

# Advanced Master's Degree

## MBA in Veterinary Center Management and Administration



## Advanced Master's Degree MBA in Veterinary Center Management and Administration

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Credits: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/veterinary-medicine/advanced-master-degree/advanced-master-degree-mba-veterinary-center-management-administration](http://www.techtute.com/us/veterinary-medicine/advanced-master-degree/advanced-master-degree-mba-veterinary-center-management-administration)

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01

# Introduction

The specialization of veterinary professionals in business management is a scarcely studied area, although of great interest, since the success or failure of any company depends, to a great extent, on its correct management. For this reason, at TECH we have designed the best program in Veterinary Center Management and Administration, with the sole objective of helping you achieve professional success.





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*Become a successful professional in Veterinary Center Management and Administration, and give greater visibility to your business project while offering quality care"*



Business management in veterinary centers has been an area practically unstudied in veterinary schools, where knowledge is focused on the diagnosis and treatment of animals, acquiring the most developed competencies in their care.

For this reason, at TECH we want to offer you the most complete specialization on the management of this type of centers, since the success of any company, including veterinary centers, depends to a great extent on their business management. In this way, we have designed a very complete Advanced Master's Degree that includes the most complete specialization in MBA in veterinary center management and administration.

Throughout this specialization, the student will learn all of the current approaches to the different challenges posed by their profession. A high-level step that will become a process of improvement, not only on a professional level, but also on a personal level. Additionally, at TECH we have a social commitment: to help highly qualified professionals to specialize and to develop their personal, social and professional skills throughout the course of their studies.

We will not only take you through the theoretical knowledge, but we will show you another way of studying and learning, more organic, simpler and more efficient. We will work to keep you motivated and to develop your passion for learning, helping you to think and develop critical thinking skills. And we will push you to think and develop critical thinking.

This Advanced Master's Degree is designed to give you access to the specific knowledge of this discipline in an intensive and practical way. A great value for any professional. Furthermore, as it is a 100% online specialization, the student decides where and when to study. No fixed schedules and no obligation to move to the classroom, which facilitates the reconciliation with family and work life.

This **Advanced Master's Degree MBA in Veterinary Center Management and Administration** contains the most complete and up-to-date scientific program on the market. The most important features include:

- ♦ The latest technology in online teaching software
- ♦ A highly visual teaching system, supported by graphic and schematic contents that are easy to assimilate and understand
- ♦ Practical cases presented by practising experts
- ♦ State-of-the-art interactive video systems
- ♦ Teaching supported by remote training
- ♦ Continuous updating and retraining systems
- ♦ Self-organised learning which makes the course completely compatible with other commitments
- ♦ Practical exercises for self-evaluation and learning verification
- ♦ Support groups and educational synergies: questions to the expert, debate and knowledge forums
- ♦ Communication with the teacher and individual reflection work
- ♦ Content that is accessible from any, fixed or portable device with an Internet connection
- ♦ Supplementary documentation databases are permanently available, even after the program



*A high-level scientific program, supported by advanced technological development and the teaching experience of the best professionals"*

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*A training program created for professionals who aspire to excellence that will allow you to acquire new skills and strategies in a smooth and effective way"*

Our teaching staff is made up of working professionals. In this way, we ensure that we provide you with the up-to-date training we are aiming for. A multidisciplinary team of trained and experienced professionals in different environments, who will develop the theoretical knowledge efficiently, but, above all, will put at the service of specialization the practical knowledge derived from their own experience.

This mastery of the subject is complemented by the effectiveness of the methodological design of this Advanced Master's Degree. Developed by a multidisciplinary team of e-learning experts, it integrates the latest advances in educational technology. In this way, you will be able to study with a range of easy-to-use and versatile multimedia tools that will give you the necessary skills you need for your specialization.

The design of this program is based on Problem-Based Learning, an approach that sees learning as a highly practical process. To achieve this remotely, we will use telepractice learning. With the help of an innovative, interactive video system and learning from an expert, you will be able to acquire the knowledge as if you were dealing with the case you are studying in real time. A concept that will allow you to integrate and fix learning in a more realistic and permanent way.

*The director of a veterinary center must have a broad knowledge of business management, so as to be able to apply all the available tools to his daily practice.*

*We offer you the best specialization of the moment so that you can carry out an in-depth study on the direction and management of veterinary clinics.*



# 02 Objectives

Our goal is to prepare highly qualified professionals for work experience. An objective that is complemented, moreover, in a global manner, by promoting human development that lays the foundations for a better society. This objective is focused on helping professionals reach a much higher level of expertise and control. A goal that you will be able to achieve thanks to a highly intensive and detailed course.







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*If your goal is to improve in your profession, to acquire a qualification that will enable you to compete among the best, look no further: welcome to TECH"*



## General Objectives

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- ♦ Define the latest trends and developments in business management.
- ♦ Build a plan for the development and improvement of personal and managerial skills
- ♦ Develop strategies to carry out decision-making in a complex and unstable environment
- ♦ Develop the ability to detect, analyze and solve and problem solving
- ♦ Develop the skills required to manage business activities strategically
- ♦ Explain the company from a global point of view, as well as the responsibility developed by each area of the company
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Formulate and implement growth strategies that adapt the company to changes in the national and international environment
- ♦ Identify the complexity of the veterinary sector in the current socioeconomic context.
- ♦ Generate specialized knowledge on the veterinary services sector: environment, challenges and trends
- ♦ Compile and analyze the fields of innovation in the veterinary sector
- ♦ Identify training needs in the veterinary services sector in a changing environment.
- ♦ Establish a methodology for the preparation of an annual Business Plan.
- ♦ Identify and analyze the different sections
- ♦ Analyze the sources for obtaining the data and information necessary to complete the relevant documents
- ♦ Generate specialized knowledge so that the owner(s) of a veterinary center are able to produce this written document on their own
- ♦ Assimilate that it is a dynamic document that must accompany us throughout the year.
- ♦ Examine the financial concepts necessary to successfully run a veterinary center
- ♦ Develop the financial tools to manage a veterinary practice
- ♦ Identify and evaluate the behaviors and consumer trends of the clients of a veterinary center
- ♦ Compile the data necessary to generate a financial scorecard
- ♦ Designing, generating and interpreting the results of a financial scorecard
- ♦ Establish an effective and systematic methodology to formulate a dynamic and innovative business strategy in a veterinary center
- ♦ Propose useful and practical working tools for innovation research.
- ♦ Build specialized knowledge on innovation as a means of creating a differentiated value proposition for users
- ♦ Develop and propose a dynamic business model that allows the company to be able to adapt to the changing global environment.
- ♦ Analyze and define the different types of clients/users of a veterinary center.
- ♦ Identify and evaluate the communication skills needed to be successful with customers
- ♦ Propose a methodology to effectively deal with clients with distorted emotions.
- ♦ Develop loyalty processes
- ♦ Examine the different marketing tools used to sell products and services
- ♦ Reflect on the obligation to communicate effectively with customers
- ♦ Establishing how to set and price a veterinary service
- ♦ Assimilating the importance of cross-selling
- ♦ Analyze merchandising tools
- ♦ Study coherence between online and offline marketing
- ♦ Develop the skills necessary for good personnel management
- ♦ Propose a methodology for a good recruitment and integration process
- ♦ Promote and empower those employees with the greatest talent and value for the company
- ♦ Fundamentals keys to retaining these employees



