## Programme Specification
### Postgraduate

Applicable to postgraduate programmes

Please click [here](#) for guidance on completing this specification template.

### Part A: Programme Summary Information

<table>
<thead>
<tr>
<th></th>
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<th>Credit:</th>
<th>Level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Title of programme:</strong></td>
<td>PGCert Veterinary Business Management</td>
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<tr>
<td>2</td>
<td><strong>Programme Code:</strong></td>
<td>CERT/VBM (VZBM)</td>
<td></td>
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<tr>
<td>3</td>
<td><strong>Entry Award(s):</strong></td>
<td>☒ PGCert 60</td>
<td>Level 7</td>
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<tr>
<td></td>
<td>MA</td>
<td></td>
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<tr>
<td></td>
<td>MSc</td>
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<td></td>
<td>PGDip</td>
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<td></td>
<td>Other (please specify below):</td>
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<tr>
<td>4</td>
<td><strong>Exit Awards:</strong></td>
<td></td>
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<tr>
<td></td>
<td>PGDip</td>
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<td>PGCert</td>
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<tr>
<td></td>
<td>PG Award</td>
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<td>CPS</td>
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<td></td>
<td>Other (please specify below):</td>
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</tbody>
</table>

Exit awards will automatically bear the name of the entry award. If an exit award is to be unnamed (i.e. it will show only the qualification achieved) or if it is to have a different name from the entry qualification you must indicate this below:

<table>
<thead>
<tr>
<th></th>
<th><strong>Date of first intake:</strong></th>
<th>June 2012</th>
</tr>
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</table>

TQSD/14.15
6. Frequency of intake: Each Semester i.e. three times per year

7. Duration and mode of study: Part time 2 years online distance learning (maximum 3 years)


<table>
<thead>
<tr>
<th>Framework exemption required:</th>
<th>☒ No (please go to section 9)</th>
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Date exemption approved by AQSC:

9. Applicable Ordinance: Ordinance 42

<table>
<thead>
<tr>
<th>New/revised Ordinance required:</th>
<th>☒ No (please go to section 10)</th>
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</table>

Date new/revised Ordinance approved by Council:

10. Faculty: Health and Life Sciences

11: Level 2 School/Institute: Institute of Learning and Teaching

12. Level 1 unit: School of Veterinary Science

13. Campus: Online – Leahurst Campus

14. Other contributors from UoL: N/A

15: Teaching other than at UoL: All teaching and learning at UoL. However, candidates will be expected to be working in the field of Veterinary Business Management or be able to access Veterinary Businesses in order to complete the required work based assessments.

16: Director of Studies: Dr Catherine McGowan BVSc MACVSc DEIM DECEIM PhD FHEA MRCVS

17: Board of Studies: School of Veterinary Science PGT Board and Board of Studies
18: **Board of Examiners:** School of Veterinary Science Veterinary CPD module review board and examination boards

19. **External Examiner(s):**
   - Name: Dr Tim Brazil
   - Institution: Equine on the Move Ltd
   - Position: Equine Veterinary Specialist

20. **Professional, Statutory or Regulatory body:** N/A

21: **QAA Subject benchmark Statements(s):** N/A

22. **Other reference points:** QAA - UK Quality Code for Higher Education

23. **Fees:** £55 per credit bearing unit
   The entire 60 credit programme will cost £3300.

24. **Additional costs to the student:** N/A

25: **AQSC approval:**

**Part B: Programme Aims & Objectives**

26. **Aims of the Programme**

   No. | Aim:
   --- | ---
   1 | To develop comprehensive understanding of the core areas of veterinary business management; finance and accounting, human resources, marketing and business strategy and entrepreneurship.
   2 | To develop the ability to reflect critically on the subject matter and apply it to real world veterinary business settings in a systematic manner.
   3 | To produce graduates who meet the requirements of potential employers in a veterinary industry through the ability to deal with complex issues both systematically and creatively, and with the capacity for self-direction and originality in tackling and solving problems.

