

# Postgraduate Diploma Veterinary Center Management



## Postgraduate Diploma Veterinary Center Management

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/in/school-of-business/postgraduate-diploma/postgraduate-diploma-veterinary-center-management](http://www.techtute.com/in/school-of-business/postgraduate-diploma/postgraduate-diploma-veterinary-center-management)

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# 01 Welcome

Running a veterinary center is an exciting and challenging job. The idiosyncrasy of the profession, its intensity and other specific characteristics require the professional to have very specific training. This comprehensive program provides students with the perfect opportunity to obtain all the theoretical and practical learning necessary to work in this area as a professional of the highest level, managing these types of centers with a strategic and innovative vision, allowing the organization to grow gradually and efficiently.



Postgraduate Diploma in Veterinary Center Management.  
TECH Technological University



“

*Veterinary Center Management, in an intensive and efficient Postgraduate Diploma of high professional standards"*

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 centre for intensive managerial skills training.



“

*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 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+**

executives trained 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 (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

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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 studies in the academic community"*

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 training of the highest academic level"*

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

**01**

### 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.*

**02**

### 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.*

**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**

### 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 areas 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

### 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.*

04

# Objectives

The student will learn all the steps to carry out efficient Veterinary Center Management, through high-quality training that will allow them to learn in a realistic way.



“

*Intensive and effective learning  
that will propel you to a new level  
in your profession”*



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

The Postgraduate Diploma in Veterinary Center Management qualifies students to:

01

Define and analyze the new challenges in a social and green economy environment

04

Agree on the importance of business associations and analyze the possibilities of acting as a lever for change in a sector that is mainly made up of microenterprises

02

Specify and analyze information on climate change and its impact on the veterinary sector

03

Determine the “One Health” concept and realize its collaborative development as a market opportunity

05

Identify new concepts and needs, new forms of communication and interaction of customers and workers in the sector





06

Identify fixed and variable business costs in a veterinary center

08

Examine the different indicators that can be generated from the business activity in a veterinary center



09

Analyze and evaluate the different indicators to select those that will be key in the management of the veterinary center and the costs of the different services provided in a veterinary center

07

Define the commercial margins of the services and products offered in a veterinary center

10

Analyze and interpret the income statement and balance sheet of a veterinary center

11

Propose valuations of companies in the veterinary health center sector

12

Propose a methodology to perform the analysis of the environment and external competitive analysis

13

Train to perform a SWOT analysis and its corresponding SWOT analysis





14

Establish a methodology for assigning SMART type objectives

15

Examine a methodology for setting strategy and for converting each strategy into at least one specific action

16

Review some templates to help you enter data and prepare your business plan

05

# Structure and Content

The Postgraduate Diploma in Veterinary Center Management will allow the student to acquire the knowledge and skills that are specific to this area of action, and the practical application of these, in a stimulating and effective work environment



“

*Turn knowledge into real skills  
and start acting as an expert in  
Veterinary Center Management”*

## Syllabus

This is one of the most complete programs on the market in Veterinary Center Management, as it invites business professionals to take an exhaustive review of the most relevant aspects of the sector at an economic and financial level, while also improving their management skills.

This program has been created to enable students to intensively and efficiently acquire the necessary knowledge in this area. An opportunity to improve their skills, with the convenience of the most effective online method on the teaching market. TECH offers students the opportunity to incorporate knowledge in this area into their academic training. In addition, with this program, students will have access to a way of working that is designed to be fully compatible with their professional or personal life.

Its content is designed to promote the development of skills that enable more rigorous decision making in uncertain environments. Throughout these months of studying, the student will analyze a multitude of practical cases through individual work. It is, therefore, a real immersion in real situations .

If the student wants to improve their skills, 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 is the path for them.

