

Postgraduate Diploma Human Resources Management in Veterinary Centers





Postgraduate Diploma Human Resources Management in Veterinary Centers

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Global University
- » Credits: 18 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/veterinary-medicine/postgraduate-diploma/postgraduate-diploma-human-resources-management-veterinary-centers

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01

Introduction

Human resources management is a fundamental task in any business, including veterinary center, since the person in charge of this area can get the most out of their employees if they place them in the right position. That's why the person in charge of human resources management should possess specific skills in this field. To specialize in this area, TECH offers the best program of the moment that will allow professionals to achieve success in their business.





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We offer you the most comprehensive training on the market to bring the business management side of your veterinary center to the same level as the clinical and sanitary practice, offering your clients the highest quality in both services"

Human Resources Management in Veterinary Centers is a task of utmost importance, because the staff in this type of facilities is the most valuable asset of the company, since, being service providers, they are people who offer solutions to the problems of the clients.

The selection, integration, motivation and development of people who make up the working teams are vital for the success of the business. Thus, if it is not done properly, the processes carried out in the center will surely fail and it will seriously affect the quality of services provided and, therefore, the satisfaction of the users.

Therefore, it is necessary for the manager to know the characteristics and qualities of each employee in depth, with the aim of placing them in the most appropriate position according to their skills, where they will be able to achieve the best performance, offering a better service and achieving customer loyalty.

It should be taken into account that the lack of university training on business management in the veterinary degree has a great influence on the lack of awareness of the future entrepreneur when it comes to professionally managing their veterinary center, prioritizing, in reality, the medical and surgical practice aspects instead.

At present, one of the main problems affecting continuing postgraduate specialization is its compatibility with work and personal life. Current professional demands make it difficult to achieve quality, specialized training in person, so the online format will allow students to combine this specialized training with their daily professional practice, without losing their connection to training and specialization.

This **Postgraduate Diploma in Human Resources Management in Veterinary Centers** contains the most complete and up-to-date educational program on the market. The most important features include:

- ◆ The development of case studies presented by experts in the Human Resources Management in Veterinary Centers
- ◆ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional development
- ◆ Latest innovations in Human Resources Management in Veterinary Centers
- ◆ Practical exercises where the self-assessment process can be carried out to improve learning
- ◆ Special emphasis on innovative methodologies for Human Resources Management in Veterinary Centers
- ◆ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection work
- ◆ Content that is accessible from any fixed or portable device with an Internet connection



Immerse yourself in this high quality educational training, which will enable you to face the future challenges within Human Resources Management in Veterinary Centers"

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This Postgraduate Diploma is the best investment you can make when choosing a refresher program to update your knowledge in Human Resources Management in Veterinary Centers"

