

Postgraduate Diploma Veterinary Center Management



Postgraduate Diploma Veterinary Center Management

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Global University
- » Credits: 24 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/veterinary-medicine/postgraduate-diploma/postgraduate-diploma-veterinary-center-management

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01

Introduction

The work in a veterinary center requires special care, since the success of the professionals depends on saving the lives of the pets. But we must not overlook the idea that, like any other company, it requires proper management in order to be economically viable. In this program we give you the keys to increase your skills in the management of veterinary centers.





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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"

The manager of a veterinary center must have extensive knowledge in all aspects related to their business, both in the health and in the business field, because with the combination of both, the success of the center can be achieved in all aspects. In addition, it is important to remember that, on many occasions, veterinary professionals are the ones who decide to start up and create their own centers, so it is important that they are also trained in business matters.

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.

It is in this context that this Postgraduate Diploma in Veterinary Center Management arises, aimed at training veterinary professionals in the business field, with a special emphasis on subjects such as finance and business planning applied to veterinary centers or leadership and management skills that the head of such centers must have.

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 Veterinary Center Management** is 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 management of 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 on the Veterinary Center Management
- ◆ Practical exercises where the self-assessment process can be carried out to improve learning
- ◆ Special emphasis on innovative methodologies for Veterinary Center Management
- ◆ 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 Veterinary Center Management"

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

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 professional 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 Veterinary Center Marketing.

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

This 100% online Postgraduate 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 Veterinary Center Management 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

- ♦ 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
- ♦ 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 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.
- ♦ 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



Specific Objectives

Module 1. The Economic Sector of Veterinary Health Centers

- ♦ 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 realize 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

Module 2. Finance Applied to Veterinary Centers

- ♦ Identify the fixed and variable business costs in a veterinary center
- ♦ Define the commercial margins of the services and products offered in a veterinary center
- ♦ Effectively manage the product stock in the warehouse
- ♦ Evaluate the sales ratios in a veterinary center in order to analyze the consumer behavior of its users
- ♦ Analyze the point of balance of business activity
- ♦ Examine the different indicators that can be generated from business activity in a veterinary center

- ♦ Analyze and evaluate the different indicators to select those that will be key in the management of a veterinary center and the costs of different services provided in a veterinary center
- ♦ Use financial tools to control the cash flow and budgets of a veterinary company
- ♦ Analyze and interpret the income statement and balance sheet of a veterinary center
- ♦ Propose valuations of companies in the veterinary health center sector

Module 3. The Business Plan Applied to Veterinarian Centers

- ♦ 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

Module 4. 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



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 AniCura Valencia Sur Veterinary Hospital
- ♦ Freelance consultant 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 academic program in the market. We strive for excellence and for you to achieve it too"

Module 1. The Economic Sector of Veterinary Health Centers

- 1.1. The Role of the Companion Animal in Today's Society
 - 1.1.1. Companion Animals and Their Benefits to People's Physical and Emotional Health
 - 1.1.2. Pets and the Healthy Development of Minors
 - 1.1.3. Pets and Healthy Aging
 - 1.1.4. Pets and their Benefits for Community Coexistence
 - 1.1.5. Animal Abuse and its Connection with Violence in the Family Environment
 - 1.1.6. Animals in the Therapeutic and Assistance Context
- 1.2. The Role of the Company in the Current Social Context
 - 1.2.1. Corporate Social Responsibility
 - 1.2.2. Climate Change and the Green New Deal
 - 1.2.3. The Sustainable Development Goals (SDGs) and Agenda 2030
 - 1.2.4. Challenges for the Veterinary Services Company
- 1.3. The Pet Market
 - 1.3.1. Industry, Retail and Distribution
 - 1.3.2. Services
 - 1.3.2.1. Clinical Veterinary Services
 - 1.3.2.2. Dog Training Services
 - 1.3.2.3. Hairdressing Services
 - 1.3.2.4. Feral Animal Population Control
 - 1.3.3. Sale of Veterinary Medicines
 - 1.3.4. Breeding and Sale of Pets
 - 1.3.5. NGO
- 1.4. Typology of Veterinary Health Centers and Services
 - 1.4.1. Veterinary Health Centers
 - 1.4.2. Veterinary Health Services
 - 1.4.3. Public-Private Collaboration
- 1.5. Macroeconomic Situation of the Clinical Veterinary Sector
 - 1.5.1. Sectoral Socioeconomic Situation
 - 1.5.2. Sectoral Labor Situation
- 1.6. Digital Health in the Veterinary Sector
 - 1.6.1. Digitization of the Veterinary Sector