This program takes place over 6 months and is delivered entirely online:

<b>Module 1</b>	The Economic Sector of Veterinary Health Centers
<b>Module 2</b>	Finance Applied to Veterinary Centers
<b>Module 3</b>	The Business Plan Applied to Veterinary Centers
<b>Module 4</b>	Leadership and Management Skills Applied in Veterinary Centers





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

TECH offers the possibility of developing this Postgraduate Diploma in Veterinary Center Management completely online. Over the course of 6 months, 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. The Economic Sector of Veterinary Health Centers**

**1.1. The Role of the Companion Animal in Today's Society**

- 1.1.1. Companion Animals and Their Benefits to People's Physical and Emotional Health
- 1.1.2. Companion Animals and the Healthy Development of Children
- 1.1.3. Companion Animals and Healthy Aging
- 1.1.4. Companion Animals and the Benefits for Community Coexistence
- 1.1.5. Animal Abuse and Its Connection to Domestic Violence
- 1.1.6. Animals in the Therapeutic and Assistance Context

**1.2. The Role of the Company in the Current Social Context**

- 1.2.1. Corporate Social Responsibility
- 1.2.2. Climate Change and the Green New Deal
- 1.2.3. Sustainable Development Goals (SDG) and 2030 Agenda
- 1.2.4. Challenges for the Veterinary Services Company

**1.3. The Companion Animal Market**

- 1.3.1. Industry, Retail and Distribution Services
- 1.3.2.
  - 1.3.2.1. Veterinary Clinical Services
  - 1.3.2.2. Dog Training Services
  - 1.3.2.3. Hairdressing Services
  - 1.3.2.4. Feral Animal Population Control
- 1.3.3. Sale of Veterinary Medicines
- 1.3.4. Breeding and Sale of Pets
- 1.3.5. NGO

**1.4. Typology of Veterinary Health Centers and Services**

- 1.4.1. Veterinary Health Centers
- 1.4.2. Veterinary Healthcare Services
- 1.4.3. Public-Private Collaboration

**1.5. Macro-Economics Situation the Clinical Veterinary Sector**

- 1.5.1. Sectoral Socio-Economic Situation
- 1.5.2. Sectoral Work Situation

**1.6. The Digital Health Veterinary Sector**

- 1.6.1. Digitalization of the Veterinary Sector
- 1.6.2. Factors and Digital Tools That Will Facilitate Change
- 1.6.3. Factors that Slow Down Digital Development
- 1.6.4. Digital Differentiators
- 1.6.5. Current Situation and Digital Challenges in the Veterinary Sector

**1.7. The "One Health" Concept Applied to Veterinary Health Centers**

- 1.7.1. The General Concept of One-Health - One Well-Being
- 1.7.2. The Role of the Veterinary Clinic in One Health

**1.8. Training of Occupational Categories in Veterinary Health Care Centers**

- 1.8.1. Current Context of Training in the Sector and the Real Needs of Veterinary Health Centers
- 1.8.2. Ongoing Training
- 1.8.3. Dual Training

**1.9. Sectoral Business Strategy**

- 1.9.1. Business Associationism: What It Is, How It Is Exercised and What It's For?
- 1.9.2. Proactive Intervention in the Creation of Regulations Affecting the Industry

**1.10. Time of Uncertainty, Time of Change and Market Trends**

- 1.10.1. Worker with New Concepts and Sensibilities
- 1.10.2. Customer with New Petitions and Needs
- 1.10.3. New Challenges in Public Health
- 1.10.4. New Forms of Communication



**Module 2. Finance Applied to Veterinary Centers**
**2.1. Expenses and Income at a Veterinary Center**

- 2.1.1. Fixed Costs
- 2.1.2. Variable Costs
- 2.1.3. Direct Costs
- 2.1.4. Indirect Costs
- 2.1.5. Income from Services
- 2.1.6. Income from Product Sales
- 2.1.7. Gross Margin
- 2.1.8. Net Margin
- 2.1.9. Margin on Purchase
- 2.1.10. Margin on Sales

**2.2. The Income Statement of a Veterinary Center**

- 2.2.1. EBITDA
- 2.2.2. EBIT or BAII
- 2.2.3. Rentability
- 2.2.4. Productivity
- 2.2.5. Net Result