27. **Learning Outcomes**

   **No.** | Learning outcomes – Master’s degree | N/A

   **Learning Outcomes**

   **No.** | Learning outcomes – Postgraduate Diploma | N/A

TQSD/14.15

3 of 13
### Learning Outcomes

<table>
<thead>
<tr>
<th>No.</th>
<th>Learning outcomes – Postgraduate Certificate</th>
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<tbody>
<tr>
<td>1</td>
<td>Demonstrate a critical awareness of the importance of vision and mission statements in the management of veterinary businesses.</td>
</tr>
<tr>
<td>2</td>
<td>Demonstrate an ability to evaluate critically current business strategies that may be used in small to medium sized enterprises with reference to the current literature.</td>
</tr>
<tr>
<td>3</td>
<td>Demonstrate a comprehensive understanding of financial accounting, management accounting and marketing techniques.</td>
</tr>
<tr>
<td>4</td>
<td>Demonstrate a critical awareness of current human resource management theories and different management structures.</td>
</tr>
<tr>
<td>5</td>
<td>Demonstrate a critical awareness of the value of a business plan and its wide distribution within an organisation.</td>
</tr>
<tr>
<td>6</td>
<td>Demonstrate a systematic understanding the challenges faced by, and advantages held by entrepreneurial enterprises and relate them to real world settings.</td>
</tr>
</tbody>
</table>

### Learning Outcomes

<table>
<thead>
<tr>
<th>No.</th>
<th>Learning outcomes – Postgraduate Award</th>
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<tbody>
<tr>
<td></td>
<td>N/A</td>
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</tbody>
</table>

### Mapping of subject-based learning outcomes:

<table>
<thead>
<tr>
<th>Learning outcome No.</th>
<th>Module(s) in which this will be delivered</th>
<th>Mode of assessing achievement of learning outcome</th>
<th>PSRB/Subject benchmark statement (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Demonstr...</td>
<td>VETS735</td>
<td>The introductory module specifically assesses these fundamental principles in veterinary business management in both the short question examination (fundamental knowledge) and workplace placement report (critical awareness)</td>
<td></td>
</tr>
<tr>
<td>2. Demonstr...</td>
<td>VETS735, VETS736</td>
<td>Workplace placement report (critical evaluation)</td>
<td></td>
</tr>
</tbody>
</table>
3. Demonstrate a comprehensive understanding of financial accounting, management accounting and marketing techniques.

VETS731, 736

All aspects of online assessment (VETS731) plus consolidation and critical evaluation on the work based learning report (VETS736)

4. Demonstrate a critical awareness of current human resource management theories and different management structures.

VETS732, 736

All aspects of online assessment (VETS732) plus consolidation and critical evaluation on the work based learning report (VETS736)

5. Demonstrate a critical awareness of the value of a business plan and its wide distribution within an organisation.

VETS734, 736

All aspects of online assessment (VETS734) plus consolidation and critical evaluation on the work based learning report (VETS736)

6. Demonstrate a systematic understanding the challenges faced by, and advantages held by entrepreneurial enterprises and relate them to real world settings.

VETS734, 736

All aspects of online assessment (VETS734) plus consolidation and critical evaluation on the work based learning report (VETS736)

### 28. Skills and Other Attributes

#### No. Skills and attributes:

1. **Effective communication**
   - The ability to collect, analyse, and organise information and ideas, and to convey those ideas clearly and fluently, in both written and spoken forms.
   - The ability to interact effectively with others in order to work towards a common outcome.
   - The ability to select and use the appropriate level (specialist and non-specialist), style and means of communication.
   - The ability to engage effectively and appropriately with information and communication technologies.

2. **Independence and creativity**
   - The ability to generate ideas and adapt innovatively to changing environments.
   - The ability to identify problems, create solutions, innovate and improve current practices.