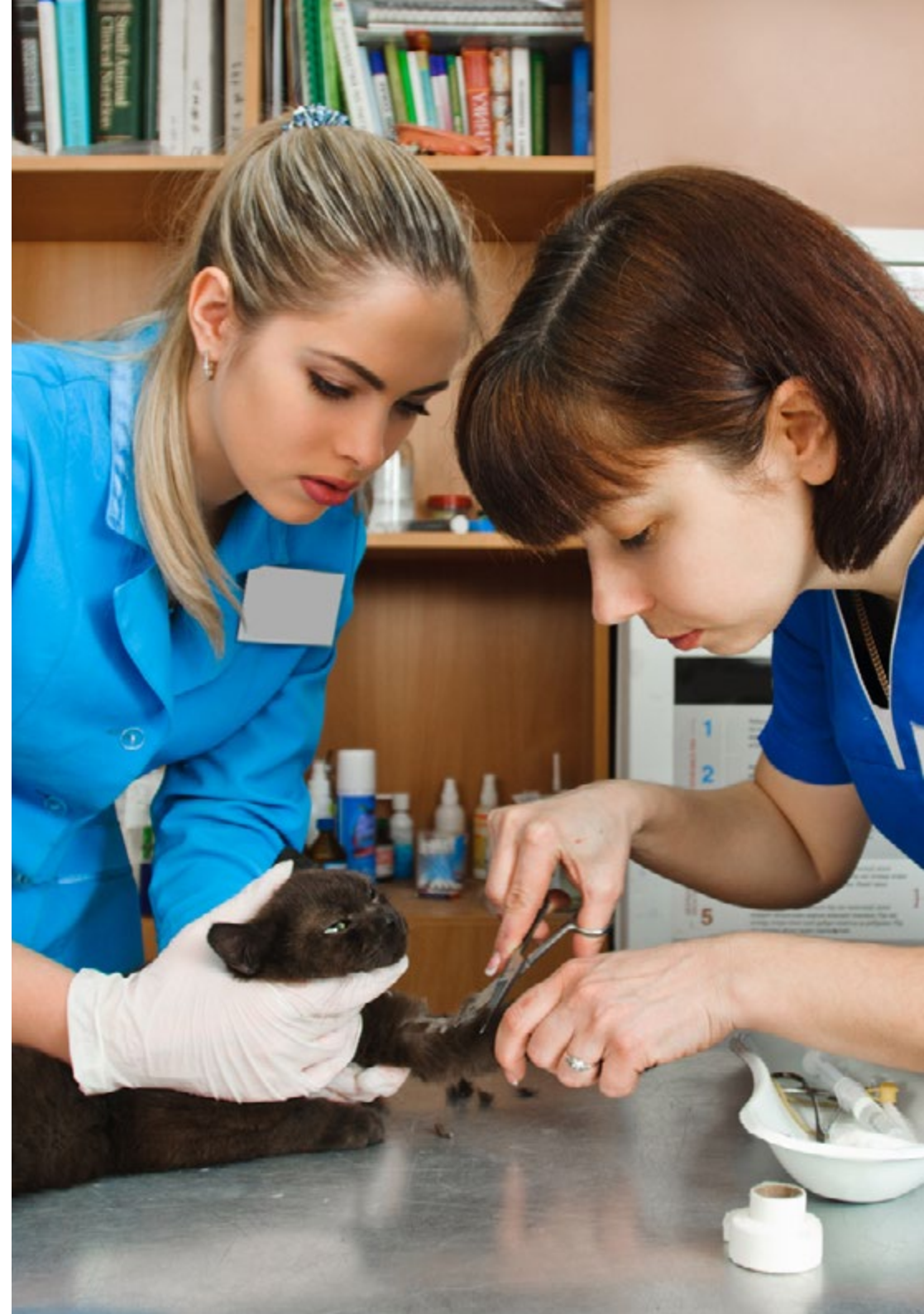
- ◆ Developing the skills needed to be a good leader
- ◆ Propose a methodology to ensure the necessary efficiency and effectiveness of a manager
- ◆ Promoting and empowering high-performance professional teams
- ◆ Train managers to successfully deal with conflicts within professional teams
- ◆ Examine and develop the production processes of a veterinary center
- ◆ Analyzing existing processes and identifying bottlenecks
- ◆ Develop and implement *Lean* business management in a veterinary center
- ◆ Create a culture of continuous improvement in business management
- ◆ Evaluate the legislative conditions to be met before opening a veterinary health center to the public
- ◆ Specify the legal form of company to be created, with the particularities of each one, from partnerships to cooperatives of partners
- ◆ Analyze the different legislations to be applied once the veterinary health center is open to the public, always from the point of view of consumer protection, in order to provide an excellent service, such as data protection, occupational health, radiological protection, etc
- ◆ Develop a correct purchasing management and relationship with suppliers
- ◆ Examine the Law on Medicines and establish the correct issuance of prescriptions, as well as the subsequent control of such prescriptions
- ◆ Examine the civil liability that we acquire by the fact of managing a veterinary health center, for our workers by applying the collective agreement and for the clients in general





## Specific Objectives

- Define and analyze the new challenges in a green and social economy environment.
- Specify and analyze information on climate change and its impact on the veterinary sector
- Determine the "One Health" concept and carry out its collaborative development as a market opportunity
- Examining digital animal health and analyzing its disruptive potential in veterinary facilities.
- Differentiate the different players in the pet industry and the interrelationship within the same market
- Agree on the importance of business associations and to analyze the possibilities of acting as a lever for change in a sector that is mainly made up of microenterprises
- Identify new concepts and needs, new forms of communication and interaction of customers and workers in the sector
- Examine the new public health challenges generated by climate change, loss of biodiversity, globalization, international trade in exotic animals, etc
- Reflect on the need and obligation to prepare this document
- Develop, in a logical and reasoned manner, each of the parts of this
- Propose a methodology to perform the analysis of the environment and external competitive analysis
- Train to perform a SWOT analysis and its corresponding SWOT analysis
- Establish a methodology for assigning SMART type objectives
- Examine a methodology for setting strategy and for converting each strategy into at least one specific action
- Schedule actions based on business-related priority
- Reflect on the need to periodically check the business plan
- Establish a practical methodology for the control and follow-up of the business plan



- ♦ Analyze the conditions under which a contingency plan should be developed and how to do it
- ♦ Review some templates to help you enter data and prepare your business plan
- ♦ Specify and define the roles of a veterinary center manager or owner
- ♦ Define the mission, vision and values of a company in the veterinary health center sector
- ♦ Propose a work methodology for the research of innovative alternatives that provide value to the user
- ♦ Research, analyze and establish a suitable user profile for the proposed business model
- ♦ Research, analyze and propose an "attractive" value proposition for the ideal user profile for the business model and propose alternative or complementary business models to traditional ones that appeal to one or more user segments
- ♦ Develop and implement Design thinking as a complementary technique to creative and innovative thinking
- ♦ Define the types of customers of a veterinary center, and the communication styles that best suit them
- ♦ Develop the necessary communication skills in a veterinary center
- ♦ Demonstrating and developing empathy in a veterinary practice
- ♦ Analyze situations of distortion of emotions and complaints in order to deal with them effectively
- ♦ Manage and evaluate the quality of customer service in a veterinary center.
- ♦ Establish and develop customer portfolios with the use of practical tools
- ♦ Design and develop Customer Experience (CX) models to achieve the best possible User Experience (UX)
- ♦ Analyze and elaborate the perfect visit of the veterinary center user
- ♦ Analyze the evolution of Marketing and its significance in today's experiential marketing
- ♦ Reflect on the need and obligation to retain good customers and to build customer loyalty
- ♦ Examine the difference in the sale of services and products
- ♦ Determining the price of a veterinary service
- ♦ Propose a methodology for pricing veterinary services
- ♦ Develop a practical methodology for telephone customer service
- ♦ Always be able to charge for everything that is done and invoiced
- ♦ Identify the most appropriate advertising media for each action
- ♦ Show the importance of satisfaction surveys to know what our customers think about us.
- ♦ Establish a methodology for handling complaints and claims
- ♦ Develop a methodology to convert each strategy into at least one specific action
- ♦ Determine the practical basis for increasing sales through cross-selling
- ♦ Convince people of the need for *merchandising* in the store
- ♦ Show different tools for customer loyalty
- ♦ Convince that digital marketing should have the same weight as analog marketing
- ♦ Proposing templates to help control Marketing actions
- ♦ Identifying the keys to strategic workforce planning
- ♦ Define and specify the candidate's profile for a job position
- ♦ Establish the organization chart of a work center
- ♦ Demonstrate competencies to be an interviewer in a selection process.
- ♦ Develop an induction process for each of the vacant positions to be filled.
- ♦ Propose career plans to the company's employees
- ♦ Evaluate the performance of the company's employees
- ♦ Develop incentive programs for the company's employees
- ♦ Recognize and reward the most talented and valuable workers for the company



- ♦ Analyze the values to be developed necessary in a manager
- ♦ Proposing a methodology to become a good leader
- ♦ Face a negotiation process with confidence and security
- ♦ Generate confidence in the people with whom a manager works and in himself/herself
- ♦ Develop the necessary skills to perform excellent self-management of time
- ♦ Propose an appropriate methodology to optimize managerial productivity
- ♦ Building and cohesion of high-performance professional teams
- ♦ Identify and analyze internal conflicts in a veterinary center
- ♦ Lead professional teams to help them find solutions to their internal conflicts
- ♦ Analyze the different production processes of veterinary centers
- ♦ Identify and evaluate "bottlenecks" in production processes
- ♦ Deepen the knowledge of the business models of a veterinary center
- ♦ Present the Lean management model applied to a veterinary center
- ♦ Compile the advantages and utilities of the Lean management model
- ♦ Propose a methodology for the implementation of the Lean management model
- ♦ Present practical examples of control and continuous improvement of business management according to the Lean model
- ♦ Identify the different types of labor companies that exist
- ♦ Examine the Personal Data Protection Law, what data we should know about our clients, how to store and manage them, as well as the different types of authorizations that must be provided to us before a procedure is performed on an animal
- ♦ Examine the occupational health that we must apply in our veterinary health center to guarantee our workers a correct development of their functions in the safest way according to the functions to be carried out
- ♦ Establish the professional categories and functions to be performed by each of the members of our team of workers in accordance with the collective agreement for veterinary health centers
- ♦ Evaluate how to establish all the work procedures of our center respecting the correct professional ethics and deontology towards our clients and our team
- ♦ Develop a correct relationship with suppliers, knowing the ways to relate with them and to establish satisfactory commercial conditions for both parties, terms and payment conditions
- ♦ Specify and establish an effective protocol for the management of debtors and unpaid debts, from the authorizations to be signed to the acknowledgement of debt, to manage deferrals, financing and even payment order proceedings if necessary
- ♦ Identify and develop protocols for telephone customer service, mainly the implementation and evaluation of these protocols (from informing the customer about the service provided for their animals to how to communicate bad news)



*Quality specialized education for outstanding students. At TECH, we offer the perfect education for high-level specialization in your field"*



# 03 Skills

Once all the contents have been studied and the objectives of the Advanced Master's Degree in MBA in Veterinary Center Management and Administration have been achieved, the professional will have a superior competence and performance in this area. A very complete approach, in a high-level master's degree, which makes the difference.







