

Postgraduate Certificate in Veterinary Business Management



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Introduction

The University of Liverpool has undertaken to deliver the Postgraduate Certificate in Veterinary Business Management, a fully taught, structured e-learning programme that can be taken as standalone CPD or as a postgraduate certificate.

It is open to anyone currently engaged in, or seeking to be involved in, veterinary business management, such as practice / office managers and veterinary staff.

The CertVBM is provided 100% online, so you can study from home and you are continuously assessed throughout the modules. When you access the structured modules, the topics and assessment deadlines are listed, so you can plan ahead around busy work/home commitments. You will receive full library access and plenty of support and guidance from our specialists, and facilitated discussion with your peers.

The programme is designed to be studied part time to fit around existing work commitments and is focused around integrating the introductory and core modules into a comprehensive business plan for the real world.

Programme Structure

The CertVBM is a 60-credit programme at Master's degree level, consisting of six modules starting with a four week introductory module. This is followed by four 16-week modules that cover key aspects of business management (human resources, marketing, finance and accounting and business strategy and entrepreneurship) and a 16-week work-based learning module.

Each module is designed to encourage the candidate to critically evaluate the daily activities of a veterinary practice against the fundamentals of business management, with emphasis on how the business management literature relates to veterinary practice.

The structure of the modules is such that learning materials and assessments are provided on a weekly basis allowing candidates to work through each module at a steady pace. Extensive peer to peer interaction is encouraged through the use of discussion boards where students can interact and collaborate, bouncing ideas between colleagues and academic staff within the virtual 'classroom'. Additional assessments revolve around written work, reflecting the study material learnt against the candidates' own business experience.

Enrolment for the introduction to veterinary business management modules take place three times per year with the four core modules operating on a rotating basis and the work-based learning module is offered three times per year, allowing candidates to start and stop according to their own schedule – over usually two years and within a maximum of three years.

Module Content

Introduction to Veterinary Business Studies (5 credits)

This 4 week module is a prerequisite for the veterinary business management core modules.

The aim of the module is to provide an introduction to online business education. Further, the module will introduce current concepts of business strategy. Candidates are expected to use practice based experience and previously acquired knowledge involving the

understanding and implementation of business strategy. This includes the creation and implementation of vision and mission statements and the use of SWOT analysis.

Upon completion candidates are expected to demonstrate the capacity for initiative and personal responsibility in dealing with complex situations. Further they are expected to have acquired the independent learning abilities required for continuing professional development.

At the end of the module candidates should be able to:

1. Demonstrate a systematic understanding of the use of internet based technology in continuing professional development.
2. Demonstrate a critical awareness of the importance of vision and mission statements in the veterinary industry.
3. Demonstrate an ability to critically review the current literature and discuss the various business strategies that may be used in small to medium sized enterprises.
4. Demonstrate an ability to recognise and address the complexities of business management through SWOT analysis.
5. Review and critically reflect on their current practices in light of the knowledge gained.

The syllabus of the first study unit will introduce the online teaching format while the syllabus of the second unit will cover the importance of business strategy in the veterinary industry. It will include discussion on the role of vision and mission statements.

Cost: £275

Marketing (10 credits)

The aim of this 16 week module is to develop practice based experience and previously acquired knowledge involving the understanding and implementation of current marketing theory. This includes the concept of holistic marketing, the role of consistency and consumer expectation management in marketing and the importance of product, brand and customer equity in relation to veterinary business management.

At the end of the module candidates should be able to:

1. Demonstrate a systematic understanding of the theory of holistic marketing, its implementation and importance in current business practices.
2. Demonstrate a critical awareness of the importance of product consistency and how it relates to customer expectations in high-relational settings such as the veterinary industry.
3. Demonstrate an ability to critically review the current literature and discuss the differences between, and significance of, product, brand and customer equity.
4. Demonstrate a comprehensive understanding of customer lifetime value and how it relates to the candidate's industry.
5. Demonstrate originality in the application of knowledge gained in a real world business setting.
6. Review and critically reflect on their current practices in light of the knowledge gained.

The syllabus will cover the importance and role of marketing in the veterinary industry. It will include discussion on current marketing theory and differences that the veterinary industry presents compared to traditional B2B or B2C settings. Emphasis is placed on relationship management and differentiation of marketing from advertising.

Cost: £550

Human Resources (10 credits)

The aim of this 16 week module is to develop practice based experience and previously acquired knowledge involving the understanding and implementation of current human resource management theory.

This includes the importance of employee input in motivation, application of Maslow's hierarchy of needs and the use of different management structures and tools for conflict resolution.

At the end of the module candidates should be able to:

1. Demonstrate a systematic understanding of the importance of the Hawthorne effect and its role in employee motivation.
2. Demonstrate a critical awareness of the Maslow's hierarchy of needs and its implications in employee motivation, remuneration and conflict resolution.
3. Demonstrate an ability to critically review the current literature and discuss the various management structures that may be used in small to medium sized enterprises.
4. Demonstrate an ability to recognise and address the complexities that human resource management entails.
5. Review and critically reflect on their current practices in light of the knowledge gained.