3. **Critical judgement**
   - Deal with complex issues systematically and creatively.
   - The ability to apply critical reasoning to issues through independent thought and informed judgement.
   - The ability to evaluate opinions, research and scholarship in the discipline make decisions and to reflect critically on the justifications for decisions.
4. Transferrable skills necessary for employment
   • The exercise of initiative, time management and personal responsibility.
   • Decision making in complex and unpredictable situations.
   • The independent learning ability required for continuing professional development

28a. Mapping of skills and other attributes:

<table>
<thead>
<tr>
<th>Skills and other attributes No.</th>
<th>Module(s) in which this will be delivered and assessed</th>
<th>Learning skills, research skills, employability skills</th>
<th>Mode of assessing achievement of the skill or other attribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Effective communication</td>
<td>VETS731-736</td>
<td>A key employability skill, but also important in research and learning indirectly</td>
<td>Predominantly in the essays and discussion boards where communication skills will be specifically assessed.</td>
</tr>
<tr>
<td>3. Independence and creativity</td>
<td>VETS731-736</td>
<td>Learning skills</td>
<td>All assessments.</td>
</tr>
<tr>
<td>4. Critical judgement</td>
<td>VETS771-776</td>
<td>Equally important across learning skills, research skills and employability skills</td>
<td>All assessments with consolidation in the workbased learning final module.</td>
</tr>
<tr>
<td>5. Transferrable skills necessary for employment</td>
<td>VETS771-776</td>
<td>Equally important across learning skills, research skills and employability skills</td>
<td>All assessment in these 6 core modules</td>
</tr>
</tbody>
</table>

29. Career opportunities:

At the end of this programme it is expected that students will have enhanced career opportunities through obtainment of an industry specific knowledge base and set of skills (as outlined above) targeted at the veterinary industry. It is expected that obtainment of a PG Cert Veterinary Business Management would offer a significant advantage to job candidates seeking employment within veterinary business management roles, as the certificate would offer the highest level of training that exists in the field to date.

Part C: Entrance Requirements

30. Academic Requirements:

A recognised undergraduate degree (FHEQ level 6) in veterinary science, veterinary nursing or business management related subject. However, for applicants without the necessary prerequisite HE training, but working in Veterinary Business Management for over 12 months, applicants would be considered on a case-by-case basis for entry for the program with a minimum of 2 references required.

Where there is an applicant who has not been in full time education for a number of years, a written submission of work answering a discipline related question (500 words) will be required to determine their suitability and ability to work at level 7. This
will be assessed by the programme director. If the applicant is from a country where English is not the first Language they will be required to show evidence of attainment of English at a minimum IELTS score of 7 or equivalent.

31. **Work experience:**

12 months experience in the field of Veterinary Business Management will be required (assessed by references as above).

32. **Other requirements:**

Candidates will be expected to be working in the field of Veterinary Business Management or be able to access Veterinary Businesses in order to complete the required work based assessments.

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### Part D: Programme Structure

33. **Programme Structure:**

This is a 6 module Post Graduate Certificate in Veterinary Business Management to be studied on a part time basis over 2 years (3 modules per year).

All candidates will start via the 4 week Introduction to Veterinary Business Management pre requisite module (VETS735), and this can be accessed at multiple start points/year as this module is repeated 3 times throughout the year. The maximum period of student registration under the current University of Liverpool Regulations is three years.

- Modules VETS731-736 are compulsory.
- VETS735 must be successfully completed prior to commencement of any other modules.
- After successful completion of VETS735, VETS 731-734 may be taken in any order.
- VETS736 may only be taken after successful completion of all other modules.

1. **VETS735 VETERINARY BUSINESS MANAGEMENT: INTRODUCTION TO VETERINARY BUSINESS STUDIES** (5 credits)

The aim of the module is to introduce current concepts of business strategy. Candidates are expected to use practice based experience and previously acquired knowledge to develop in depth understanding of business strategy. 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.

2. **VETS731 VETERINARY BUSINESS MANAGEMENT: FINANCE, ACCOUNTING AND RESOURCE MANAGEMENT** (10 credits)

The aim of the 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.

3. **VETS732 VETERINARY BUSINESS MANAGEMENT: HUMAN RESOURCES**
The aim of the 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.

4. VETS733 VETERINARY BUSINESS MANAGEMENT: MARKETING (10 credits)

The aim of the 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.