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*Achieving excellence in any profession requires effort and perseverance. But, above all, the support of professionals, who will give you the boost you need, with the necessary means and assistance. At TECH, we offer you everything you need”*



## General Skills

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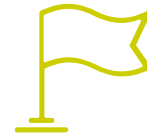
- Manage the companies in the sector in the most effective and efficient way
- Design, develop, implement, monitor and improve their own business plan

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*Our objective is very simple: to offer you quality specialized training, with the best teaching methods currently, so that you can reach new heights of excellence in your profession"*







## Specific Skills

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- ♦ Understand the new challenges in public health, following the guidelines of green and sustainable economies
- ♦ Perform a SWOT analysis to know the particularities of the business and the environment and to be able to take advantage of the benefits it offers
- ♦ Perform the economic and financial management of the company
- ♦ Design and implement an appropriate business model to attract potential customers
- ♦ Know how to communicate appropriately with the client to improve their experience in the veterinary center
- ♦ Design and implement marketing strategies that improve company performance
- ♦ Know in depth the profile of the company's employees in order to place them in the most appropriate positions and evaluate their performance
- ♦ Lead the company, having the ability to resolve internal company conflicts
- ♦ Applying the *Lean* management model
- ♦ In-depth knowledge of the legal aspects affecting veterinary centers

04

# Course Management

For our master's degree to be of the highest quality, we are proud to work with a teaching staff of the highest level, chosen for their proven track record in the field of education. Professionals from different areas and fields of expertise that make up a comprehensive multidisciplinary team. A unique opportunity to learn from the best.



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*Our professors bring their vast experience and their teaching skills to offer you a stimulating and creative specialized training program”*

## Management



### Mr. Barreneche Martínez, Enrique

- Graduated in Veterinary Medicine from the Complutense University of Madrid in 1990
- Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- 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 in Spain (CEVE).
- Co-founder of AVEPA's Management and Administration Working Group (GGA), of which he was chairman between 2011 and 2013
- Own business experience. Founder and owner of the Amic Veterinary Center in Alicante from 1991 to 2018, transferred to dedicate himself exclusively to 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

### D. Martín González, Abel

- ◆ Degree in Veterinary Medicine from the Complutense University of Madrid, (1989)
- ◆ Doctoral studies, without submitting the thesis
- ◆ Collaborating teacher with Castilla La Mancha Regional Government in courses on Livestock Farm Management
- ◆ Conferences on Ultrasound and Reproductive Control organized by AESLA (Lacaune Breeders Association) in different locations in Spain
- ◆ Speaker at the Lecture Series on Fighting Bull Diseases organized by Madrid Veterinarian Association
- ◆ Conferences on the 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 in Granada
- ◆ 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 Manager 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 Clínico Veterinario de Talavera
- ◆ Founding member of CEVE (Spanish Veterinary Business Confederation), where he is currently vice-president. Member of the Health Commission and Digital Commission of CEVE

- ◆ 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)

### D. Muñoz Sevilla, Carlos

- ◆ Degree in Veterinary from the Complutense University Madrid. Promotion 1985-1990
- ◆ MBA at Jaime I-(UJI) University, 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

### 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
- ◆ Chairman of the Services Commission of the Balearic Islands Confederation of Business Associations CAEB
- ◆ CAEB Executive Committee Member
- ◆ President of the National Negotiating Committee of the Collective Bargaining Agreement for Veterinary Health Centers and Services
- ◆ Manager at the veterinary clinic Veterinari Son Dureta SLP



**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 Cordoba University (2005) with a study on Infertility in Equines
- ◆ 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 researcher at the Department of Genetics at Cordoba University.
- ◆ She 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 he started his business activity 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). Holds 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



**Mr. José Luis**

- ◆ Degree in Biological Sciences at Madrid Complutense University (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 field)
- ◆ 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 Madrid Complutense University (Spain)
- ◆ 2016– present:) Creation as one of the 2 founding partners of the company Rentabilidad Veterinaria, SL. 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.
- ◆ 2000– present:) Working with a consultant specialized in business management of veterinary centers



*A high-level team for a very high-quality specialization"*

# 05

## Structure and Content

The contents of this specialization have been developed by different professors with a clear purpose: to ensure that students acquire each and every one of the skills necessary to become true experts in this field. The content of this program enables you to learn all aspects of the different disciplines involved in this field. A complete and well-structured program that will take you to the highest standards of quality and success.





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*Our curriculum has been designed with teaching efficiency in so that you learn faster, more efficiently and on a more permanent”*

## Module 1. Leadership, Ethics, and CSR.

- 1.1. Globalization and Governance
  - 1.1.1. Globalization and Trends: Internationalization of Markets
  - 1.1.2. Economic Environment and Corporate Governance
  - 1.1.3. Accountability
- 1.2. Leadership.
  - 1.2.1. Intercultural Environment
  - 1.2.2. Leadership and Business Management
  - 1.2.3. Management Roles and Responsibilities
- 1.3. Business Ethics
  - 1.3.1. Ethics and Integrity
  - 1.3.2. Ethical Behavior in Companies
  - 1.3.3. Deontology, Codes of Ethics and Codes of Conduct
  - 1.3.4. Fraud and Corruption Prevention
- 1.4. Sustainability
  - 1.4.1. Business and Sustainable Development
  - 1.4.2. Social, Environmental, and Economic Impact
  - 1.4.3. The 2030 Agenda and the SDGs
- 1.5. Corporate Social Responsibility
  - 1.5.1. Corporate Social Responsibility
  - 1.5.2. Roles and Responsibilities
  - 1.5.3. Implementing Corporate Social Responsibility

## Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Organizational Culture
  - 2.1.2. Organisational analysis
  - 2.1.3. Designing the Organizational Structure
- 2.2. Corporate Strategy
  - 2.2.1. Corporate-Level Strategy
  - 2.2.2. Types of Corporate-Level Strategies.
  - 2.2.3. Determining the Corporate Strategy
  - 2.2.4. Corporate Strategy and Reputational Image
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Strategic Thinking
  - 2.3.2. Strategic Planning and Formulation
  - 2.3.3. Sustainability and Corporate Strategy
- 2.4. Strategy Models and Patterns
  - 2.4.1. Wealth, Value, and Return on Investments
  - 2.4.2. Corporate: Methodologies Strategy
  - 2.4.3. Growing and Consolidating the Corporate Strategy
- 2.5. Strategic Management
  - 2.5.1. Strategic Mission, Vision, and Values
  - 2.5.2. The Balanced Scorecard
  - 2.5.3. Analyzing, Monitoring, and Evaluating the Corporate Strategy
  - 2.5.4. Strategic Management and Reporting
- 2.6. Implementing and Executing Strategy
  - 2.6.1. Strategic Implementation: Objectives, Actions and Impacts
  - 2.6.2. Supervision and Strategic Alignment
  - 2.6.3. Continuous Improvement Approach
- 2.7. Executive Management
  - 2.7.1. Integrating Functional Strategies into the Global Business Strategies
  - 2.7.2. Management Policy and Processes
  - 2.7.3. Knowledge Management
- 2.8. Analyzing and Solving Cases/Problems
  - 2.8.1. Problem Solving Methodology
  - 2.8.2. Case Method
  - 2.8.3. Positioning and Decision-Making.



**Module 3. People and Talent Management**

- 3.1. Organizational Behavior
  - 3.1.1. Organizational Theory
  - 3.1.2. Key Factors for Change in Organizations
  - 3.1.3. Corporate Strategies, Types, and Knowledge Management
- 3.2. Strategic People Management
  - 3.2.1. Job Design, Recruitment, and Selection
  - 3.2.2. Human Resources Strategic Plan: Design and Implementation
  - 3.2.3. Job Analysis: Design and Selection of People
  - 3.2.4. Training and Professional Development
- 3.3. Management and Leadership Development
  - 3.3.1. Management Skills: 21st Century Skills and Abilities
  - 3.3.2. Non-Managerial Skills
  - 3.3.3. Map of Skills and Abilities
  - 3.3.4. Leadership and People Management
- 3.4. Change Management
  - 3.4.1. Performance Analysis
  - 3.4.2. Strategic Approach
  - 3.4.3. Change Management: Key Factors, Process Design and Management
  - 3.4.4. Continuous Improvement Approach
- 3.5. Negotiation and Conflict Management
  - 3.5.1. Negotiation Objectives: Differentiating Elements
  - 3.5.2. Effective Negotiation Techniques
  - 3.5.3. Conflicts: Factors and Types
  - 3.5.4. Efficient Conflict Management: Negotiation and Communication
- 3.6. Executive Communication
  - 3.6.1. Performance Analysis
  - 3.6.2. Leading Change. Resistance to Change
  - 3.6.3. Managing Change Processes
  - 3.6.4. Managing Multicultural Teams
- 3.7. Team Management and People Performance
  - 3.7.1. Multicultural and Multidisciplinary Environment
  - 3.7.2. Team and People Management
  - 3.7.3. Coaching and People Performance
  - 3.7.4. Executive Meetings: Planning and Time Management

- 3.8. Knowledge and Talent Management
  - 3.8.1. Identifying Knowledge and Talent in Organizations
  - 3.8.2. Corporate Knowledge and Talent Management Models
  - 3.8.3. Creativity and Innovation

