



UNIVERSIDADE DE LISBOA
Faculdade de Medicina Veterinária

Clinical-Hospital Management

Curricular Year: 5th

Duration: Annual

Credits: 2 ECTS

Teachers: Ana Mafalda Lourenço (CCP e R), Berta São Brás, Gonçalo Vicente.

Contact Hours: 50H Total.

34 hours: 18h lectures + 4 seminars + 12 Practical and laboratory teaching;

Learning objectives:

The CU program will include theoretical-practical seminars, case studies, simulations, and asynchronous teaching, providing a comprehensive experience in developing leadership and management skills for Veterinary Medical Centers (VMCs). Students will:

- Actively participate by applying management concepts to practical scenarios.
- Develop leadership skills and effectively manage teams in veterinary contexts.
- Apply strategic planning techniques to optimize productivity and sustainability in veterinary centers.
- Demonstrate the ability to efficiently manage inventory and orders.
- Evaluate the financial health of veterinary units through the analysis of financial indicators.
- Formulate strategies for informed and responsible economic decision-making.
- Understand and apply marketing principles and accounting principles
- Identify practices that enhance client service excellence and foster loyalty.
- Develop a critical and ethical approach to managing resources and services.

Program contents:

The theoretical-practical content of this CU will be delivered through classroom seminars, thematic debate sessions (30 hours), and asynchronous teaching (5 hours). The following topics will be covered: leadership, team management and productivity, strategic planning, inventory and order management, financial analysis, economic health assessment of VMCs and accounting principles. Additionally, strategies for informed economic decision-making, marketing principles, and practices aimed at achieving excellence in client service will be addressed, promoting the sustainability and efficiency of veterinary units.

Bibliography:

- Clausen, N. I. (2024). Inventory Management for Veterinary Professionals. John Wiley & Sons. ISBN: 9781119717928
- BSAVA Manual of Small Animal Practice Management and Development. (2020). British Small Animal Veterinary Association.
- Heinke, M. (2023). Practice Made Perfect: A Guide to Veterinary Practice Management (3ª edição). American Animal Hospital Association, AAHA Press.
- Mercader, P., & Díaz, M. A. (2020). Gestión de Clínicas Veterinarias., 1ª Edição



UNIVERSIDADE DE LISBOA

Faculdade de Medicina Veterinária

Assessment:

The assessment of this curricular unit combines continuous and summative methodologies, promoting the progressive acquisition of skills and knowledge. It is structured to ensure coherence between the teaching methods and the defined learning objectives.

a. Continuous Assessment (CA): Online Mini-Tests

Online mini-tests conducted throughout the year account for 75% of the final grade. These tests assess the theoretical and practical content of the unit. This method evaluates the understanding of fundamental concepts and encourages continuous study and practical application of knowledge.

b. Group Work (GW):

Group work, accounting for 25% of the final grade, fosters collaboration and the integrated application of concepts. This task involves analysing a practical case or solving a problem related to VMCC management, addressing topics such as leadership, strategic planning, or economic management. The results are presented in the form of a written report and/or oral presentation, enhancing communication and teamwork skills.

Thus, the final grade will be determined by the following formula:

$$\text{Final Grade} = (\text{CA} \times 0.75) + (\text{GW} \times 0.25)$$

Student evaluation also plays a critical role in assessing the effectiveness of the teaching-learning methodologies employed and guiding future adjustments to improve both teaching and assessment processes.