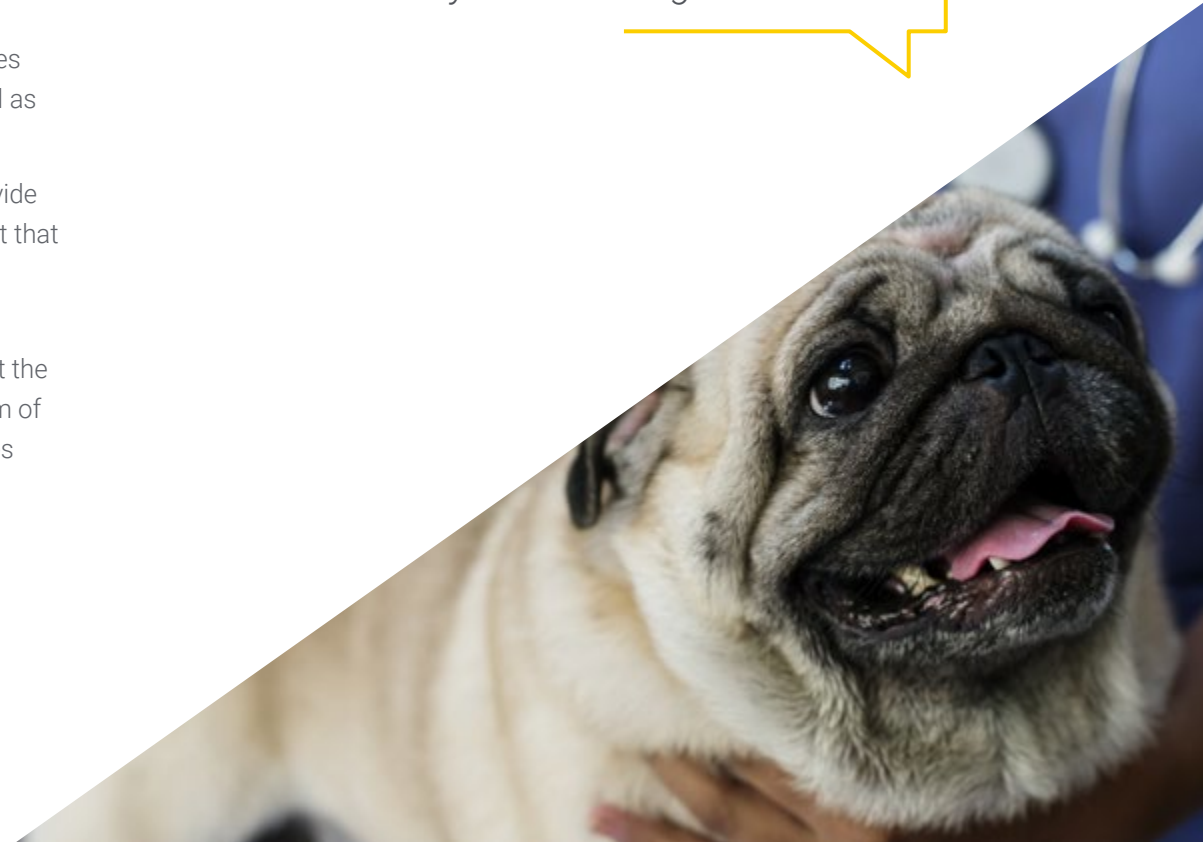
Its teaching staff includes professionals belonging to the field of Business Strategies in Veterinary Centers, who bring to this training the experience of their work, as well as renowned specialists from reference societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide immersive training programmed to train in real situations.

This program is designed around Problem-Based Learning, whereby the specialist must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative system of interactive videos made by renowned and experienced experts in Human Resources Management in Veterinary Centers.

This training comes with the best didactic material, providing you with a contextual approach that will facilitate your learning.

This 100% online Postgraduate Diploma will allow you to combine your studies with your professional work while expanding your knowledge in this field.



02 Objectives

The Postgraduate Diploma in Human Resources Management in Veterinary Centers is aimed at facilitating the professional practice of veterinarians with the most innovative advances in the industry.





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Our goal is to achieve academic excellence and to help you achieve professional success as well”



General Objectives

- ◆ 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





Specific Objectives

Module 1. Human Resources Management in Veterinary Centers

- ♦ 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

Module 2. Leadership and Management Skills Applied in Veterinary Centers

- ♦ 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 themselves
- ♦ 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

Module 3. Production Processes in Veterinary Centers

- ♦ Analyze the different production processes of veterinary centers
- ♦ Identify and evaluate "bottlenecks" in production processes
- ♦ Gain in-depth 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



Give a boost to your career with this complete Postgraduate Diploma"

03

Course Management

The program includes in its teaching staff leading experts in Veterinary Center Management and Administration who bring their work experience to this training. They are world-renowned professionals from different countries with proven theoretical and practical professional experience.



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We have the best teaching team, who have years of experience and who are determined to transmit all their knowledge about this sector”

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

Mr. Martín González, Abel

- ◆ Degree in Veterinary Medicine from the Complutense University of Madrid, (1989)
- ◆ Doctoral studies, without submitting the thesis
- ◆ Collaborating professor with the Castilla La Mancha Board of Communities in Livestock Farm Management courses
- ◆ 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 College
- ◆ 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 of livestock farming as technical director of cattle, sheep, equine and swine farms
- ◆ Technical Director of Livestock Health Defense Group (ADSG) in Castilla La Mancha, Spain: ADSG Bovine Castillo de Bayuela, ADSG Bovine 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
- ◆ Founding member of CEVE-CLM (Veterinary Business Confederation of Castilla-La Mancha) of which he is currently the president
- ◆ Member of various professional associations on a national and international level such as AVEPA, ANEMBE, SEOC, AVETO
- ◆ Member of the Digital Commission of CEOE (Spanish Confederation of Business Organizations)