**2.3. Warehouse Stock Management in a Veterinary Center**

- 2.3.1. Sales Costs
- 2.3.2. Characteristics of Stock Management System
- 2.3.3. Procurement and Stock Control
- 2.3.4. Stock Alert Point
- 2.3.5. Safety Stock
- 2.3.6. Ordering Point
- 2.3.7. Stock Rotation

**2.4. Sales Ratios in a Veterinary Center The Point of Breakeven**

- 2.4.1. Main Practical Key Figures in a Veterinary Center
  - 2.4.1.1. Frequency of Transaction
  - 2.4.1.2. Average Transaction Amount
  - 2.4.1.3. Average Spending per Customer
  - 2.4.1.4. Number of Daily Transactions
  - 2.4.1.5. Number of Transactions per Year
- 2.4.2. Breakeven Point Concept
- 2.4.3. Prospective Breakeven Calculation
- 2.4.4. Retrospective Breakeven Calculation

**2.5. Analysis of the Cost of Services in a Veterinary Center Technological Inversions**

- 2.5.1. Fundamentals of Cost Analysis in Veterinary Centers
  - 2.5.1.1. Veterinary Practice Cost Analysis
  - 2.5.1.2. Cost Analysis of Other Professional Services
- 2.5.2. Calculating the Profitability of a Technology Investment

**2.6. Treasury Control and Budget Management in Veterinary Centers**

- 2.6.1. Fundamentals of Treasury Control
- 2.6.2. Tools for Treasury Control
- 2.6.3. Fundamentals of Budget Management
- 2.6.4. Tools for Budget Management

**2.7. Economic Valuation of a Veterinary Center**

- 2.7.1. Fundamentals for the Economic Valuation of a Veterinary Center
- 2.7.2. Methodology for the Valuation of a Veterinary Center
- 2.7.3. Goodwill

**2.8. Key Management Indicators in Veterinary Centers**

- 2.8.1. Concepts
- 2.8.2. Basic Information
- 2.8.3. Most Frequent Indicators in Veterinary Centers
- 2.8.4. Basic Indicators of Human Resources
- 2.8.5. Basic Indicators of Customer Service Quality
- 2.8.6. Selection of Key Management Indicators

**2.9. The Financial Scorecard Applied to Veterinary Centers**

- 2.9.1. Fundamentals of the Financial Scorecard
- 2.9.2. Trend Analysis and Comparisons between Periods
- 2.9.3. Control Panel Operation
- 2.9.4. Interpretation of Scorecard Results

**2.10. The Balance Sheet of a Veterinary Center**

- 2.10.1. Concept
- 2.10.2. Structure of a Balance Sheet
- 2.10.3. Structure of the Balance Sheet
- 2.10.4. Asset Valuation
- 2.10.5. Balance Sheet and Income Statement Diagnosis
- 2.10.6. Balance Sheet Analysis
- 2.10.7. Study of the Most Interesting Ratios of a Balance Sheet
- 2.10.8. Dynamic Equity Analysis
- 2.10.9. Income Statement Analysis
- 2.10.10. Indicators of Income Statement

**Module 3. The Business Plan Applied to Veterinary Centers**

**3.1. The Business Plan in Veterinary Centers**

- 3.1.1. Planning and Control: Two Sides of the Same Coin
- 3.1.2. Why Have a Plan?
- 3.1.3. Who Should Do It?
- 3.1.4. When to Do It
- 3.1.5. How to Do It
- 3.1.6. Does It Have to Be in Writing?
- 3.1.7. Questions That Need to Be Answered
- 3.1.8. Sections of the Business Plan

**3.2. External Analysis I: The Veterinary Center Environment**

- 3.2.1. What Should It Contain?
- 3.2.2. Political Environment
- 3.2.3. Economic Environment
- 3.2.4. Social Environment
- 3.2.5. Technological Environment
- 3.2.6. Ecological Environment
- 3.2.7. Legal environment

**3.3. External Analysis II: Competitive Environment Applied to the Veterinary Industry**

- 3.3.1. Customers:
- 3.3.2. Competition
- 3.3.3. Suppliers
- 3.3.4. Others.