5. VETS734 VETERINARY BUSINESS MANAGEMENT: BUSINESS STRATEGY AND ENTREPRENEURSHIP (10 credits)

The aim of the 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.

6. VETS736 VETERINARY BUSINESS MANAGEMENT: WORK BASED LEARNING (15 credits)

The aim of the module is to provide a systematic evaluation of the online veterinary business education course. The module aims to consolidate the knowledge and skills learnt in the prior veterinary business management modules. Candidates are required to demonstrate critical reflection and application of practice based experience and previously acquired knowledge of business strategy, including demonstration of independent learning abilities required for continuing professional development.

34. Industrial placement/work placement/year abroad:

Candidates will be expected to be working in the field of Veterinary Business Management or be able to access Veterinary Businesses in order to complete the required work based assessments in each module, but no specific placements will be arranged. All work based assessments can be completed at the candidates own place of work.

35. Liaison between the Level 2 Schools/Institutes involved:

N/A

Part E: Learning, Teaching and Assessment Strategies

36. Learning, Teaching and Assessment Strategies:
The T&L strategy is to provide a blended learning approach, including distance education in an online forum and using the student's own exposure to businesses in the workplace learning to encourage communication and interaction between professional peers as well as the teaching staff while maintaining flexibility to be available to practising professionals on a part time basis. Underlying the strategy is an emphasis on translation of the skills and knowledge gained into a real world setting with a commercial awareness of the application of the theory covered in the course content.

This strategy works well for part time professionals who work during their programme of study as it allows incorporation of reflection upon everyday practice work into the actual programme of study in the form of workplace based discussions and assessments.

36a. Learning, Teaching and Assessment methods:

The Veterinary CPD team have extensive experience in T&L using 100% online at the University of Liverpool, with over 30 approved modules and over 330 students now in the online format through this unit. The director has had over 14 years experience in delivery of wholly and partly online programmes in many different formats in Australia and the UK.

The materials which would otherwise be provided in lecture format may be delivered as webinars or narrated video presentations. Readings and easy access to the library are provided. Facilitated directed learning is encouraged in the form of researching responses to queries posted on discussion boards and the integrated assessment items.

Each module will be presented online using blended delivery of static materials (lectures and readings) and asynchronous online interactive learning using objectively assessed discussion boards to support key learning outcomes and skills development. Students are required to communicate with peers as well as academic staff as part of their assessment, although the principle form of assessed communication will be written communication.

The assessment is fully integrated into the each module and part of the assessment is also interactive, where candidates are assessed on their contribution to discussion forums.

Each module in the PG Certificate in Veterinary Business Management (VETS731-736) contains similar assessment items all of which contribute to the overall strategy.

1. Short answer questions

Designed to promote revision and attain the required breadth of knowledge. These range from just a few words to up to 250 words and may require incorporation of evidence from the literature (one or 2 references).

2. Essay

The essays are up to 2000 words in length and intend to focus on the topic specifically covered within the study unit. Designed to promote reflection, synthesis of new ideas, solving of complex issues and in depth research and understanding of a topic. Will always involve referencing the literature and evidencing answers from the literature.
3. Workplace / Placement Report

Workplace based report will be shorter than essays, usually 1000-1500 words. The purpose of each report is to integrate that module’s contents into a singular coherent report targeted for the senior managers of their business. It is a review of current practices and future recommendations based on the key topics covered throughout the module and the student’s own experiential learning.

4. Project Report

This longer report of up to 7500 words will be submitted in draft form for feedback and then finalised and submitted in its final form. The purpose of this project report is to consolidate the knowledge and skills learnt in the prior veterinary business management modules. Students will be required to integrate each module’s subject themes into a coherent report as for each module’s workplace/placement report, including critical reflection of current practices and synthesis of future recommendations.

5. Discussion Boards

Designed to ensure continued diverse range of interaction and involvement in the online forum. Discussions are designed to reflect examples of business practice, theories, professional issues, legal issues, ethical issues or other issues relating to the topics covered in that unit. In most cases students will be directed to research an area prior to submitting their answer (initial contribution is approximately 200-300 words, but can be substantially shorter), forming an important directed learning tool throughout the module. An overall contribution grade is given which will require at least one submission to each discussion board topic throughout the module (discussion boards run every 1 – 2 weeks throughout each module).