BUSINESS PLAN



- 1.6.2. Factors and Digital Tools That Will Favor Change
- 1.6.3. Factors Slowing Down Digital Development
- 1.6.4. Digital Differentiators
- 1.6.5. Current Situation and Digital Challenges in the Veterinary Sector
- 1.7. The "One Health" Concept Applied to Veterinary Health Centers
 - 1.7.1. The General Concept of One Health - One Well-Being
 - 1.7.2. The Role of the Clinical Veterinarian in "One Health"
- 1.8. Training of Occupational Categories in Veterinary Health Care Centers
 - 1.8.1. Current Context of Training in the Sector and the Real Needs of Veterinary Health Care Centers
 - 1.8.2. Ongoing Training
 - 1.8.3. Dual Training
- 1.9. Sectoral Business Strategy
 - 1.9.1. Business Associationalism: What it is, How it is Exercised and What it is for?
 - 1.9.2. Proactive Intervention in the Creation of Regulations Affecting the Industry
- 1.10. Time of Uncertainty, Time of Change and Market Trends
 - 1.10.1. Worker with New Concepts and Sensitivities
 - 1.10.2. Customer with New Requests and Needs
 - 1.10.3. New Challenges in Public Health
 - 1.10.4. New Forms of Communication

Module 2. Finance Applied to Veterinary Centers

- 2.1. Expenses and Income at a Veterinary Center
 - 2.1.1. Fixed Costs
 - 2.1.2. Variable Costs
 - 2.1.3. Direct Costs
 - 2.1.4. Indirect Costs
 - 2.1.5. Income from Services
 - 2.1.6. Revenues from Product Sales
 - 2.1.7. Gross Margins
 - 2.1.8. Net Profit Margin
 - 2.1.9. Purchase Margin
 - 2.1.10. Margin on Sales

- 2.2. The Income Statement of a Veterinary Center
 - 2.2.1. EBITDA
 - 2.2.2. EBIT or BAI
 - 2.2.3. Profitability
 - 2.2.4. Productivity
 - 2.2.5. Net Income
- 2.3. Warehouse Stock Management in a Veterinary Center
 - 2.3.1. Cost of Sales
 - 2.3.2. Characteristics of a Stock Management System
 - 2.3.3. Procurement and Stock Control
 - 2.3.4. Stock Alert Point
 - 2.3.5. Safety Stock
 - 2.3.6. Ordering Point
 - 2.3.7. Stock Rotation
- 2.4. Sales Ratios in a Veterinary Center. The Break-even Point
 - 2.4.1. Main Practical Key Figures in a Veterinary Center
 - 2.4.1.1. Transaction Frequency
 - 2.4.1.2. Average Transaction Amount
 - 2.4.1.3. Average Spending per Customer
 - 2.4.1.4. Number of Daily Transactions
 - 2.4.1.5. Number of Transactions per Year
 - 2.4.2. Break-even Point Concept
 - 2.4.3. Prospective Break-even Calculation
 - 2.4.4. Retrospective Break-even Calculation
- 2.5. Analysis of the Cost of Services in a Veterinary Center. Technological Investments
 - 2.5.1. Fundamentals of Cost Analysis in Veterinary Centers
 - 2.5.1.1. Veterinary Practice Cost Analysis
 - 2.5.1.2. Cost Analysis of other Professional Services
 - 2.5.2. Calculating the Profitability of a Technology Investment
- 2.6. Treasury Control and Budget Management in Veterinary Centers
 - 2.6.1. Basics of Treasury Control
 - 2.6.2. Treasury Control Tools
 - 2.6.3. Fundamentals of Budget Management
 - 2.6.4. Budget Management Tools
- 2.7. Economic Valuation of a Veterinary Center
 - 2.7.1. Fundamentals for the Economic Valuation of a Veterinary Center
 - 2.7.2. Methodology for the Valuation of a Veterinary Center
 - 2.7.3. The Goodwill
- 2.8. Key Management Indicators in Veterinary Centers
 - 2.8.1. Concepts
 - 2.8.2. Basic Information
 - 2.8.3. Most Frequent Indicators in Veterinary Centers
 - 2.8.4. Basic Human Resources Indicators
 - 2.8.5. Basic Indicators of Customer Service Quality
 - 2.8.6. Selection of Key Management Indicators
- 2.9. The Financial Scorecard applied to Veterinary Centers
 - 2.9.1. Financial Scorecard Fundamentals
 - 2.9.2. Trend Analysis and Comparisons between Periods
 - 2.9.3. Control Panel Operation
 - 2.9.4. Interpretation of Scorecard Results
- 2.10. The Balance Sheet of a Veterinary Center
 - 2.10.1. Concept
 - 2.10.2. Structure of a Balance Sheet
 - 2.10.3. Structure of the Balance Sheet
 - 2.10.4. Asset Valuation
 - 2.10.5. Balance Sheet and Income Statement Diagnosis
 - 2.10.6. Balance Sheet Analysis
 - 2.10.7. Study of the Most Interesting Ratios of a Balance Sheet
 - 2.10.8. Dynamic Equity Analysis
 - 2.10.9. Income Statement Analysis
 - 2.10.10. Income Statement Indicators