## Module 4. Economic Financial Management

- 4.1. Economic Environment
  - 4.1.1. Organizational Theory
  - 4.1.2. Key Factors for Change in Organizations
  - 4.1.3. Corporate Strategies, Types, and Knowledge Management
- 4.2. Executive Accounting
  - 4.2.1. International Accounting Framework
  - 4.2.2. Introduction to the Accounting Cycle
  - 4.2.3. Company Financial Statements
  - 4.2.4. Analysis of Financial Statements: Decision-Making
- 4.3. Budget and Management Control
  - 4.3.1. Budgetary Planning
  - 4.3.2. Management Control: Design and Objectives
  - 4.3.3. Supervision and Reporting
- 4.4. Corporate Tax Responsibility
  - 4.4.1. Corporate Tax Responsibility
  - 4.4.2. Tax Procedure: Case-Country Approach.
- 4.5. Corporate Control Systems
  - 4.5.1. Types of Control
  - 4.5.2. Regulatory Compliance
  - 4.5.3. Internal Auditing
  - 4.5.4. External Auditing
- 4.6. Financial Management
  - 4.6.1. Introduction to Financial Management
  - 4.6.2. Financial Management and Corporate Strategy
  - 4.6.3. Chief Financial Officer (CFO): Managerial Skills



- 4.7. Financial Planning
  - 4.7.1. Business Models and Financing Needs
  - 4.7.2. Financial Analysis Tools
  - 4.7.3. Short-Term Financial Planning.
  - 4.7.4. Long-Term Financial Planning.
- 4.8. Corporate Financial Strategy
  - 4.8.1. Corporate Financial Investments
  - 4.8.2. Strategic Growth: Types
- 4.9. Macroeconomic Context
  - 4.9.1. Macroeconomic Analysis
  - 4.9.2. Economic Indicators
  - 4.9.3. Economic Cycle
- 4.10. Strategic Financing
  - 4.10.1. Banking Business: Current Environment
  - 4.10.2. Risk Analysis and Management
- 4.11. Money and Capital Markets
  - 4.11.1. Fixed Income Market
  - 4.11.2. Equity Market
  - 4.11.3. Valuation of Companies
- 4.12. Analyzing and Solving Cases/Problems
  - 4.12.1. Problem Solving Methodology
  - 4.12.2. Case Method

## Module 5. Operations and Logistics Management

- 5.1. Operations Management
  - 5.1.1. Define the Operations Strategy
  - 5.1.2. Supply Chain Planning and Control
  - 5.1.3. Indicator Systems
- 5.2. Purchasing Management
  - 5.2.1. Stocks Management
  - 5.2.2. Warehouse Management
  - 5.2.3. Purchasing and Procurement Management
- 5.3. Supply Chain Management (I)
  - 5.3.1. Costs and Efficiency of the Operations Chain
  - 5.3.2. Change in Demand Patterns
  - 5.3.3. Change in Operations Strategy
- 5.4. Supply Chain Management (II) Implementation
  - 5.4.1. Lean Manufacturing/Lean Thinking
  - 5.4.2. Logistics Management
  - 5.4.3. Purchasing
- 5.5. Logistical Processes
  - 5.5.1. Organization and Management by Processes
  - 5.5.2. Procurement, Production, Distribution
  - 5.5.3. Quality, Quality Costs, and Tools
  - 5.5.4. After-Sales Service.
- 5.6. Logistics and Customers
  - 5.6.1. Demand Analysis and Forecasting
  - 5.6.2. Sales Forecasting and Planning
  - 5.6.3. Collaborative Planning, Forecasting, and Replacement
- 5.7. International Logistics
  - 5.7.1. Customs, Export and Import processes
  - 5.7.2. Methods and Means of International Payment
  - 5.7.3. International Logistics Platforms
- 5.8. Competing through Operations
  - 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
  - 5.8.2. Emerging Technologies and Sciences
  - 5.8.3. Information Systems in Operations

## Module 6. Information Systems Management

- 6.1. Information Systems Management
  - 6.1.1. Business Information Systems
  - 6.1.2. Strategic Decisions
  - 6.1.3. The Role of the CIO
- 6.2. Information Technology and Business Strategy
  - 6.2.1. Company and Industry Sector Analysis
  - 6.2.2. Online Business Models
  - 6.2.3. The Value of IT in a Company
- 6.3. IS Strategic Planning
  - 6.3.1. The Process of Strategic Planning
  - 6.3.2. Formulating the IS Strategy
  - 6.3.3. Strategy Implementation Plan
- 6.4. Information Systems and Business Intelligence
  - 6.4.1. CRM and Business Intelligence
  - 6.4.2. Business Intelligence Project Management
  - 6.4.3. Business Intelligence Architecture
- 6.5. New ICT-Based Business Models
  - 6.5.1. Technology-Based Business Models
  - 6.5.2. Innovation Abilities
  - 6.5.3. Redesigning the Value Chain Processes
- 6.6. e-Commerce
  - 6.6.1. e-Commerce Strategic Plan.
  - 6.6.2. Logistics Management and Customer Service in E-Commerce.
  - 6.6.3. e-Commerce as an Opportunity for Internationalization
- 6.7. e-Business Strategies.
  - 6.7.1. Social Media Strategies
  - 6.7.2. Optimizing Service Channels and Customer Support
  - 6.7.3. Digital Regulation
- 6.8. Digital Business.
  - 6.8.1. Mobile e-Commerce
  - 6.8.2. Design and Usability
  - 6.8.3. e-Commerce Operations

## Module 7. Commercial Management, Marketing, and Corporate Communications

- 7.1. Commercial Management
  - 7.1.1. Sales Management
  - 7.1.2. Commercial Strategy
  - 7.1.3. Sales and Negotiation Techniques
  - 7.1.4. Management of Sales Teams
- 7.2. Marketing
  - 7.2.1. Marketing and the Impact on the Company
  - 7.2.2. Basic Marketing Variables
  - 7.2.3. Marketing Plan
- 7.3. Strategic Marketing Management
  - 7.3.1. Sources of Innovation
  - 7.3.2. Current Trends in Marketing
  - 7.3.3. Marketing Tools
  - 7.3.4. Marketing Strategy and Communication with Customers
- 7.4. Digital Marketing Strategy
  - 7.4.1. Approach to Digital Marketing
  - 7.4.2. Digital Marketing Tools
  - 7.4.3. Inbound Marketing and the Evolution of Digital Marketing
- 7.5. Sales and Communication Strategy
  - 7.5.1. Positioning and Promotion
  - 7.5.2. Public Relations
  - 7.5.3. Sales and Communication Strategy
- 7.6. Corporate Communication
  - 7.6.1. Internal and External Communication
  - 7.6.2. Communication Departments
  - 7.6.3. Communication Managers: Managerial Skills and Responsibilities
- 7.7. Corporate Communication Strategy
  - 7.7.1. Corporate Communication Strategy
  - 7.7.2. Communication Plan
  - 7.7.3. Press Release/Clipping/Publicity Writing

## Module 8. Innovation and Project Management

- 8.1. Innovation
  - 8.1.1. Macro Concept of Innovation
  - 8.1.2. Types of Innovation
  - 8.1.3. Continuous and Discontinuous Innovation
  - 8.1.4. Training and Innovation
- 8.2. Innovation Strategy
  - 8.2.1. Innovation and Corporate Strategy
  - 8.2.2. Global Innovation Project: Design and Management
  - 8.2.3. Innovation Workshops
- 8.3. Business Model Design and Validation
  - 8.3.1. The Lean Start-up Methodology
  - 8.3.2. Innovative Business Initiative: Stages
  - 8.3.3. Financing Arrangements
  - 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
  - 8.3.5. Growth and Loyalty
- 8.4. Project Management
  - 8.4.1. Innovation Opportunities
  - 8.4.2. Feasibility Study and Proposal Specification
  - 8.4.3. Project Definition and Design
  - 8.4.4. Project Implementation
  - 8.4.5. Project Closure

## Module 9. The Economic Sector of Veterinary Health Centers

- 9.1. The Role of the Companion Animal in Today's Society
  - 9.1.1. Companion Animals and Their Benefits to People's Physical and Emotional Health
  - 9.1.2. Pets and the Healthy Development of Minors
  - 9.1.3. Pets and Healthy Aging
  - 9.1.4. Pets and their Benefits for Community Coexistence
  - 9.1.5. Animal Abuse and its Connection with Violence in the Family Environment
  - 9.1.6. Animals in the Therapeutic and Assistance Context
- 9.2. The Role of the Company in the Current Social Context
  - 9.2.1. Corporate Social Responsibility
  - 9.2.2. Climate Change and the *Green New Deal*
  - 9.2.3. The Sustainable Development Goals (SDGs) and Agenda 2030
  - 9.2.4. Challenges for the Veterinary Services Company
- 9.3. The Pet Market
  - 9.3.1. Industry, Retail and Distribution
  - 9.3.2. Services
    - 9.3.2.1. Clinical Veterinary Services
    - 9.3.2.2. Dog Training Services
    - 9.3.2.3. Hairdressing Services
    - 9.3.2.4. Feral Animal Population Control
  - 9.3.3. Sale of Veterinary Medicines
  - 9.3.4. Breeding and Sale of Pets
  - 9.3.5. NGO
- 9.4. Typology of Veterinary Health Centers and Services
  - 9.4.1. Veterinary Health Centers
  - 9.4.2. Veterinary Health Services
  - 9.4.3. Public-Private Collaboration
- 9.5. Macroeconomic Situation of the Clinical Veterinary Sector
  - 9.5.1. Sectoral Socioeconomic Situation
  - 9.5.2. Sectoral Labor Situation



