



**Certificate**

**in**

**Practice Management**

**And**

**Administration**

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## **CONTACT DETAILS**

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The European School of Veterinary Postgraduate Studies (ESVPS) is a not-for-profit organisation responsible for the examination and accreditation standards of the General Practitioner Certificates.

ESVPS was established with the principle objective of providing an attainable, balanced qualification for veterinary practitioners working within practice throughout Europe.

Since the launch of the first Certificates in 2003, over 2500 candidates across Europe have gained an ESVPS Certificate.

The SCIVAC Certificate in Practice Management and Administration course has been accredited by ESVPS as being a suitable educational programme based on the course content and the caliber of the tutors teaching on the taught course.

To be eligible for the Cert(PM&A) examination candidates will need to complete the following:

- Attend the nine taught modular courses.
- Submit 2 x 1,500 open essays.
- Complete all pre and post online module questions.
- Sit a 25 multiple choice/short answer question examination.

Candidates will be required to undertake further study on both the taught and the non-taught syllabus of the course.

Enrolment for the Cert(PM&A) examination is optional and carries an additional payment of £250. The deadline for enrolment is 31 August 2018 and payment should be sent along with the completed registration form to ESVPS and not SCIVAC.

We appreciate that the examination is still some time in the future, however, the ESVPS Academic Board feel that candidates intending to sit the examination should make the commitment at this stage, thus ensuring that the additional components of the course (such as the reflective learning exercises) are completed on a month-by-month basis rather than trying to catch up on these later in the course.

Over the next few weeks please take the time to read the enclosed examination information and if you should have any questions or queries please do not hesitate to contact the ESVPS office.

We look forward to hearing from you.

Yours faithfully,

Marialetizia villa

## Submission Dates

<b><u>Submissions/Exam</u></b>	<b><u>Important Diary Dates</u></b>	<b><u>Marking</u></b>
<b>Enrolment Due:</b>	<b>31<sup>th</sup> Aug 2018</b>	
<b>2 x 1,500 Word Open Essays Due:</b>	<b>31<sup>st</sup> January 2019</b>	<b>Marked and returned after final examination</b>
<b>Final Examination Date:</b>	<b>02<sup>nd</sup> April 2019</b>	<b>Results Issued within 6 weeks of final examination</b>

## Notes for Candidates – Please read carefully before enrolling

### ESVPS will:

- Provide a written Final Examination for the Cert(PM&A). This will be held on a single day, at a single venue in Cremona. Details of the date and venue will be available to candidates 3 months before the date of the Examination. ESVPS reserve the right to change these details under exceptional circumstances, but if this is necessary will provide maximum possible notice to delegates
- Scrutinise the completed the Open Essays in accordance with the timings and procedures laid out in those documents
- Notify candidates in writing of their result in the Examination and Open Essays, within 6 weeks of the final examination. These results will be sent to the address given on the Enrolment Form, unless candidates notify ESVPS in writing of any change

### To be eligible to sit the Examination candidates must:

- Attend nine taught modules of the course and sign the Attendance Register on those days. Candidates who miss modules may attend those modules in the following year, and then sit the Examination, provided that appropriate Enrolment Form and fees have been received by ESVPS
- Enroll and pay in full for the Examination by the date given by ESVPS. **This fee is non-refundable**, but candidates may defer their entry into the examination, providing they provide written notice to ESVPS at least 30 days before the date of the Final Examination.
- Submit their completed Open Essays to ESVPS in accordance with the timings and procedures laid out in those documents
- Complete all pre and post module online surveys
- Attend the appropriate venue for the Final Examination on the stated date
- Notify ESVPS in writing of any change in their address for correspondence

Other Notes:

- Candidates who sit the Final Examination but are unsuccessful may re-sit the Examination in the following year. A fee will be payable, and details of reregistration procedures will be available to unsuccessful candidates on request
- By enrolling for the Examination, candidates agree to accept the decision of the examiners. Unsuccessful candidates may appeal against the conduct of the examination, but not against the decision of the examiners.
- Any appeal must be made in writing to the Chair of the Academic Board of ESVPS within 30 days of the Examination results being issued. ESVPS will provide a written response to any such appeal within 30 days of receipt.
- The Examination and all allied activities are the responsibility of ESVPS, and any correspondence or appeals related to the Examination must therefore be directed to ESVPS as described above
- Under no circumstances may candidates remove any examination question papers from the examination room
- Successful candidates will have their name placed in the ESVPS register, which will be available to other ESVPS members. If you do not wish for your name to appear in the ESVPS register please inform ESVPS in writing.

## OPEN ESSAY INSTRUCTIONS

### Instructions

Each candidate will submit 2 x 1,500 word Open Essays for assessment. The essays will cover a different topic from the course syllabus and will demonstrate how the candidate has **applied** the understanding of the topic in their work environment. The candidate will be required to reflect on and quote evidence from their own performance and practice to show that their professional competence has developed and improved.

The Open Essays must be submitted to ESVPS at the date specified in the ESVPS guidelines. Completed Open Essays are to be uploaded onto the 'Candidates Area' of the ESVPS website. If submitting more than one document please use a zip file.

### Structure of the report

This report is expected to cover the following sections:

#### Title page

The title should accurately describe the subject matter in about 15-20 words and give the examiner an idea of the purpose, the scope and the relevance of the report to the course.

For example "Applying the 7P's model of marketing to the launch of a new branch surgery"

The initials and surnames of the authors should follow. The title page incurs 5 marks based on the assessment of the following criteria

Title page		
Relevance of subject	5	
Purpose of report		
Scope of report		
Length of title		
Name of author		

#### Summary page

The paper should have a self-contained 'Summary' (maximum of 150 words), which should briefly address the following 5 elements. One well written, clearly focused line can be enough to collect each of the 5 marks.

Summary page		
Clear identification of purpose of the report	5	
Clear definition of the issue/objective/ideally in objective measureable terms		
Clear identification of the theory/model/std operating procedure (MTSOP) used		
Clear statement of the outcome ideally in objective measureable terms		
Clear reference to the utility of the process in terms of the results of learning outcome		

It is vitally important to identify a theory, or a model or a standard operating procedure (MTSOP) that you have used to analyze the situation or issue you are aiming to address in this report.

For example a summary page could read as follows:

This report describes how the 7P's model of marketing was used to analyze the marketing strategy in relation to the launch of a new branch surgery at our practice. The branch was not generating as much turnover as expected. Analysis demonstrated that 400 clients had registered since it was opened 12 months ago. An objective was set to register a total of 1000 clients over the next 12-18 month period. This represents an average of 55-85 per month. The 7 P's model was used to review the various aspects of the marketing strategy that was used to try and achieve this objective. Ten months after the launch of the strategy discussed in this report, the surgery has now registered 700 clients. Overall, the 7 P's model has proven a useful business concept to guide the marketing of this branch.

**Introduction section**

The aim of this section is to clearly identify the problem you or your practice were experiencing and wished to resolve. Use quantifiable measurements if possible such as a lack of turnover, a lack of clients, a lack of staff etc. Describe the current mindset / model / theory / standard operating procedure that was being used before the intervention and why it had been chosen. Perhaps there was no specific model; perhaps it was just because it had always been done this way. Why was it not working? Did it ever work? Did something change that created the problem? This is a really important section as it helps the examiner understand why you decided to do what you did. This section attracts 10% of the marks.

