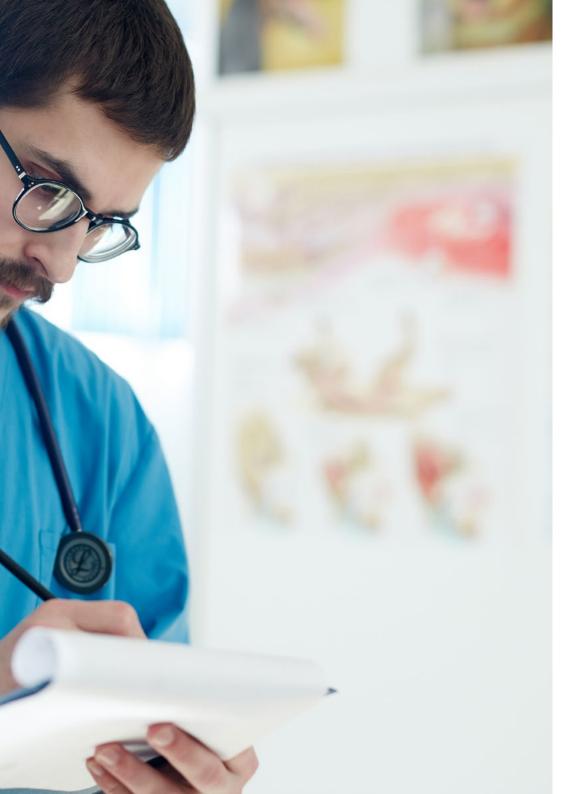
- Degree in Veterinary Medicine from the Complutense University of Madrid, 1989
- Doctoral studies, without submitting the thesis
- Teacher collaborating with the Junta de Comunidades de Castilla La Mancha in courses on Livestock Farm Management
- Conferences on Ultrasound and Reproductive Control organized by AESLA (Asociación de Criadores de Raza Lacaunne) in different locations in Spain
- Speaker at the Lecture Series on Fighting Bull Diseases organized by the Veterinary school of Madrid
- Conferences on Management of Veterinary Centers organized by the AVEPA Management Group
- Speaker at several National Congresses organized by AVEPA (GTA-AVEPA, IVEE-AVEPA
- INCUAL expert in the drafting of the professional qualification of Assistance and sanitary aid to the management of animals of Great Britain
- Veterinarian in free clinical practice as technical director of cattle, sheep, equine and swine farms
- Technical Director of ADSG in Castilla La Mancha (Spain): ADSG Bovino Castillo de Bayuela, ADSG Bovino La Jara, ADSG Extensivo Belvis, ADSG Bovino Los Navalmorales, ADSG Porcino La Jara
- Technical Director of the Sierra de San Vicente Meat Quality Brand
- Director of the Talavera Veterinary Center and Veco Veterinary Clinic in Talavera de la Reina.(Toledo)
- Director of the Hospital Clinical Hospital Talavera
- Founding member of CEVE (Confederación Empresarial Veterinaria Española), where he is currently vice-president. Member of the Health Commission and Digital Commission of CEVE
- Founding member of CEVE-CLM (Confederación Empresarial Veterinaria de Castilla La Mancha), of which he is currently president
- Member of several national and international professional associations such as AVEPA, ANEMBE, SEOC, AVETO
- Member of the Digital Commission of CEOE (Confederación de Organizaciones Empresariales de España)

# tech 40 | Course Management

#### Ms. Saleno, Delia

- Doctoral studies (2000-2003) without submitting the thesis
- Degree in Veterinary Medicine from the University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca (Romania)
- Diploma of Advanced Studies in Small Animal Clinic (2000)
- Research Sufficiency in Cytogenetics by the University of Cordoba (2005) with a study on Equine Infertility
- Course for entrepreneurs (500h), by EOI in 2007 in Palma de Mallorca (Spain)
- Qualification course as evaluator in procedures for the accreditation of professional competences through work experience in the agricultural professional family
- Predoctoral researcher at the Department of Animal Reproduction, Faculty of Veterinary Medicine, Cluj-Napoca (Romania)
- Predoctoral student in the Genetics Department of the University of Córdoba
- Has been clinically active in dog and cat medicine for more than 20 years, initially at the University Veterinary Hospital of Cluj-Napoca and later in several clinics and hospitals in Spain
- In 2008 she started working with a veterinary clinic in Palma de Mallorca: Son Dureta Veterinary Clinic
- She is a founding member of Empresaris Veterinaris de les Illes Balears (EMVETIB) and of the Confederación Empresarial Veterinaria Española (CEVE). She has held the presidency of EMVETIB since November 2012 and the presidency of CEVE since March 2017
- Since September 2018, she has been a member of the Board of Directors of CEOE
- Representative of the veterinary sector in various national and international economic forums and in sectoral observatories and working groups of the Ministry of Education, Ministry of Labor and Ministry of Agriculture





## Course Management | 41 tech

#### Mr. Rotger Campins, Sebastià

- Telecommunications Engineer
- Degree in Nautical and Maritime Transport
- Merchant Marine Captain
- Professional Diving Instructor
- Secretary of the Spanish Confederation of Veterinary Businesses CEVE
- Head of the Labor, Organization and Training Department of CEVE
- Secretary of Empresaris Veterinaris de les Illes Balears, EMVETIB (Balearic Islands Veterinary Entrepreneurs)
- President of the Services Commission of the Confederació d'Associacions Empresarials de Balears CAEB (Confederation of Business Associations of the Balearic Islands)
- CAEB Executive Committee Member
- President of the National Negotiating Committee of the Collective Bargaining Agreement for Veterinary Health Centers and Services

#### Mr. Vilches Sáez, José Vicente

- Project Manager CursoACV.com
- Responsible for training platform Cursoveterinaria.es
- Project Manager- Duna Formación
- Commercial Manager- Gesvilsa
- Manager of Professional Training at Duna, SL
- Community Manager
- Secretarial management AGESVET
- Sales Manager Spain ProvetCloud
- Technical Sales Manager Guerrero Coves





Include a highly specialized Postgraduate Certificate in your CV and move into new areas of work and professional development.

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

With this program you will be able to drastically advance in your profession, although there is no doubt that, in order to do so, you will have to make an investment in different areas, such as economic, professional and personal. However, the goal is to improve in your professional life and, to do so, it is necessary to fight.

Thanks to this educational program you will receive a large number of job offers with which you will be able to start your professional growth.

### When the change occurs

During the program

11%

During the first year

63%

After 2 years

26%

### Type of change

Internal Promotion 37%
Change of Company 35%
Entrepreneurship 28%

## Salary increase

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

\$57,900

A salary increase of

25.22%

\$72,500





# tech 48 | Benefits for Your Company

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



# Intellectual Capital and Talent Growth

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



# Retaining High-Potential Executives to Avoid Talent Drain

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



## **Building Agents of Change**

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



## **Increased International Expansion Possibilities**

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







## **Project Development**

The manager can work on a real project or develop new projects.



## **Increased Competitiveness**

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





## tech 52 | Certificate

This Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Postgraduate Certificate** issued by **TECH Technological University** via tracked delivery\*.

The certificate issued by **TECH Technological University** will reflect the qualification obtained in the Postgraduate Certificate, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers

Official No of hours: 150 h.



<sup>\*</sup>Apostille Convention. In the event that the student wishes to have their paper certificate issued with an apostille, TECH EDUCATION will make the necessary arrangements to obtain it, at an additional cost.



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