Module 3. The Business Plan Applied to Veterinarian Centers

- 3.1. The Business Plan for Veterinary Centers
 - 3.1.1. Planning and Control: Two Sides of the Same Coin
 - 3.1.2. Why and Why Have a Plan?
 - 3.1.3. Who Must Carry It Out?
 - 3.1.4. When Should it be Done?
 - 3.1.5. How to Perform It?
 - 3.1.6. Does it Have to Be in Writing?
 - 3.1.7. Questions to Answer
 - 3.1.8. Sections of the Business Plan
- 3.2. External Analysis I: The Veterinary Center Environment
 - 3.2.1. What Should it Contain?
 - 3.2.2. Political Environment
 - 3.2.3. Economic Environment
 - 3.2.4. Social Environment
 - 3.2.5. Technological Environment
 - 3.2.6. Ecological Environment
 - 3.2.7. Legal Environment
- 3.3. External Analysis II: Competitive Environment Applied to the Veterinary Center Sector
 - 3.3.1. Customers
 - 3.3.2. Competition
 - 3.3.3. Suppliers
 - 3.3.4. Others
- 3.4. Internal Analysis of a Veterinary Center
 - 3.4.1. Facilities and Equipment
 - 3.4.2. Personal
 - 3.4.3. Income/Expenses
 - 3.4.4. Customers
 - 3.4.5. Prices
 - 3.4.6. Services
 - 3.4.7. Communication With Client
 - 3.4.8. Training
 - 3.4.9. Suppliers
 - 3.4.10. Competition
- 3.5. SWOT Analysis and CAME Applied to Veterinary Centers
 - 3.5.1. Weaknesses
 - 3.5.2. Strengths
 - 3.5.3. Threats
 - 3.5.4. Opportunities
 - 3.5.5. Correction
 - 3.5.6. Facing
 - 3.5.7. Maintain
 - 3.5.8. Exploit
- 3.6. Objectives of Veterinary Centers as Enterprises
 - 3.6.1. What Are They?
 - 3.6.2. Features: SMART
 - 3.6.3. Types
- 3.7. Business Strategies in Veterinary Centers
 - 3.7.1. The 7 P's of Service Marketing
 - 3.7.2. Product– Service
 - 3.7.3. Price
 - 3.7.4. Distribution
 - 3.7.5. Communication
 - 3.7.6. Person
 - 3.7.7. Procedures
 - 3.7.8. Test
- 3.8. Action Plan for the Strategy of a Veterinary Center
 - 3.8.1. What Does it Consist Of?
 - 3.8.2. How to Develop a Strategy
 - 3.8.3. What to Consider for Each Action
 - 3.8.4. Prioritization of Actions Based on Business Importance
 - 3.8.5. Calendar
- 3.9. Control Plan and Follow-up of the Business Plan of a Veterinary Center
 - 3.9.1. Planning and Control
 - 3.9.2. What it Consists of and Why It Is Necessary?
 - 3.9.3. Who and How to Control?
 - 3.9.4. Indicator-Based Control
 - 3.9.5. Decision Making

- 3.10. Contingency Plan Applied to the Business Plan of a Veterinary Center
 - 3.10.1. What is It and What Is It For?
 - 3.10.2. How to Do It?
 - 3.10.3. How to Use It?