Each contribution is assessed objectively using the online rubric function with interaction and involvement provided by colleagues and tutors. Example: assessment criteria:
Assessment information for students:

Code of Practice on Assessment

The University has a Code of Practice on Assessment which brings together the main institutional policies and rules on assessment. The Code is an authoritative statement of the philosophy and principles underlying all assessment activities and of the University's expectations in relation to how academic subjects design, implement and review assessment strategies for all taught programmes of study.

The Code of Practice includes a number of Appendices which provide more detail on the regulations and rules that govern assessment activity; these include:

- The University marks scale, marking descriptors and qualification descriptors;
- The framework for modular, postgraduate programmes;
- Information about students’ progress, including guidance for students;
- The procedure for assessment appeals;
- Regulations for the conduct of exams;
- The University’s policy on making adjustments to exam arrangements for disabled students.
- The code of practice relating to external examining (see also below)
- The Academic Integrity Policy, which covers matters such as plagiarism and collusion and includes guidance for students;
- The policy relating to mitigating circumstances which explains what you should do if you have mitigating circumstances that have affected assessment; and
- The policy on providing students with feedback on assessment.

Please click here to access the Code of Practice on Assessment and its appendices; this link will also give you access to assessment information that is specific to your cohort:

A summary of key assessment information is also available in the 'Your University' handbook.

Marking criteria:

The marking descriptors for the Department/School of Veterinary Science will be used in marking all work on this programme. These are:

<table>
<thead>
<tr>
<th>Marking Criteria</th>
<th>Description</th>
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<tbody>
<tr>
<td>90-100 %</td>
<td>Absolutely outstanding answer. Factually faultless; strong degree of originality; clearly directed; comprehensive coverage; extensive evidence of supplementary reading; very well written.</td>
</tr>
<tr>
<td>80-89%</td>
<td>Outstanding answer. Factually faultless; clearly directed; logical; good evidence of supplementary reading; originality present; very well written.</td>
</tr>
<tr>
<td>70-79%</td>
<td>Very good answer. Presentation is fresh, logical and perhaps enlightening; some originality of thought or approach; evidence of outside reading; good coverage; very well written and directed.</td>
</tr>
<tr>
<td>60-69%</td>
<td>Comprehensive answer. Clear; logical; thorough; factually sound (sufficiency of facts and/or no serious errors); evidence of outside reading and/or originality; well written and directed.</td>
</tr>
</tbody>
</table>
38. **Student representation and feedback:**

Students will be given the opportunity to nominate themselves for election with one representative from each year being voted in by the students.

An online conference meeting (using Adobe Connect) will take place 3 times per year approximately 3-4 weeks prior to the Board of Studies. A ratio of two staff members for each student representative will be present at each meeting.

A formal agenda will be issued and the student representatives will gather any concerns or issues to raise at each meeting. Minutes will be taken and circulated for discussion at the next Board of Studies.

**Part F: Status of Professional, Statutory or Regulatory Body Accreditation**

39. **Status of Professional, Statutory or Regulatory Body Accreditation:**

N/A

**Part G: Diversity & Equality of Opportunity and Widening Participation**

40. **Diversity & Equality of Opportunity and Widening Participation:**

The 100% online format is easily accessible and expected to create significant potential for a wide and diverse enrolment from numerous countries from around the globe. The format also promotes equal opportunity through its universal ease of access.

**ANNEX 1**

Annex Of Modifications Made To The Programme
Please complete the table below to record modifications made to the programme.

<table>
<thead>
<tr>
<th>Description of modification (please include details of any student consultation undertaken or confirm that students’ consent was obtained where this was required)</th>
<th>Minor or major modifications</th>
<th>Date approved by FAQSC</th>
<th>Date approved by AQSC (if applicable)</th>
<th>Cohort affected</th>
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