- 9.6. Digital Health in the Veterinary Sector
  - 9.6.1. Digitization of the Veterinary Sector
  - 9.6.2. Factors and Digital Tools that will Favor Change
  - 9.6.3. Factors Slowing Down Digital Development
  - 9.6.4. Digital Differentiators
  - 9.6.5. Current Situation and Digital Challenges in the Veterinary Sector
- 9.7. The "One Health" Concept Applied to Veterinary Health Centers
  - 9.7.1. The General Concept of One Health One Well-Being
  - 9.7.2. The Role of the Clinical Veterinarian in "One Health"
- 9.8. Training of Occupational Categories in Veterinary Health Care Centers
  - 9.8.1. Current Context of Training in the Sector and the Real Needs of Veterinary Health Care Centers
  - 9.8.2. Ongoing Training
  - 9.8.3. Dual Training
- 9.9. Sectoral Business Strategy
  - 9.9.1. Business Associationism: What it is, How it is Exercised and What it is for
  - 9.9.2. Proactive Intervention in the Creation of Regulations Affecting the Industry
- 9.10. Time of Uncertainty, Time of Change and Market Trends
  - 9.10.1. Worker with New Concepts and Sensitivities
  - 9.10.2. Customer with New Requests and Needs
  - 9.10.3. New Challenges in Public Health
  - 9.10.4. New Forms of Communication



**Module 10. The Business Plan Applied to Veterinarian Centers**

- 10.1. The Business Plan for Veterinary Centers
  - 10.1.1. Planning and Control: Two Sides of the Same Coin
  - 10.1.2. Why and Why Have a Plan?
  - 10.1.3. Who Must Carry It Out?
  - 10.1.4. When Should it be Done?
  - 10.1.5. How to Perform It?
  - 10.1.6. Does it Have to Be in Writing?
  - 10.1.7. Questions to Answer
  - 10.1.8. Sections of the Business Plan
- 10.2. External Analysis I: The Veterinary Center Environment
  - 10.2.1. What Should it Contain?
  - 10.2.2. Political Environment
  - 10.2.3. Economic Environment
  - 10.2.4. Social Environment
  - 10.2.5. Technological Environment
  - 10.2.6. Ecological Environment
  - 10.2.7. Legal environment
- 10.3. External Analysis II: Competitive Environment Applied to the Veterinary Center Sector
  - 10.3.1. Customers:
  - 10.3.2. Competition.
  - 10.3.3. Suppliers
  - 10.3.4. Others
- 10.4. Internal Analysis of a Veterinary Center
  - 10.4.1. Facilities and Equipment
  - 10.4.2. Personal
  - 10.4.3. Income/Expenses
  - 10.4.4. Customers:
  - 10.4.5. Prices
  - 10.4.6. Services
  - 10.4.7. Communication With Client
  - 10.4.8. Training
  - 10.4.9. Suppliers
  - 10.4.10. Competition
- 10.5. SWOT Analysis and CAME Applied to Veterinary Centers
  - 10.5.1. Weaknesses
  - 10.5.2. Strengths
  - 10.5.3. Threats
  - 10.5.4. Opportunities
  - 10.5.5. Correction
  - 10.5.6. Facing
  - 10.5.7. Maintain
  - 10.5.8. Exploit
- 10.6. Objectives of Veterinary Centers as Enterprises
  - 10.6.1. What are they?
  - 10.6.2. Features: SMART
  - 10.6.3. Types
- 10.7. Business Strategies in Veterinary Centers
  - 10.7.1. The 7 Ps of Service Marketing
  - 10.7.2. Product- Service
  - 10.7.3. Price
  - 10.7.4. Distribution
  - 10.7.5. Communication.
  - 10.7.6. Person
  - 10.7.7. Procedures
  - 10.7.8. Test
- 10.8. Action Plan for the Strategy of a Veterinary Center
  - 10.8.1. What does it consist of?
  - 10.8.2. How to Develop a Strategy?
  - 10.8.3. What to Consider for Each Action?
  - 10.8.4. Prioritization of Actions Based on Business Importance
  - 10.8.5. Calendar
- 10.9. Control Plan and Follow-up of the Business Plan of a Veterinary Center
  - 10.9.1. Planning and Control
  - 10.9.2. What it Consists of and Why It Is Necessary?
  - 10.9.3. Who and How to Control?
  - 10.9.4. Indicator-Based Control

- 10.9.5. Decision Making
- 10.10. Contingency Plan Applied to the Business Plan of a Veterinary Center
  - 10.10.1. What is It and What Is It For?
  - 10.10.2. How To Do it
  - 10.10.3. How To Use It

## Module 11. Finance Applied to Veterinary Centers

- 11.1. Expenses and Income at a Veterinary Center
  - 11.1.1. Fixed Costs
  - 11.1.2. Variable Costs
  - 11.1.3. Direct Costs
  - 11.1.4. Indirect Costs
  - 11.1.5. Income from Services
  - 11.1.6. Revenues from Product Sales
  - 11.1.7. Gross Margins
  - 11.1.8. Net Profit Margin
  - 11.1.9. Purchase Margin
  - 11.1.10. Margin on Sales
- 11.2. The Income Statement of a Veterinary Center
  - 11.2.1. EBITDA
  - 11.2.2. EBIT or BAI
  - 11.2.3. Profitability
  - 11.2.4. Productivity
  - 11.2.5. Net Income
- 11.3. Warehouse Stock Management in a Veterinary Center
  - 11.3.1. Cost of Sales
  - 11.3.2. Characteristics of a Stock Management System
  - 11.3.3. Procurement and Stock Control
  - 11.3.4. Stock Alert Point
  - 11.3.5. Safety Stock
  - 11.3.6. Ordering Point
  - 11.3.7. Inventory Turnover
- 11.4. Sales Ratios in a Veterinary Center. The Break-even Point
  - 11.4.1. Main Practical Key Figures in a Veterinary Center
    - 11.4.1.1. Transaction Frequency
    - 11.4.1.2. Average Transaction Amount
    - 11.4.1.3. Average Spending per Customer
    - 11.4.1.4. Number of Daily Transactions
    - 11.4.1.5. Number of Transactions per Year
  - 11.4.2. Break-even Point Concept
  - 11.4.3. Prospective Break-even Calculation
  - 11.4.4. Retrospective Break-even Calculation
- 11.5. Analysis of the Cost of Services in a veterinary center. Technological Investments
  - 11.5.1. Fundamentals of Cost Analysis in Veterinary Centers
    - 11.5.1.1. Veterinary Practice Cost Analysis
    - 11.5.1.2. Cost Analysis of other Professional Services
  - 11.5.2. Calculating the Profitability of a Technology Investment
- 11.6. Treasury Control and Budget Management in Veterinary Centers
  - 11.6.1. Basics of Treasury Control
  - 11.6.2. Treasury Control Tools
  - 11.6.3. Fundamentals of Budget Management
  - 11.6.4. Budget Management Tools
- 11.7. Economic Valuation of a Veterinary Center
  - 11.7.1. Fundamentals for the Economic Valuation of a Veterinary Center
  - 11.7.2. Methodology for the Valuation of a Veterinary Center
  - 11.7.3. The Goodwill
- 11.8. Key Management Indicators in Veterinary Centers
  - 11.8.1. Concepts
  - 11.8.2. Basic Information
  - 11.8.3. Most Frequent Indicators in Veterinary Centers
  - 11.8.4. Basic Human Resources Indicators
  - 11.8.5. Basic Indicators of Customer Service Quality



- 11.8.6. Selection of Key Management Indicators
- 11.9. The Financial Scorecard applied to Veterinary Centers
  - 11.9.1. Financial Scorecard Fundamentals
  - 11.9.2. Trend Analysis and Comparisons between Periods
  - 11.9.3. Control Panel Operation
  - 11.9.4. Interpretation of Scorecard Results
- 11.10. The Balance Sheet of a Veterinary Center
  - 11.10.1. Concept
  - 11.10.2. Structure of a Balance Sheet
  - 11.10.3. Structure of the Balance Sheet
  - 11.10.4. Asset Valuation
  - 11.10.5. Balance Sheet and Income Statement Diagnosis
  - 11.10.6. Balance Sheet Analysis
  - 11.10.7. Study of the Most Interesting Ratios of a Balance Sheet
  - 11.10.8. Dynamic Equity Analysis
  - 11.10.9. Income Statement Analysis
  - 11.10.10. Income Statement Indicators

## Module 12. Business Strategy and Innovation in Veterinary Centers

- 12.1. The Role of the Manager of a Veterinary Center
  - 12.1.1. General Management
  - 12.1.2. Human Resources Management
  - 12.1.3. Financial Management
  - 12.1.4. Occupational Health Management
  - 12.1.5. Information Technology Management
  - 12.1.6. Marketing and Sales Management
  - 12.1.7. Customer Service and Public Relations Management
  - 12.1.8. Change Management
- 12.2. Strategic Planning in Veterinary Centers
  - 12.2.1. Definitions
  - 12.2.2. Sense of Business Strategy
  - 12.2.3. Strategic Plan for a Veterinary Center
- 12.3. The Philosophical Stage of Strategic Planning for a Veterinary Center