Module 4. Leadership and Management Skills Applied in Veterinary Centers

- 4.1. Essential Management Skills in a Veterinary Center Manager and/or Owner
 - 4.1.1. Direction
 - 4.1.2. Decision Making
 - 4.1.3. Resolving Capacity
 - 4.1.4. Flexibility
 - 4.1.5. Self-Knowledge
 - 4.1.6. Assertiveness
 - 4.1.7. Communication
 - 4.1.8. Emotional Intelligence
- 4.2. Leadership Applied to Veterinary Centers
 - 4.2.1. Characteristics of the Leader
 - 4.2.2. Benefits of Leadership
 - 4.2.3. Leader Exercises
 - 4.2.4. Delegation
 - 4.2.4.1. Delegation Strategy
 - 4.2.4.2. Task Selection
 - 4.2.4.3. Qualification Process
 - 4.2.5. Motivational Interviews with Employees
 - 4.2.5.1. GROW/MAPA Method
- 4.3. Negotiation for the Veterinary Center Manager
 - 4.3.1. Negotiator Skills
 - 4.3.2. Types and Styles of Negotiation
 - 4.3.3. Negotiation Stages
 - 4.3.3.1. Preparation
 - 4.3.3.2. Discussion and Argumentation
 - 4.3.3.3. Proposal
 - 4.3.3.4. Exchange
 - 4.3.3.5. Closure
 - 4.3.3.6. Monitoring
 - 4.3.4. Negotiation Tactics and Techniques
 - 4.3.5. Strategies
- 4.4. The Time Management of a Veterinary Center Manager
 - 4.4.1. Slow Down, Reflect, Analyze and Decide
 - 4.4.2. Inner Knowledge
 - 4.4.3. How to Prioritize
 - 4.4.4. Act
 - 4.4.5. Planning and Organizing
 - 4.4.6. Time Thieves
- 4.5. How to Build Trust in the Staff of a Veterinary Center
 - 4.5.1. Self-Confidence
 - 4.5.2. Trusting Others
 - 4.5.3. Constructive Self-Criticism
 - 4.5.4. Respect and Responsibility
 - 4.5.5. Honesty
 - 4.5.6. Trial and Error
- 4.6. Productivity Management for Veterinary Center Managers
 - 4.6.1. Productivity Thieves
 - 4.6.2. The Getting Things Done® Method (GTD)
 - 4.6.2.1. Fundamentals
 - 4.6.2.2. Collect or Capture
 - 4.6.2.3. Process or Clarify
 - 4.6.2.4. Organize
 - 4.6.2.5. Check
 - 4.6.2.6. Do
- 4.7. High-Performance Professional Teams in Veterinary Centers
 - 4.7.1. Working Groups
 - 4.7.2. Characteristics of Professional Equipment
 - 4.7.3. Benefits of High Performance Professional Teams
 - 4.7.4. Practical Examples

- 4.8. Identification and Resolution of Internal Conflicts in Veterinary Centers
 - 4.8.1. The Method of the Five Dysfunctions of Professional Teams
 - 4.8.1.1. Lack of Trust
 - 4.8.1.2. Fear of Conflict
 - 4.8.1.3. Lack of Commitment
 - 4.8.1.4. Avoidance of Liability
 - 4.8.1.5. Disinterest in Results
 - 4.8.2. Causes of Failure in Professional Teams
- 4.9. Prevention of Internal Toxicity in Veterinary Centers
 - 4.9.1. Organizational Health
 - 4.9.2. Preventive Measures
 - 4.9.2.1. Creating a Cohesive Leadership Team
 - 4.9.2.2. Creating Clarity Within the Organization
 - 4.9.2.3. Overcommunicating Clarity
 - 4.9.2.4. Reinforcing Clarity
- 4.10. Change Management in the Management of Veterinary Centers
 - 4.10.1. Belief Audit
 - 4.10.2. Character Development
 - 4.10.3. Actions for Change

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*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 Harvard 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