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

Mr. 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

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. Villaluenga, 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

Ms. Navarro Ferrer, María José

- ♦ Degree in Psychology from the University of Valencia (UV) 1987 - 1992 (UV)
- ♦ Master's Degree in Clinical Psychology at CTMC Valencia (1992-1994)
- ♦ Postgraduate Degree in Social Gerontology from the University of Valencia (1994 - 1994).
- ♦ Postgraduate Degree in Mindfulness and Psychotherapies IL3 University of Barcelona (2014-2015)
- ♦ Trainer and workshops for companies and private organizations
- ♦ Teacher in the Collection of activities for Local Employment Services: People and Companies of Barcelona
- ♦ Collaborator in the People Management Processes and Training in Soft Skills (Communication) Effective Conflict Management and Negotiation techniques, Difficult Customer Care, Mindfulness Trainer, analysis and transformation of beliefs for Stress Management and Burnout Prevention (March 2016 to present)

Ms. Tabares, Nuria

- ♦ Combines her passion for Consulting and Coaching at Coaching Ability, with her other passions as a speaker (Spain and Latin America)
- ♦ Teaching (Associate Professor at the Autonomous University of Barcelona, Faculty of Economics and Business)
- ♦ Collaborating Professor of the Hybrid Master's Degree at UAB
- ♦ Technical Director at the Terra San Fernando Veterinary Clinic

Mr. Albuixech Martínez, Miguel

- ♦ Manager of AníCura Valencia Sur Veterinary Hospital
- ♦ Freelance consultir in Veterinary Center Management
- ♦ Integral Consulting in Grupo Audit, Deloitte & Touche or Sealco Consultores.
- ♦ Degree in Business Management and Administration from the Faculty of Economic and Business Sciences at the University of Valencia
- ♦ Master's Degree in Human Resources from ADEIT (Business-University Foundation)

Mr. Vilches Sáez, José

- ♦ Project Manager- CursoACV.com
- ♦ Training Platform Manager- Cursoveterinaria.es
- ♦ Project Manager - Duna Formación
- ♦ Sales Manager - Gesvilsa
- ♦ Professional Training Manager at Duna SL
- ♦ Community Manager
- ♦ Secretarial Management - AGESVET
- ♦ Sales Manager, Spain - ProvetCloud
- ♦ Technical Sales Manager - Guerrero Coves

04

Structure and Content

The structure of the contents has been designed by the best professionals in the Veterinary Center Management and Administration sector, with extensive experience and recognized prestige in the profession, backed by the volume of cases reviewed and studied, and with a broad command of new technologies.





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We have the most complete and up-to-date scientific program on the market. We strive for excellence and for you to achieve it too”

Module 1. Human Resources Management in Veterinary Centers

- 1.1. Strategic Planning of the Staff of a Veterinary Center I
 - 1.1.1. Equipment Size
 - 1.1.2. Competencies and Talent
 - 1.1.3. Roles, Responsibilities and Tasks
- 1.2. Strategic Planning of the Staff of a Veterinary Center II
 - 1.2.1. Job Positions Analysis and Description
 - 1.2.2. Job Position Objectives
 - 1.2.3. Organization Chart
- 1.3. Selection Process in a Veterinary Center I
 - 1.3.1. Profiles
 - 1.3.2. Job Offer Design
 - 1.3.3. Receipt and Selection of Resumes
- 1.4. Selection Process in a Veterinary Center II
 - 1.4.1. Reading Resumes: Detecting Skills, References
 - 1.4.2. Sample Job Interview, Key Questions
 - 1.4.3. Communication with Candidates
- 1.5. Recruiting and Hiring Employees in a Veterinary Center
 - 1.5.1. Recruitment, Professional Categories
 - 1.5.2. Payroll
 - 1.5.3. Welcoming Process
- 1.6. Training of a Veterinary Center Team
 - 1.6.1. Training Objectives
 - 1.6.2. Internal and External Training
 - 1.6.3. Evaluation and Economic Aspects of Training
 - 1.6.3.1. Career Plans
- 1.7. Internal Communication in a Veterinary Center
 - 1.7.1. Effective Communication
 - 1.7.2. Internal Communication Tools
 - 1.7.3. Effective Meetings