- 12.3.1. Definition
- 12.3.2. Components
  - 12.3.2.1. Mission
  - 12.3.2.2. Vision
  - 12.3.2.3. Values
  - 12.3.2.4. Tools
  - 12.3.2.5. Strategic Goals
- 12.3.3. Practical Examples
- 12.4. Business Models in Traditional Veterinary Centers
  - 12.4.1. Introduction
  - 12.4.2. Structure of Veterinary Centers
  - 12.4.3. Services
  - 12.4.4. Staff of a Veterinary Center
- 12.5. Research for Innovation in Veterinary Centers
  - 12.5.1. Concept of Innovation in the Veterinary Sector
  - 12.5.2. The Blue Ocean Strategy Applied to Veterinary Centers
    - 12.5.2.1. Concept
    - 12.5.2.2. Analytical Tools
  - 12.5.3. Canvas Methodology for Innovation in Veterinary Centers
    - 12.5.3.1. Description
    - 12.5.3.2. Operations
  - 12.5.4. Strategy Formulation for Innovation in Veterinary Centers
    - 12.5.4.1. Generation of New Ideas and Synthesis
    - 12.5.4.2. Innovation Epicenters
- 12.6. Design of the Value Proposition for Veterinary Center Clients
  - 12.6.1. The Profile of the Client/User of Veterinary Centers
  - 12.6.2. The Value Map
  - 12.6.3. Fit between the Value Proposition and the Customer Profile Applied to Veterinary Centers
- 12.7. Innovation Prototyping Applied to Veterinary Centers
  - 12.7.1. The Minimum Viable Innovation System
  - 12.7.2. Global Innovation Scorecard

- 12.7.3. Operational Innovation Plan
- 12.8. Patterns of Business Models in the Veterinary Health Care Industry
  - 12.8.1. Disaggregation of Business Models
  - 12.8.2. *Long Tail*
  - 12.8.3. Multilateral Platforms
  - 12.8.4. The FREE Business Model (*Freemium*)
  - 12.8.5. Open Business Models
- 12.9. *Design Thinking* and Application in Veterinary Centers
  - 12.9.1. Concept
  - 12.9.2. Guidelines and Keys
  - 12.9.3. Tools
- 12.10. Research for Continuous Improvement in the Business Strategy of Veterinary Centers
  - 12.10.1. Monitoring the Strategic Plan of a Veterinary Center
  - 12.10.2. Implementation of Improvements in the Strategy of a Veterinary Center.

## Module 13. The Client/User of Veterinary Centers

- 13.1. Customer Service in Veterinary Centers
  - 13.1.1. Excellence in Customer Service
  - 13.1.2. Customer Service Management
  - 13.1.3. Compliance in Veterinary Centers as a Loyalty Tool
- 13.2. Face-to-Face Communication in Veterinary Centers
  - 13.2.1. Practical advantages of communication with customers
  - 13.2.2. Current Paradigm
  - 13.2.3. Customer Needs
  - 13.2.4. Customer Service Quality Management
    - 13.2.4.1. Communication channels with customers
    - 13.2.4.2. Computer systems/databases (CRM)
    - 13.2.4.3. Quality assessment surveys
- 13.3. Essential Communication Skills for Veterinary Facility Professionals
  - 13.3.1. The Question in Professional Communication
  - 13.3.2. Listening in Professional Communication
  - 13.3.3. Non-Verbal Communication
  - 13.3.4. Verbal Communication

- 13.3.5. Proxemia in Veterinary Centers
- 13.4. Empathy as a Fundamental Skill in the 21st Century in the Relationship with Clients in Veterinary Centers.
  - 13.4.1. Definition and Description
  - 13.4.2. Expressions of Empathy
  - 13.4.3. Tools for Working on Empathy with Clients of Veterinary Centers.
- 13.5. Methodology for Successfully Dealing with Difficult Situations with Clients in a Veterinary Center.
  - 13.5.1. The Four Essential Habits of Highly Effective Clinicians
  - 13.5.2. Characteristics of Conflict between Professionals and their Clients
  - 13.5.3. Methodology for Dealing with Difficult Situations with Clients of Veterinary Centers.
    - 13.5.3.1. Identify the Problem
    - 13.5.3.2. Discovering the Meaning
    - 13.5.3.3. Seizing Opportunities
    - 13.5.3.4. Establish the Limits of the Relationship
    - 13.5.3.5. Extend help to solve the problem
  - 13.5.4. Tool for the Improvement of Professional Communication Skills.
- 13.6. Communication within the Veterinary Practice
  - 13.6.1. Introduction
  - 13.6.2. The Calgary-Cambridge model applied to the veterinary practice
    - 13.6.2.1. Preparation Phase
    - 13.6.2.2. Start of Consultation
    - 13.6.2.3. Collection of Information
    - 13.6.2.4. Results and Planning
    - 13.6.2.5. Providing Adequate Information
    - 13.6.2.6. Mutual Understanding
    - 13.6.2.7. Completion of the Consultation
  - 13.6.3. The Giving of Bad News to Customers of the Veterinary Center
- 13.7. Strategies for Client Relations in a Veterinary Practice
  - 13.7.1. Relationship Marketing
  - 13.7.2. Key Expectations of Clients and Users of Veterinary Centers
  - 13.7.3. Long-term customer relationship management
    - 13.7.3.1. MSMC Model (Best Service for the Best Customers)
    - 13.7.3.2. The New CRM Paradigm
- 13.8. Customer Segmentation and Portfolio Segmentation in a Veterinary Practice
  - 13.8.1. Customer Segments and Portfolios
    - 13.8.1.1. Charterization Process in Veterinary Centers
  - 13.8.2. Strategic Advantages of Charterization
  - 13.8.3. Most Valuable Customers (MVC)
- 13.9. Customer Experience (CX) and User Experience (UX) in Veterinary Centers.
  - 13.9.1. The Moment of Truth
  - 13.9.2. Elements that Make up Customer Experience
  - 13.9.3. User Experience
- 13.10. Practical Application of Customer and User Experience in Veterinary Centers.
  - 13.10.1. Phases
    - 13.10.1.1. Study and Analysis of User Experiences
    - 13.10.1.2. Definition of the Experiential Platform
    - 13.10.1.3. Design and Planning of Experiences
    - 13.10.1.4. Structuring the Contact or Meeting with Customers
    - 13.10.1.5. Practical Methodology

## Module 14. Marketing Applied to Veterinary Centers

- 14.1. Marketing in Veterinary Centers
  - 14.1.1. Definitions
  - 14.1.2. Needs-Motives for Purchase
  - 14.1.3. Supply and Demand
  - 14.1.4. Evolution of Marketing
  - 14.1.5. Today's Companies
  - 14.1.6. Today's Customer
  - 14.1.7. Loyalty: 21st Century Marketing
- 14.2. What is Sold in Veterinary Centers?
  - 14.2.1. Products
  - 14.2.2. Services
  - 14.2.3. Differences between Products and Services
  - 14.2.4. The 4 Ps of Products
  - 14.2.5. The 7 Ps of Services
- 14.3. Services- Products in Veterinary Centers
  - 14.3.1. Portfolio of services
  - 14.3.2. Product Portfolio
  - 14.3.3. How to Sell Products
  - 14.3.4. How to Sell Services?
  - 14.3.5. Differentiation - Added Value
  - 14.3.6. CABE Technique
  - 14.3.7. Neuromarketing and Its Application to Sales
- 14.4. The Price of Services and Products in Veterinary Centers
  - 14.4.1. The Importance of Price in a Company
  - 14.4.2. The Relativity of Price in Services
  - 14.4.3. How to Price a Service?
  - 14.4.4. How to Price a Product?
  - 14.4.5. Price List
  - 14.4.6. How to price a service to customers
  - 14.4.7. How to refute high price comments
  - 14.4.8. Demand-Price Elasticity Curve
  - 14.4.9. Pricing Business Models in Veterinary Centers
  - 14.4.10. How to Collect Everything and What to do Otherwise
- 14.5. Customer Service in Veterinary Centers
  - 14.5.1. Communication with the Internal Customer: Employees
  - 14.5.2. Need: Message Coordination
  - 14.5.3. Multichannel and Omni-Channel
  - 14.5.4. In the Waiting Room
  - 14.5.5. Telephone Service
  - 14.5.6. In the Office
  - 14.5.7. Reminders
  - 14.5.8. Preventive Health Campaigns
  - 14.5.9. Dr. Google Vet. and Its Management by the Veterinarian
  - 14.5.10. Reasons for a client to change veterinarian
  - 14.5.11. Satisfaction Surveys
  - 14.5.12. Complaints in a Veterinary Center
- 14.6. Advertising in Veterinary Centers
  - 14.6.1. What Kind of Customers do I Want to Reach?
  - 14.6.2. Waiting Room
  - 14.6.3. Promotional Items
  - 14.6.4. Written Media
  - 14.6.5. Digital Media
  - 14.6.6. Others
- 14.7. Cross-Selling in Veterinary Centers
  - 14.7.1. What is It and What Is It For?
  - 14.7.2. Types of Cross-Selling
  - 14.7.3. How to Carry it Out?
  - 14.7.4. Service + Service
  - 14.7.5. Service + Product
  - 14.7.6. Product + Product
  - 14.7.7. Teamwork
- 14.8. Merchandising
  - 14.8.1. Definitions
  - 14.8.2. The Pillars
  - 14.8.3. Objectives

- 14.8.4. The Purchase Decision Process and Types of Purchases
- 14.8.5. Outside
  - 14.8.5.1. Facade
  - 14.8.5.2. Identity
  - 14.8.5.3. Door
  - 14.8.5.4. Showcase
- 14.8.6. Inside
  - 14.8.6.1. Assortment
  - 14.8.6.2. Space Layout
- 14.8.7. Inventory Management
- 14.8.8. Animation at the Point of Sale
  - 14.8.8.1. External
  - 14.8.8.2. Internal
  - 14.8.8.3. PLV
  - 14.8.8.4. Promotions
- 14.9. Digital Marketing in Veterinary Centers
  - 14.9.1. General aspects
  - 14.9.2. ROPO Effect
  - 14.9.3. Blending Marketing: Offline and Online
  - 14.9.4. Web Pages for a Veterinary Center
  - 14.9.5. Social Networks Applied to Veterinary Centers
    - 14.9.5.1. Facebook.
    - 14.9.5.2. Twitter
    - 14.9.5.3. Instagram
    - 14.9.5.4. YouTube Channel
  - 14.9.6. e-mail Marketing
  - 14.9.7. Instant Messaging Tools
- 14.10. Loyalty Tools for Veterinary Center Customers
  - 14.10.1. Not All Customers Have the Same Value
  - 14.10.2. Health Plan
  - 14.10.3. Preventive Health Campaigns
  - 14.10.4. Veterinary Insurance
  - 14.10.5. Point Accumulation Systems
  - 14.10.6. Discount Coupons