**3.4. Internal Analysis of a Veterinary Center**

- 3.4.1. Facilities and Equipment
- 3.4.2. Personal
- 3.4.3. Income/Expenses
- 3.4.4. Customers:
- 3.4.5. Prices
- 3.4.6. Services
- 3.4.7. Communication with Customers
- 3.4.8. Training
- 3.4.9. Suppliers
- 3.4.10. Competition

**3.5. DAFO and CAME Analysis Applied to Veterinary Centers**

- 3.5.1. Weaknesses
- 3.5.2. Strengths
- 3.5.3. Threats
- 3.5.4. Opportunities
- 3.5.5. Correct
- 3.5.6. Tackle
- 3.5.7. Maintain
- 3.5.8. Exploit

**3.6. Objectives of Veterinary Centers as Companies**

- 3.6.1. What Are They?
- 3.6.2. Features: SMART
- 3.6.3. Types

**3.7. Business Strategies in Veterinary Centers**

- 3.7.1. The 7 Ps of Service Marketing
- 3.7.2. Product-Service
- 3.7.3. Price
- 3.7.4. Distribution
- 3.7.5. Communication
- 3.7.6. Person
- 3.7.7. Current Procedures
- 3.7.8. Test

**3.8. Action Plan for the Strategy of a Veterinary Center**

- 3.8.1. What Does it Consist of?
- 3.8.2. How to Develop a Strategy
- 3.8.3. What Should Be Taken into Consideration for Each Action
- 3.8.4. Prioritization of Actions Based on Business Importance
- 3.8.5. Calendar

**3.9. Control and Follow-Up Plan for the Business Plan of a Veterinary Center**

- 3.9.1. Planning and Control
- 3.9.2. What Does It Consist Of and Why It Is Important?
- 3.9.3. Who and How to Control
- 3.9.4. Indicator Based Control
- 3.9.5. Decision-Making

**3.10. Contingency Plan Applied to a Veterinary Center's Business Plan**

- 3.10.1. What Is It and What Is It For?
- 3.10.2. How to Do It?
- 3.10.3. How to Use It?

**Module 4. Leadership and Management Skills Applied in Veterinary Centers**
**4.1. Essential Managerial Skills for a Veterinary Center Manager and/or Owner**

- 4.1.1. Management
- 4.1.2. Decision Making
- 4.1.3. Resolution Capacity
- 4.1.4. Flexibility
- 4.1.5. Self-Knowledge
- 4.1.6. Assertiveness
- 4.1.7. Communication
- 4.1.8. Emotional Intelligence

**4.2. Leadership Applied to Veterinary Centers**

- 4.2.1. Leader Characteristics
- 4.2.2. Benefits of Leadership
- 4.2.3. Leader Exercises
- 4.2.4. Delegation
  - 4.2.4.1. Delegation Strategy
  - 4.2.4.2. Chore Choosing
  - 4.2.4.3. Enabling Process
- 4.2.5. Motivational Interviews with Employees
  - 4.2.5.1. GROW/MAP Method

**4.3. Negotiation for the Veterinary Center Manager**

- 4.3.1. Skills of the Negotiator
- 4.3.2. Types and Styles of Negotiation
- 4.3.3. Stages of Negotiation
  - 4.3.3.1. Preparation
  - 4.3.3.2. Discussion and Argumentation
  - 4.3.3.3. Proposal
  - 4.3.3.4. Exchange
  - 4.3.3.5. Closure
  - 4.3.3.6. Monitoring
- 4.3.4. Negotiation Tactics and Techniques
- 4.3.5. Strategies

**4.4. The Time Management of a Veterinary Center Manager**

- 4.4.1. Slow Down, Reflect, Analyze, and Decide
- 4.4.2. Inside Knowledge
- 4.4.3. How to Prioritize
- 4.4.4. Act
- 4.4.5. Planning and Organizing
- 4.4.6. Time Thieves

**4.5. How to Build Trust in the Employees of a Veterinary Center**

- 4.5.1. Self-Confidence
- 4.5.2. Trust in Others
- 4.5.3. Constructive Self-Criticism
- 4.5.4. Respect and Responsibility
- 4.5.5. Honesty
- 4.5.6. Trial/Error

