C-VML.1 Principles of Veterinary Management and Leadership

Credits: 10 (100 hours)

Provider: Veterinary Postgraduate Unit – School of Veterinary Science

RCVS Content Covered

Click **here** to view the module content as outlined by the RCVS.

Aim of the Module

Provide a broad, yet critical, introduction to the principles of management and leadership as they apply to veterinary services, systems and organisations.

Equip candidates with the relevant strategic and operational management and leadership skills needed to contribute to the effective running of the organisations in which they work.

Learning Outcomes

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

1. critically appraise key theories and principles relevant to the effective management of organisations and judge the value of these from different veterinary perspectives;
2. critically evaluate strategies, models and tools for the management of veterinary organisations and apply them constructively to practical and theoretical professional situations;
3. critically evaluate the function and performance of veterinary organisations and systems, including their financial, organisational, and quality management processes;
4. appraise the nature of leadership and organisational change, and critically reflect on how these contribute not only to the development of veterinary organisations and cultures but ultimately to animal health and welfare objectives;
5. critically evaluate sources and types of information needed to support decision-making for veterinary management and leadership.

Module Structure

The syllabus will be divided into the following units:

Veterinary organisational management

- Organisational frameworks and models
- Strategic management, planning and policy-making in organisations and businesses
- Veterinary health systems, services & economics.

Veterinary leadership and change management

- Leadership – definitions and concepts
- The role of leadership in organisational development and implementation of strategies and policies
- Organisational change – models, significance & management.

Managing and developing the veterinary workforce

- Recruitment and selection of staff
- Education, training and mentoring
- Performance management and motivation
- Professional appraisal and career development.

Planning, using and managing resources for veterinary services

- Financial planning, management and accounting
- Procurement, logistics and equipment management.
- Human resource management (HR)
- Protecting the health and safety of staff and members of the public, including protection from exposure to hazard substances.

Communicating, promoting and marketing veterinary services

- Marketing veterinary services
- Promoting veterinary services, policies and programmes
- Internal and external communication.

Veterinary knowledge and information management

- Knowledge management
- Record keeping
- Information systems.

Maintaining and improving veterinary organisations, services and systems

- Theories of systems improvement such as systems-thinking, total quality management and clinical systems improvement
- Corporate and clinical governance
- Practice and professional standards.

Assessment Strategy

- **4 x 1500-word essays (100%)**
  4 essays based on either case studies provided for you to work through or a reflective analysis of aspects of veterinary management and leadership using the learning from the module, the literature and your experience as an employee, locum or other position in veterinary businesses.

All of your assessments involve both independent work and a collaborative element in the form of sharing your ideas with your peer group.

Assessments are submitted throughout the module with feedback given to aid in development of writing skills.