- 14.10.7. Others

## Module 15. Human Resources Management in Veterinary Centers

- 15.1. Strategic Planning of the Staff of a Veterinary Center I
  - 15.1.1. Equipment Size
  - 15.1.2. Competencies and Talent
  - 15.1.3. Roles, Responsibilities and Tasks
- 15.2. Strategic Planning of the Staff of a Veterinary Center II
  - 15.2.1. Job Analysis and Description
  - 15.2.2. Job Objectives
  - 15.2.3. Organization Chart
- 15.3. Selection Process in a Veterinary Center I
  - 15.3.1. Profiles
  - 15.3.2. Job Offer Design
  - 15.3.3. Receipt and Selection of Résumés

## Module 16. Leadership and Management Skills Applied in Veterinary Centers.

- 16.1. Essential Management Skills in a Veterinary Center Manager and/or Owner.
  - 16.1.1. The Address
  - 16.1.2. Decision-Making
  - 16.1.3. Resolving Capacity
  - 16.1.4. Flexibility.
  - 16.1.5. Self-knowledge
  - 16.1.6. Assertiveness
  - 16.1.7. Communication.
  - 16.1.8. Emotional Intelligence
- 16.2. Leadership Applied to Veterinary Centers
  - 16.2.1. Characteristics of the Leader
  - 16.2.2. Benefits of leadership
  - 16.2.3. Leader Exercises
  - 16.2.4. Delegation.
    - 16.2.4.1. Delegation Strategy
    - 16.2.4.2. Task Selection
    - 16.2.4.3. Qualification Process
  - 16.2.5. Motivational Interviews with Employees



- 16.2.5.1. GROW/MAPA Method
- 16.3. Negotiation for the Veterinary Center Manager
  - 16.3.1. Negotiator Skills
  - 16.3.2. Types and Styles of Negotiation
  - 16.3.3. Negotiation Stages
    - 16.3.3.1. Preparation
    - 16.3.3.2. Discussion and Argumentation
    - 16.3.3.3. Proposal
    - 16.3.3.4. Exchange
    - 16.3.3.5. Closure
    - 16.3.3.6. Monitoring
  - 16.3.4. Negotiation Tactics and Techniques
  - 16.3.5. Strategies
- 16.4. The Time Management of a Veterinary Center Manager
  - 16.4.1. Slow Down, Reflect, Analyze and Decide
  - 16.4.2. Inner Knowledge
  - 16.4.3. How to Prioritize
  - 16.4.4. Act
  - 16.4.5. Planning and Organizing
  - 16.4.6. Time thieves
- 16.5. How to Build Trust in the Staff of a Veterinary Center
  - 16.5.1. Self-confidence
  - 16.5.2. Trusting others
  - 16.5.3. Constructive Self-Criticism
  - 16.5.4. Respect and Responsibility
  - 16.5.5. Honesty
  - 16.5.6. Trial and Error
- 16.6. Productivity Management for Veterinary Center Managers
  - 16.6.1. Productivity Thieves
  - 16.6.2. The Getting Things Done® method (GTD)
    - 16.6.2.1. Fundamentals
    - 16.6.2.2. Collect or Capture
    - 16.6.2.3. Process or Clarify
    - 16.6.2.4. Organize
    - 16.6.2.5. Check
    - 16.6.2.6. Do
- 16.7. High-Performance Professional Teams in Veterinary Centers
  - 16.7.1. Working Groups
  - 16.7.2. Characteristics of Professional Equipment
  - 16.7.3. Benefits of High-Performance Professional Teams
  - 16.7.4. Practical Examples
- 16.8. Identification and Resolution of Internal Conflicts in Veterinary Centers
  - 16.8.1. The Method of the Five Dysfunctions of Professional Teams
    - 16.8.1.1. Lack of Trust
    - 16.8.1.2. Fear of Conflict
    - 16.8.1.3. Lack of Commitment
    - 16.8.1.4. Avoidance of Liability
    - 16.8.1.5. Disinterest in Results
  - 16.8.2. Causes of Failure in Professional Teams
- 16.9. Prevention of Internal Toxicity in Veterinary Centers
  - 16.9.1. Organizational Health
  - 16.9.2. Preventive Measures
    - 16.9.2.1. Creating a Cohesive Leadership Team
    - 16.9.2.2. Creating Clarity Within the Organization
    - 16.9.2.3. Overcommunicating Clarity
    - 16.9.2.4. Reinforcing Clarity
- 16.10. Change Management in the Management of Veterinary Centers
  - 16.10.1. Belief Audit
  - 16.10.2. Character Development
  - 16.10.3. Actions for Change

## Module 17. Production Processes in Veterinary Centers

- 17.1. Introduction to Production Processes in Veterinary Centers
  - 17.1.1. Concept of Business Process
  - 17.1.2. Introduction to Business Processes
  - 17.1.3 Graphical Representation of Processes
  - 17.1.4. Standardization of Processes
  - 17.1.5. Practical Examples of Processes in Veterinary Centers
- 17.2. Analysis of the Production Processes of Veterinary Centers.
  - 17.2.1. Process Management System
  - 17.2.2. Measurement, Analysis and Improvement of Business Processes
  - 17.2.3. Characteristics of a Well-Directed and Managed Process
- 17.3. Business Productivity in the Veterinary Health Care Industry
  - 17.3.1. Focus on Key Objectives
  - 17.3.2. Added Value Generated for the Customer
  - 17.3.3. Analysis of the Value Provided by the Processes
  - 17.3.4. Competitiveness
  - 17.3.5. Productivity. Loss and Improvement Analysis
- 17.4. Business Management Models Applied to the Veterinary Health Care Center Sector.
  - 17.4.1. Traditional Mass Management
  - 17.4.2. Management Based on the *Lean* Model
  - 17.4.3. Management Based on an Improved Traditional Model
- 17.5. Introduction to the *Lean* Management Model Applied to Veterinary Centers
  - 17.5.1. Basic Principles and Characteristics
  - 17.5.2. Flow of Activities
  - 17.5.3. Pulling System
  - 17.5.4. Flow- *Pull*
  - 17.5.5. Continuous Improvement
- 17.6. Waste in a Production Model Applied to Veterinary Centers
  - 17.6.1. Waste
  - 17.6.2. Types of Waste
  - 17.6.3. Causes of Waste
  - 17.6.4. Waste Disposal
- 17.7. Implementation of the *Lean* Management Model in Veterinary Centers I
  - 17.7.1. Process Conditioning
  - 17.7.2. Balanced and Flexible Pull Flow
  - 17.7.3. Transition from a Traditional Model to *Lean* Implementation
  - 17.7.4. First Stage: Establishment of Regular and Uninterrupted Flow
- 17.8. Implementation of the *Lean* Management Model in Veterinary Centers II
  - 17.8.1. Second Stage: Consolidating the Flow, Eliminating Waste, Ensuring Quality and Standardizing Operations
  - 17.8.2. Third Stage: Establishment of the *Pull* Flow
  - 17.8.3. Fourth Stage: Production Rate Flexibility
- 17.9. Implementation of the *Lean* Management Model in Veterinary Centers III
  - 17.9.1. Fifth Stage: Flexibility in the Type of Product
  - 17.9.2. Sixth Stage: Complete Implementation of Balanced, Level and Multi-Product Pull Flow.
  - 17.9.3. Stage Seven: Simple Management and Control
- 17.10. *Lean* Implementation Tools for Veterinary Centers
  - 17.10.1. The Value *Stream Map*
  - 17.10.2. A3: Analysis of New Approaches or Problems to be Solved

## Module 18. Legal Aspects and Administration in Veterinary Centers

- 18.1. Legal Forms of Companies in the Veterinary Health Center Sector
  - 18.1.1. According to the Type of Liability
  - 18.1.2. According to the Number of Members
  - 18.1.3. According to Capital Stock
- 18.2. Data Protection in a Veterinary Center
  - 18.2.1. Data Protection Act
  - 18.2.2. Action Protocols
  - 18.2.3. Data processing protocols
  - 18.2.4. Registration of Activities
  - 18.2.5. Regulatory Reports
  - 18.2.6. The Data Controller
- 18.3. Occupational Health in Veterinary Centers
  - 18.3.1. Psychosocial Risks
  - 18.3.2. Ergonomic Risks
  - 18.3.3. Biological Hazards
  - 18.3.4. Chemical Hazards
  - 18.3.5. Physical Risks
  - 18.3.6. Health and Safety
- 18.4. Law on Medicines in Veterinary Health Centers
  - 18.4.1. Aspects of the Law on Medicines to be taken into account
  - 18.4.2. Prescriptions: Issuance, Control, Registration
  - 18.4.3. Cascade Prescription
  - 18.4.4. Exceptional Recipes
- 18.5. Collective Bargaining Agreement for the Veterinary Health Centers Sector.
  - 18.5.1. Work Organization and Functions
    - 18.5.1.1. Salary and Non-wage Payments
  - 18.5.2. Workday
    - 18.5.2.1. Paid Leaves of Absence and Leaves of Absence
  - 18.5.3. Training and Career
  - 18.5.4. Recruitment Modalities
  - 18.5.5. Labor Code of Conduct
  - 18.5.6. The Joint Commission