**4.6. Productivity Management for Veterinary Center Managers**

- 4.6.1. Productivity Thieves
- 4.6.2. Getting Things Done® (GTD) Method
  - 4.6.2.1. Fundamentals
  - 4.6.2.2. Collect or Capture
  - 4.6.2.3. Process or Clear
  - 4.6.2.4. Organize
  - 4.6.2.5. Revise
  - 4.6.2.6. Do

**4.7. High-Performance Professional Teams in Veterinary Centers**

- 4.7.1. Work Groups
- 4.7.2. Characteristics of Professional Teams
- 4.7.3. Benefits of High-Performance Professional Teams
- 4.7.4. Practical Examples

**4.8. Identification and Resolution of Internal Conflicts in Veterinary Centers**

- 4.8.1. The Method of the Five Dysfunctions of Professional Teams
  - 4.8.1.1. Lack of Trust
  - 4.8.1.2. Fear of Conflict
  - 4.8.1.3. Lack of Commitment
  - 4.8.1.4. Avoidance of Liability
  - 4.8.1.5. Disinterest of the Results
- 4.8.2. Causes of Failure in Professional Teams

**4.9. Prevention of Internal Toxicity in Veterinary Centers**

- 4.9.1. Organizational Health
- 4.9.2. Preventive Measures
  - 4.9.2.1. Creating a Cohesive Leadership Team
  - 4.9.2.2. Creating Clarity within the Organization
  - 4.9.2.3. Overcommunicating Clarity
  - 4.9.2.4. Reinforce Clarity

**4.10. Change Management in Veterinary Center Management**

- 4.10.1. Belief Audit
- 4.10.2. Character Development
- 4.10.3. Actions of Change

# 06

# 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.*



## 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.

*Our program prepares you to face new challenges in uncertain environments and achieve success in your career.*



## 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.



07

# Our Students' Profiles

A program aimed at professionals in the field of Veterinary Center Management or people interested in developing professionally in this field, who have previous experience in the sector or have a related university degree.





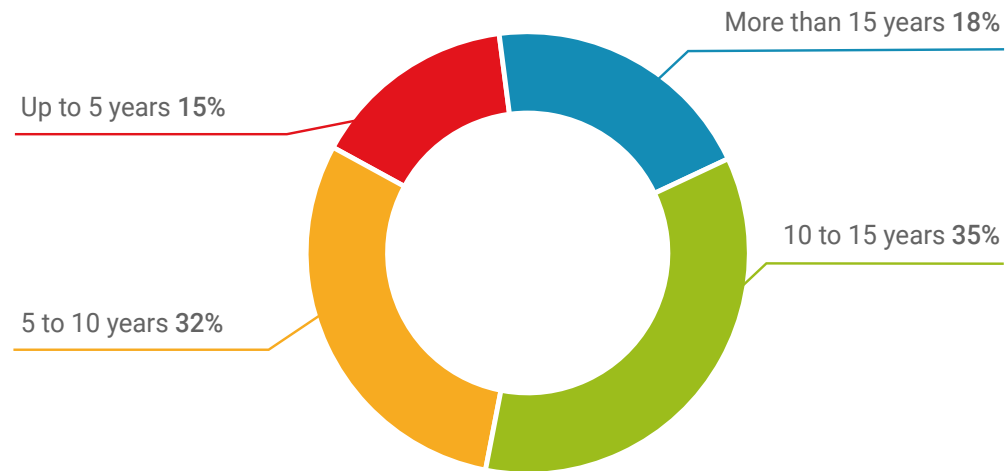
“

*Acquire the professional skills of an expert in Veterinary Center Management with this program designed specifically for you”*