- 1.8. Performance Evaluation of the Employees of a Veterinary Center
 - 1.8.1. Important Concepts
 - 1.8.2. Establishment of Indicators
 - 1.8.3. Evaluation Models
 - 1.8.4. Implementation
 - 1.8.5. Relationship with Incentives
- 1.9. Retention of Valuable Employees in Veterinary Centers
 - 1.9.1. Job Satisfaction
 - 1.9.2. Motivation
 - 1.9.3. Recognition and Rewards
 - 1.9.4. Promotion and Advancement
- 1.10. Remuneration of Employees in Veterinary Centers
 - 1.10.1. Salaries by Category
 - 1.10.2. Fixed and Variable
 - 1.10.3. Criteria for the Establishment of Incentives
 - 1.10.4. Types of Incentives: Economic and Non-Economic
 - 1.10.5. Emotional Salary

Module 2. Leadership and Management Skills Applied in Veterinary Centers

- 2.1. Essential Management Skills in a Veterinary Center Manager and/or Owner
 - 2.1.1. Direction
 - 2.1.2. Decision Making
 - 2.1.3. Resolving Capacity
 - 2.1.4. Flexibility
 - 2.1.5. Self-Knowledge
 - 2.1.6. Assertiveness
 - 2.1.7. Communication
 - 2.1.8. Emotional Intelligence
- 2.2. Leadership Applied to Veterinary Centers
 - 2.2.1. Characteristics of the Leader
 - 2.2.2. Benefits of Leadership
 - 2.2.3. Leader Exercises



- 2.2.4. Delegation
 - 2.2.4.1. Delegation Strategy
 - 2.2.4.2. Task Selection
 - 2.2.4.3. Qualification Process
- 2.2.5. Motivational Interviews with Employees
 - 2.2.5.1. GROW/MAPA Method
- 2.3. Negotiation for the Veterinary Center Manager
 - 2.3.1. Negotiator Skills
 - 2.3.2. Types and Styles of Negotiation
 - 2.3.3. Negotiation Stages
 - 2.3.3.1. Preparation
 - 2.3.3.2. Discussion and Argumentation
 - 2.3.3.3. Proposal
 - 2.3.3.4. Exchange
 - 2.3.3.5. Closure
 - 2.3.3.6. Monitoring
 - 2.3.4. Negotiation Tactics and Techniques
 - 2.3.5. Strategies
- 2.4. The Time Management of a Veterinary Center Manager
 - 2.4.1. Slow Down, Reflect, Analyze and Decide
 - 2.4.2. Inner Knowledge
 - 2.4.3. How to Prioritize
 - 2.4.4. Act
 - 2.4.5. Planning and Organizing
 - 2.4.6. Time Thieves
- 2.5. How to Build Trust in the Staff of a Veterinary Center
 - 2.5.1. Self-Confidence
 - 2.5.2. Trusting Others
 - 2.5.3. Constructive Self-Criticism
 - 2.5.4. Respect and Responsibility
 - 2.5.5. Honesty
 - 2.5.6. Trial and Error
- 2.6. Productivity Management for Veterinary Center Managers
 - 2.6.1. Productivity Thieves
 - 2.6.2. The Getting Things Done® Method (GTD)
 - 2.6.2.1. Fundamentals
 - 2.6.2.2. Collect or Capture
 - 2.6.2.3. Process or Clarify
 - 2.6.2.4. Organize
 - 2.6.2.5. Check
 - 2.6.2.6. Do
- 2.7. High-Performance Professional Teams in Veterinary Centers
 - 2.7.1. Working Groups
 - 2.7.2. Characteristics of Professional Equipment
 - 2.7.3. Benefits of High Performance Professional Teams
 - 2.7.4. Practical Examples
- 2.8. Identification and Resolution of Internal Conflicts in Veterinary Centers
 - 2.8.1. The Method of the Five Dysfunctions of Professional Teams
 - 2.8.1.1. Lack of Trust
 - 2.8.1.2. Fear of Conflict
 - 2.8.1.3. Lack of Commitment
 - 2.8.1.4. Avoidance of Liability
 - 2.8.1.5. Disinterest in Results
 - 2.8.2. Causes of Failure in Professional Teams
- 2.9. Prevention of Internal Toxicity in Veterinary Centers
 - 2.9.1. Organizational Health
 - 2.9.2. Preventive Measures
 - 2.9.2.1. Creating a Cohesive Leadership Team
 - 2.9.2.2. Creating Clarity Within the Organization
 - 2.9.2.3. Overcommunicating Clarity
 - 2.9.2.4. Reinforcing Clarity
- 2.10. Change Management in the Management of Veterinary Centers
 - 2.10.1. Belief Audit
 - 2.10.2. Character Development
 - 2.10.3. Actions for Change