The syllabus will cover the importance effective human resource management in the veterinary industry. It will include discussion on the importance of different personality types, staff motivation, employee remuneration and reward, organisational structure and conflict resolution.

Cost: £550

Finance and Accounting (10 credits)

The aim of this 16 week module is to develop practice based experience and previously acquired knowledge involving the understanding and implementation of current financial and accounting theory. This includes the role of finance and accounting in effective veterinary business management, the central nature of capital and cash flow management and the use of inventory control to maximise return on investment.

At the end of the module candidates should be able to:

1. Demonstrate a systematic understanding of financial accounting, management accounting and financial management.
2. Demonstrate the ability to analyse and prepare the three main financial statements (balance sheet, profit/loss statement and cash flow projections).
3. Demonstrate a critical awareness of the centrality of inventory control in effective cash flow management and discuss the different strategies that may be used in inventory control.
4. Demonstrate a comprehensive understanding of the advantages and disadvantages of different means of capital acquisition and an ability to deal with related issues both systematically and creatively.
5. Review and critically reflect on their current practices in light of the knowledge gained.

The syllabus will cover the importance and role of financial accounting, management accounting and financial management in the modern veterinary business and tools in each discipline. Further it will cover the critical aspects of resource management including inventory control and discussion on the various methods of capital acquisition.

Cost: £550

Business Strategy & Entrepreneurship (10 credits)

The aim of this 16 week module is to develop practice based experience and previously acquired knowledge involving business strategy and the unique challenges facing entrepreneurial enterprises in the modern business environment. This includes the importance of developing a well laid out business plan that includes a clear business strategy, mission statement and SWOT analysis. Mechanisms through which capital can be raised and the importance of a harvest strategy are covered in particular relevance to the veterinary industry.

At the end of the module candidates should be able to:

1. Demonstrate a systematic understanding of the differences between business strategy, mission statements and business goals.
2. Demonstrate a critical awareness of the value of a business plan that includes the factors covered in learning outcome 1 plus other critical factors such as SWOT analysis, and of the value of wide distribution of the business plan within an organisation.
3. Demonstrate a systematic understanding the challenges faced by, and advantages held by, entrepreneurial enterprises and relate them to real world settings.
4. Demonstrate an ability to critically review the different harvest strategies available to the entrepreneur.
5. Review and critically reflect on their current practices in light of the knowledge gained.

The syllabus will cover the importance and structure of a well laid out business plan, discussion on means through which small and medium sized enterprises grow and the advantages and disadvantages that such organisations have. Further, it will include discussion on harvest strategies and management of difficult financial times and/or bankruptcy.

Cost: £550

Work Based Learning (15 credits)

The aim of this 16 week module is to provide a summary to the online veterinary business education programme. The module aims to consolidate the knowledge and skills learnt in the prior veterinary business management modules. Candidates are expected to use practice based experience and previously acquired knowledge involving the understanding and implementation of business strategy. This is expected to culminate in the development of a comprehensive business review of an operating veterinary business.

Upon completion candidates are expected to have acquired the independent learning abilities required for continuing professional development.

At the end of the module candidates should be able to;

1. Demonstrate a systematic understanding of the importance of human resources, accounting, marketing and strategic planning in a real world business setting.
2. Demonstrate an ability to problem solve when faced with real world business situations.
3. Demonstrate a critical awareness of the importance of integration of the current management literature into small to medium sized enterprises.
4. Demonstrate an ability to consolidate the aforementioned areas into a clear vision and business strategy.
5. Demonstrate an ability to communicate the aforementioned areas in written form.

The first study unit will review the importance of vision and mission statements and the role of SWOT analysis in business planning. The second unit will review human resources, the third accounting, the fourth marketing and the fifth business strategy and their respective roles in their current work place setting. The sixth study unit will be dedicated to finalisation of the business plan.

Cost: £825

Candidate Pre-Requisite Requirements

The programme is open to veterinary surgeons and non-veterinary staff who are actively involved in business management. As such it provides an avenue for veterinarians or practice managers seeking to develop a further understanding of their own business or, alternatively, it creates an opportunity for veterinary or non-veterinary staff who are looking to gain a new skill with the goal of improving their future job prospects.

Continuing your Studies

On completion of the 60 credits candidates will automatically be eligible for a Postgraduate Certificate in Veterinary Business Management from the University of Liverpool. Any candidates who are members of the Royal College of Veterinary Surgeons (MRCVS), or veterinary surgeons who hold an equivalent registerable qualification can then choose whether they wish to graduate or continue their studies towards a Postgraduate Diploma or MSc in Veterinary Professional Studies.

Assessment for the four core modules is also approved by the RCVS and successful attainment of these modules can contribute towards achievement of the RCVS Certificate in Advanced Veterinary Practice (CertAVP).

Further Information

For further information or to book your place please contact us on tel: +44 (0) 151 794 6016 or email: cpdvets@liv.ac.uk

Student Handbook

Although aimed predominately at students studying on-campus, the [handbook for Postgraduate Taught Students](#) has been written to provide all the information you need to help you through your University career and seeks to ensure that you know all there is to know about our services and facilities; where to find them and when to use them. It also sets out the rules, regulations and policies to be followed as a member of the University community and tells you about other sources of information likely to be useful to you throughout your studies.