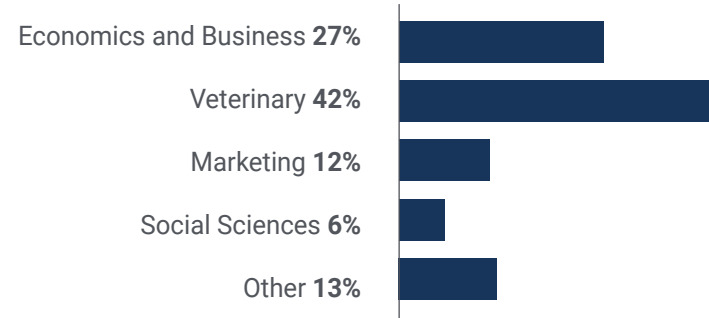
### Average Age

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

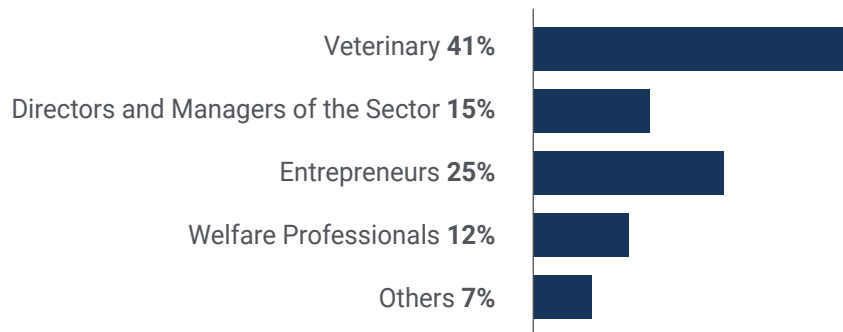
### Years of Experience



### Training

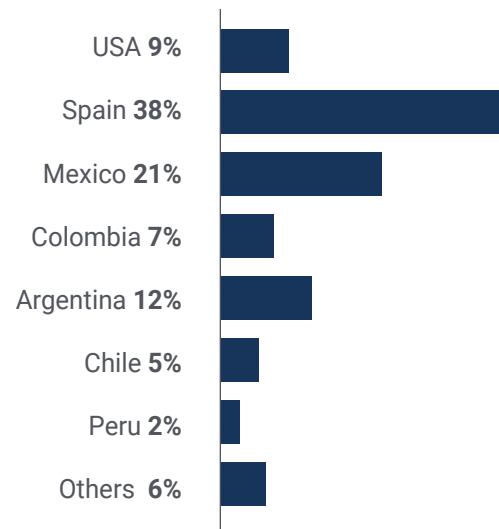


### Academic Profile



## Geographical Distribution

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## Amelia López

Director of a Veterinary Center

*"This Postgraduate Diploma in Veterinary Center Management has been a very enriching experience, allowing me to acquire all that fundamental knowledge for my professional development. In fact, I've thought about doing another one of your Postgraduate Diplomas to complete my studies"*



08

# Course Management

In our university we have professionals specialized in each area of knowledge, who contribute their work experience to our programs. A multidisciplinary team with recognized prestige that has come together to offer you all their knowledge in this area.







“

*Our expert teaching team in Veterinary Center Management will help you achieve success in your profession"*

## 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

### 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

### 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 marketing 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 Lacauune) 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)

**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 Covas

**Mr. Muñoz Sevilla, Carlos**

- ◆ Degree in Veterinary Medicine from the Complutense University Madrid. Promotion 1985-1990
- ◆ MBA from the University Jaime I-(UJI), 2017-18 academic year
- ◆ Professor of Anesthesiology and Veterinary Clinic Management at Cardenal Herrera CEU University, from November 2011 to the present
- ◆ Member of AGESVET since its foundation, until 2018
- ◆ Participant in the development and training of AGESVET's HR Module
- ◆ Manager at the Veterinari Son Dureta Veterinary Clinica SLP



09

# Impact on Your Career

TECH is aware that taking a program of these characteristics is a great economic, professional and, of course, personal investment

The ultimate goal of this great effort should be to achieve professional growth and to do so with proven efficiency.





“

*The main objective of this academic institution is to help you achieve a positive change in your career”*



*Completing this Postgraduate Diploma provides students with the opportunity to work in veterinary clinics and hospitals with the highest standards of managerial and management skills.*

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

The Postgraduate Diploma in Business Strategy in Veterinary Centers at TECH Technological University is an intense program that prepares students to face challenges and business decisions both nationally and internationally. The main objective is to promote your personal and professional growth, helping you to achieve success.