- 18.6. Veterinary Professional Ethics and Deontology
  - 18.6.1. Code of Ethical Values
  - 18.6.2. Fundamental Principles in Ethics
  - 18.6.3. Professional Responsibilities
  - 18.6.4. Animal Welfare and Abuse
  - 18.6.5. The veterinary Professional Code of Ethics
- 18.7. Civil Liability in the Exercise of the Activity in Veterinary Health Centers
  - 18.7.1. Concept
  - 18.7.2. Civil Liability Assumptions of the Veterinarian
  - 18.7.3. Liability for Fault or Negligence
  - 18.7.4. The Civil Procedure
- 18.8. Management of Debts and Unpaid Debts in Veterinary Centers
  - 18.8.1. Debt Acknowledgment Documents
  - 18.8.2. Deferrals and Financing of Collections
  - 18.8.3. Communication with Debtors
  - 18.8.4. Payment Order Lawsuits
- 18.9. Purchasing Management in Veterinary Centers
  - 18.9.1. Budgets
  - 18.9.2. Payment Management
  - 18.9.3. Financing and Payment Deferrals
- 18.10. Telephone Communication with Clients of Veterinary Centers
  - 18.10.1. Telephone Communication Protocols
  - 18.10.2. Communication With Client
  - 18.10.3. Internal Communication and Call Logs



*A complete program that will take you through the knowledge you need to compete among the best"*



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"*

## At TECH we use the Case Method

What should a professional do in a given situation? Throughout the program you will be presented with multiple simulated clinical cases based on real patients, where you will have to investigate, establish hypotheses and, finally, resolve the situation. There is an abundance of scientific evidence on the effectiveness of the method. Specialists learn better, faster, and more sustainably over time.

*With TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world.*



According to Dr. Gérvas, the clinical case is the annotated presentation of a patient, or group of patients, which becomes a "case", an example or model that illustrates some peculiar clinical component, either because of its teaching power or because of its uniqueness or rarity. It is essential that the case is based on current professional life, in an attempt to recreate the actual conditions in a veterinarian's professional practice.



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*Did you know that this method was developed in 1912, at Harvard, for law students? The case method consisted of presenting students with real-life, complex situations for them to make decisions and justify their decisions on how to solve them. In 1924, Harvard adopted it as a standard teaching method”*

The effectiveness of the method is justified by four fundamental achievements:

1. Veterinarians who follow this method not only manage to assimilate concepts, but also develop their mental capacity through exercises to evaluate real situations and knowledge application
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. The feeling that the effort invested is effective becomes a very important motivation for veterinarians, which translates into a greater interest in learning and an increase in the time dedicated to working on the course.



## Relearning Methodology

At TECH we enhance the case method with the best 100% online teaching methodology available: Relearning.

This university is the first in the world to combine the study of clinical cases with a 100% online learning system based on repetition, combining a minimum of 8 different elements in each lesson, a real revolution with respect to the mere study and analysis of cases.



*Veterinarians will learn through real cases and by resolving complex situations in simulated learning environments. These simulations are developed using state-of-the-art software to facilitate immersive learning.*



At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

With this methodology more than 65,000 veterinarians have been trained with unprecedented success in all clinical specialties, regardless of the surgical load. Our teaching method is developed in a highly demanding environment, where the students have a high 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 training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for success.*

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.

The overall score obtained by TECH's learning system is 8.01, according to the highest international standards.



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.



#### Latest Techniques and Procedures on Video

TECH introduces students to the latest techniques, the latest educational advances and to the forefront of current and procedures of veterinary techniques. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch the videos as many times as you like.



#### Interactive Summaries

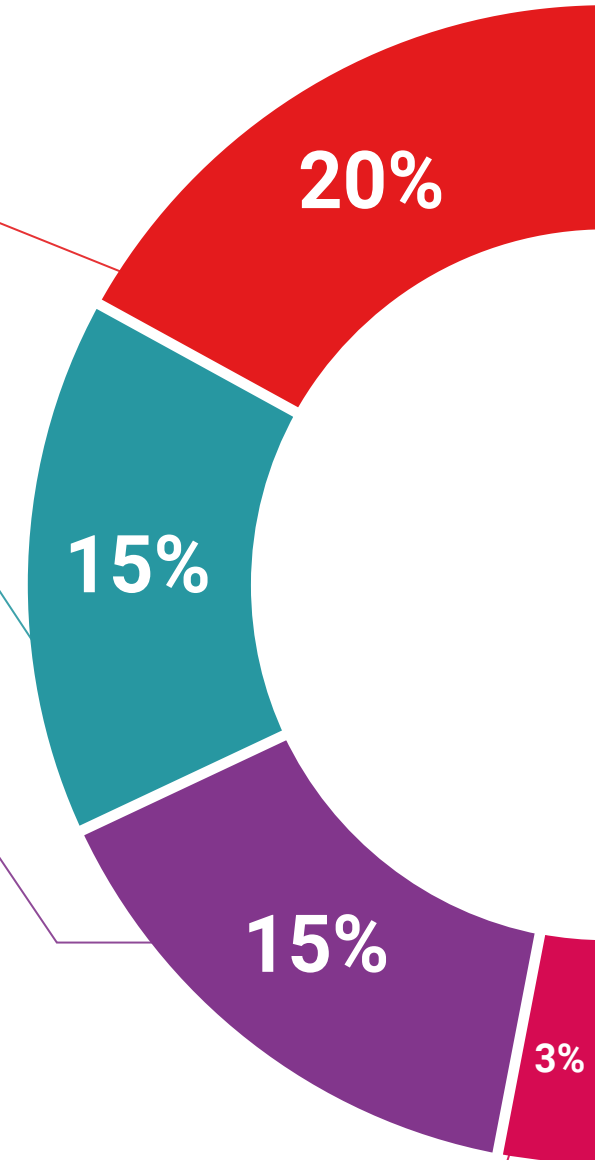
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

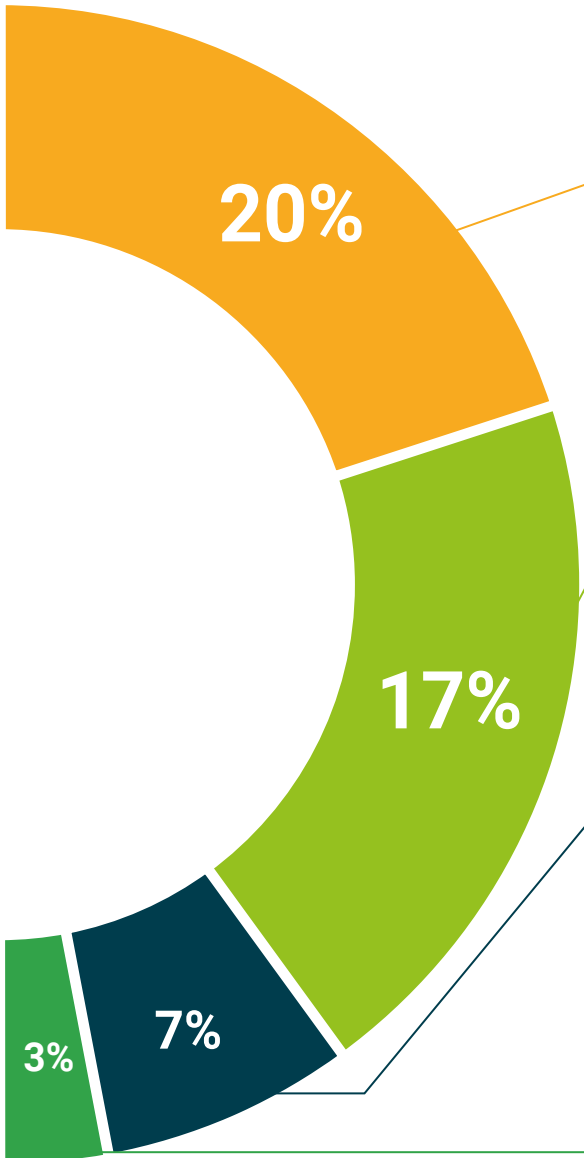
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### 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.





#### Expert-Led Case Studies and Case Analysis

Effective learning ought to be contextual. Therefore, TECH presents real cases in which the expert will guide students, focusing on and solving the different situations: a clear and direct way to achieve the highest degree of understanding.



#### 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.



#### 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.



#### Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical, and effective way to help students progress in their learning.





# 07 Certificate

This Advanced Master's Degree in MBA in Veterinary Centers Management and Administration guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree issued by TECH Global University.





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*Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork”*



This program will allow you to obtain your **Advanced Master's Degree diploma in MBA in Veterinary Center Management and Administration** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in MBA in Veterinary Center Management and Administration**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.

future  
health confidence people  
education information tutors  
guarantee accreditation teaching  
institutions technology learning  
community commitment  
personalized service innovation  
knowledge present  
development languages  
virtual classroom



**Advanced Master's Degree**  
MBA in Veterinary  
Center Management and  
Administration

- » Modality: **online**
- » Duration: **2 years**
- » Certificate: **TECH Global University**
- » Credits: **120 ECTS**
- » Schedule: **at your own pace**
- » Exams: **online**

# Advanced Master's Degree

## MBA in Veterinary Center Management and Administration