Module 3. Production Processes in Veterinary Centers

- 3.1. Introduction to Production Processes in Veterinary Centers
 - 3.1.1. Concept of Business Process
 - 3.1.2. Introduction to Business Processes
 - 3.1.3 Graphical Representation of Processes
 - 3.1.4. Standardization of Processes
 - 3.1.5. Practical Examples of Processes in Veterinary Centers
- 3.2. Analysis of the Production Processes of Veterinary Centers
 - 3.2.1. Process Management System
 - 3.2.2. Measurement, Analysis and Improvement of Business Processes
 - 3.2.3. Characteristics of a Well-Directed and Managed Process
- 3.3. Business Productivity in the Veterinary Health Care Industry
 - 3.3.1. Focus on Key Objectives
 - 3.3.2. Added Value Generated for the Customer
 - 3.3.3. Analysis of the Value Provided by the Processes
 - 3.3.4. Competitiveness
 - 3.3.5. Productivity. Loss and Improvement Analysis
- 3.4. Modelos de gestión empresarial aplicados al sector de centros sanitarios veterinarios
 - 3.4.1. Traditional Mass Management
 - 3.4.2. Management Based on the *Lean* Model
 - 3.4.3. Management Based on an Improved Traditional Model
- 3.5. Introduction to the *Lean* Management Model Applied to Veterinary Centers
 - 3.5.1. Basic Principles and Characteristics
 - 3.5.2. Flow of Activities
 - 3.5.3. *Pulling* System
 - 3.5.4. Flow - *Pull*
 - 3.5.5. Continuous Improvement
- 3.6. Waste in a Production Model Applied to Veterinary Centers
 - 3.6.1. Wastage, *Waste* or Shedding
 - 3.6.2. Types of Waste
 - 3.6.3. Causes of Waste
 - 3.6.4. Waste Disposal
- 3.7. Implementation of the *Lean* Management Model in Veterinary Centers I
 - 3.7.1. Process Conditioning
 - 3.7.2. Balanced and Flexible *Pull* Flow
 - 3.7.3. Transition From a Traditional Model to *Lean* Implementation
 - 3.7.4. First Stage: Establishment of Regular and Uninterrupted Flow
- 3.8. Implementation of the *Lean* Management Model in Veterinary Centers II
 - 3.8.1. Second Stage: Consolidating the Flow, Eliminating Waste, Ensuring Quality and Standardizing Operations
 - 3.8.2. Third Stage: Establishment of the *Pull* Flow
 - 3.8.3. Fourth Stage: Production Rate Flexibility
- 3.9. Implementation of the *Lean* Management Model in Veterinary Centers III
 - 3.9.1. Fifth Stage: Flexibility in the Type of Product
 - 3.9.2. Sixth Stage: Complete Implementation of Balanced, Level and Multi-Product *Pull* Flow
 - 3.9.3. Stage Seven: Simple Management and Control
- 3.10. *Lean* Implementation Tools for Veterinary Centers
 - 3.10.1. The Value *Stream Map*
 - 3.10.2. A3: Analysis of New Approaches or Problems to be Solved



This training will allow you to advance in your career comfortably"

05 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.





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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.



06 Certificate

The Postgraduate Diploma in Human Resources Management in Veterinary Centers guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Diploma issued by TECH Global University.



“

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 **Postgraduate Diploma in Human Resources Management in Veterinary Centers** 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: **Postgraduate Diploma in Human Resources Management in Veterinary Centers**

Modality: **online**

Duration: **6 months**

Accreditation: **18 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.



Postgraduate Diploma Human Resources Management in Veterinary Centers

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Global University
- » Credits: 18 ECTS
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- » Exams: online

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Human Resources
Management in
Veterinary Centers