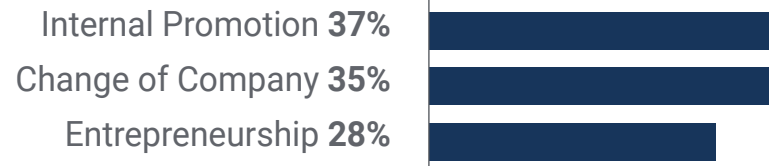
If a student wants to improve their skills, make a positive change at a professional level and interact with the best, this is the place for them.

*Thanks to this 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



### Type of change



## Salary increase

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



10

# Benefits for Your Company

The Postgraduate Diploma in Veterinary Center Management helps raise the organization's talent to its maximum potential by training high-level leaders. Participating in this Postgraduate Diploma is a unique opportunity to access a powerful network of contacts in which to find future professional partners, customers or suppliers.





“

*Your high-level specialization in this sector will help you to place your veterinary center among the most important in the country"*

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

01

### **Intellectual Capital and Talent Growth**

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 executive and opens new avenues for professional growth within the company.

03

### **Building Agents of Change**

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

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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.



11

# Certificate

The Postgraduate Diploma in Veterinary Center Management guarantees, in addition to the most rigorous and up-to-date education, access to a Postgraduate Diploma issued by TECH Technological University.



“

*Successfully complete this program  
and receive your university diploma  
without travel or laborious paperwork”*

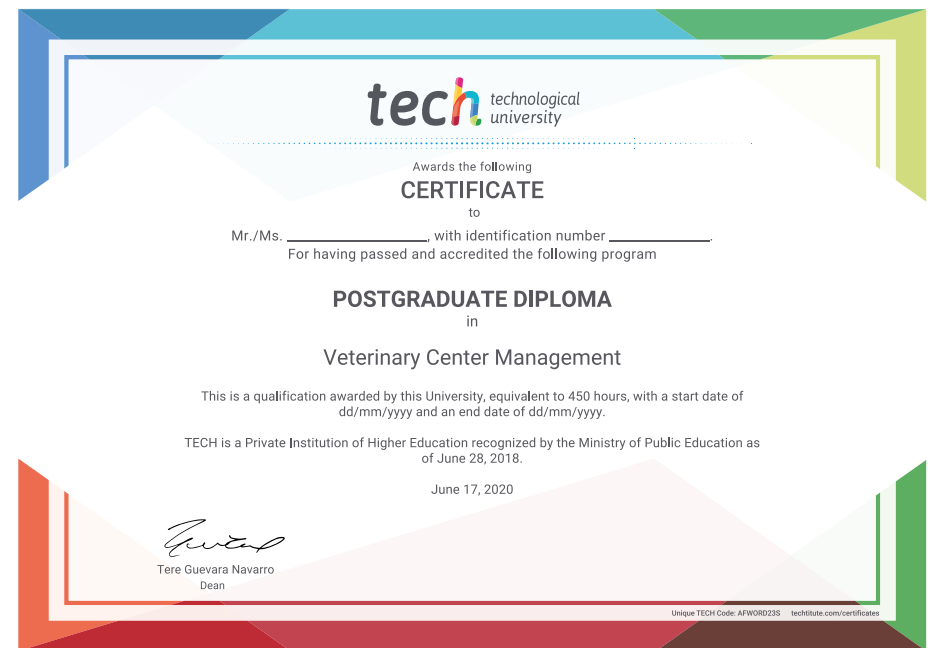
This **Postgraduate Diploma in Veterinary Center Management** contains the most complete and up-to-date program on the market.

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

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

Title: **Postgraduate Diploma in Veterinary Center Management**

Official N° of hours: **450 h.**



\*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.



## Postgraduate Diploma Veterinary Center Management

- » Modality: **online**
- » Duration: **6 months**
- » Certificate: **TECH Technological University**
- » Dedication: **16h/week**
- » Schedule: **at your own pace**
- » Exams: **online**

# Postgraduate Diploma Veterinary Center Management