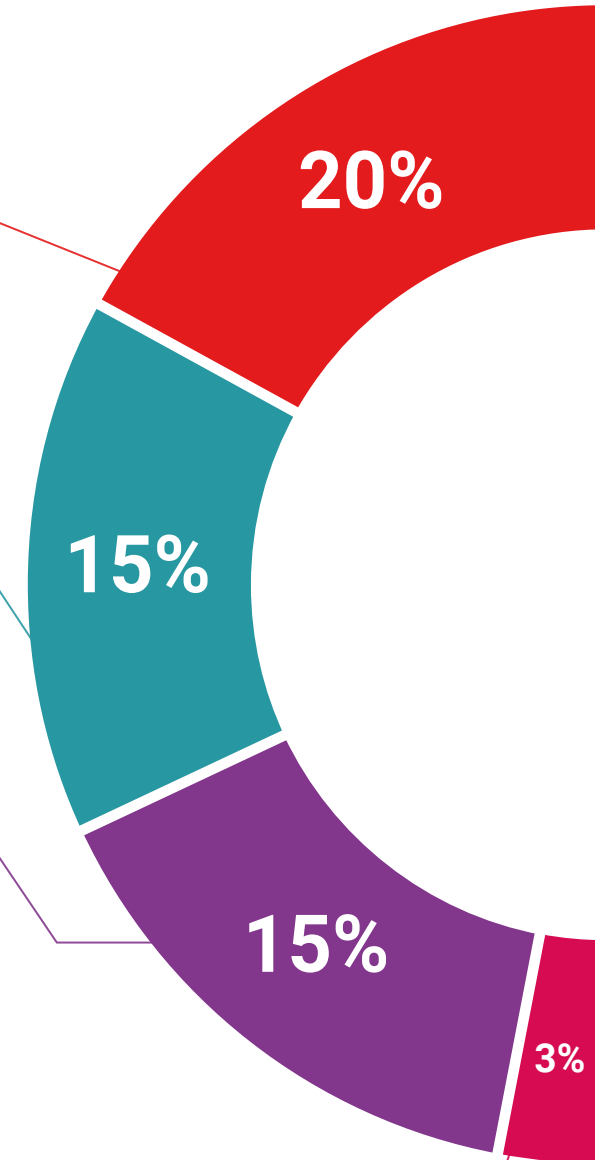
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

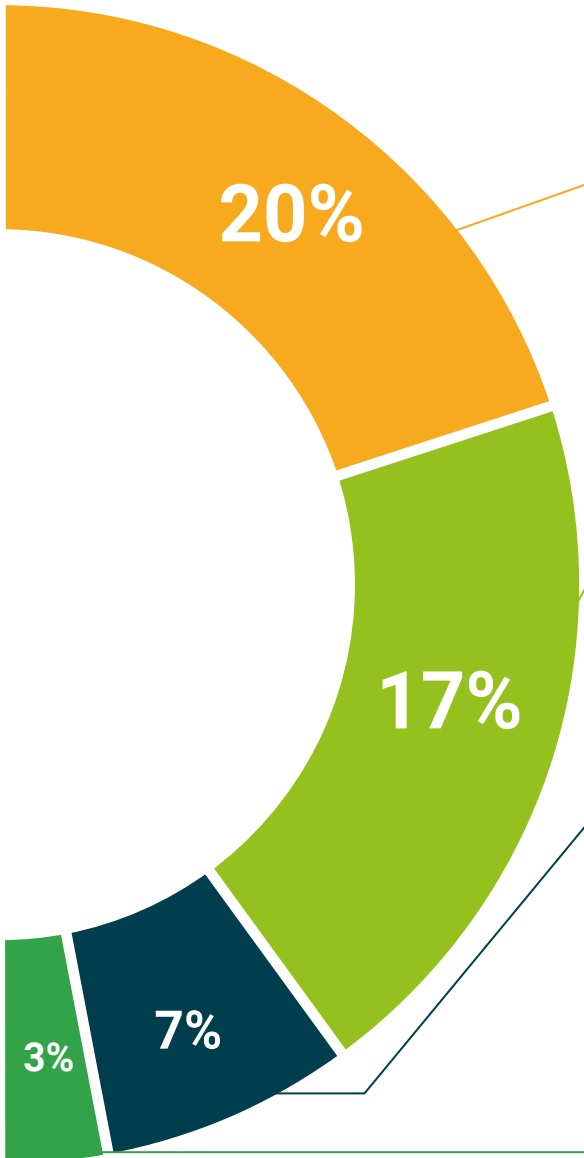
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



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 Veterinary Center Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Diploma 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 **Postgraduate Diploma in Veterinary Center Management** 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 Veterinary Center Management**

Modality: **online**

Duration: **6 months**

Accreditation: **24 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 Veterinary Center Management

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Global University
- » Credits: 24 ECTS
- » Schedule: at your own pace
- » Exams: online

Postgraduate Diploma Veterinary Center Management