<b>Introduction section</b>		
Overview of the issue/situation expanding on the earlier definition and objective measurements	10	
Consideration of the current state of affairs and /or MTSOP		
Limitations of this current MTSOP		
What has changed to make the current MTSOP ineffectual? Identify the stimulus to act		
Clear statement of intent		

**Project report**

The project report has 2 sections; an explanation of the theory / model / SOP you decided to use **and** then how you applied it. What other management models / tools could you have chosen from? Why did you select this one? Explain the logic / the principle / the assumptions behind the one you chose. 10% of the marks

<b>The project report</b>		
<b><i>Theoretical awareness and understanding</i></b>		
Evidence of a logic upon which to analyse the problem / situation using a specific MTSOP	10	
Evidence of an awareness of the literature available to analyse the issue/problem. References		
Evidence of an understanding of the relevance of the available MTSOPs in the literature		

The application of the theory or model or approach is a key section in the report. It represents 25% of the marks. The point of this section is to demonstrate the difference between knowing about and understanding business and management theory and being



able to do something with that knowledge. The application of this knowledge is assessed as per the criteria below.

<b>Application of theory</b>		
<b>Evidence of an execution plan</b>	25	
To whom does the intervention apply? Author, team, practice?		
What systems were involved and what specific changes were to be made?		
Where did this take place?		
When did it happen? Over how long was the intervention monitored?		
How? What specific new skills or behaviours were used to effect the change?		

## Results section

This section doesn't have to be long but it is useful to clearly specify the outcomes, preferably in quantifiable terms, as a result of what you did. This may repeat information already given in the summary. Tables of before and after or in comparison to the targeted outcome can be useful if appropriate. Please note, the marks are not given for achieving the target. The marks are given for demonstrating your approach to the problem. Perhaps the best learning of the entire project was that the management model or concept you chose wasn't very useful and that you wouldn't recommend it for this type of problem.

<b>The results section</b>		
What happened? Evidence of a clear statement of the outcome of the intervention	10	
How was this measured? Objective measures		
How did the outcome compare to the stated objectives?		
What were the perceived benefits of this intervention? Quantitative / qualitative?		

## Discussion

The discussion has 2 sections. The first section is a brief introductory reminder of the purpose and the scope of the report, the original problem, the MTSOP used and a one line summary of the resulting outcome. This is because some people jump straight to the discussion section and you will want to hold their attention by giving them some perspective of what you are talking about. This section attracts 5% of the marks.

<b>The discussion</b>		
<b>Set-up</b>		
Reference to the purpose of the report	5	
Reference to original problem or issue		
Reference to the MTSOP used		
Reference to the resultant outcome		

The second section of the discussion is where you can really show off! The aim of this course is to improve your awareness and knowledge of business and management models, theories and techniques. None of these are perfect. Sometimes they can help

you think through certain business and management problems, sometimes they don't add much. The aim of this section is to discuss how useful you felt the theory or model was in relation to solving your situation and if you think the model can be adapted or improved for your situation. That's perfectly legitimate!

<b>Critical analysis</b>		
Demonstrate awareness of the benefits and limits of the MTSOPs used in this situation	10	
Questioning of the key assumptions / premises relating to the choice and application of MTSOP		

### Conclusion and reflection

The entire point of this course is to learn new things. This is what this case report is all about; helping you recognize what you have learnt and whether it was useful or not. This section focuses on that learning. Demonstrating the ability to reflect on what you know now compared to what you didn't know before as well as thinking about what you still need to know is a key aspect of continued personal effectiveness good management.

<b>Conclusion and reflection</b>		
Evidence of an awareness of the utility of what was taught / introduced in the course	10	
What new MTSOP did the author learn?		
What new skills did the author learn as a result of applying this MTSOP?		
Other learning outcomes		

### Presentation and style

Marks will be deducted for an unstructured layout, multiple typos and spelling mistakes and poor grammar. Ask someone to proof read your report before submission.

The essays should be presented in a professional manner using the following guidelines:

- Each essay should be approximately 1500 words in length
- Use appropriate, professional business-like language. Write in the "third person". At this level you will be penalised for poor grammar, spelling and punctuation
- The essay should be word-processed (Font: Arial; 12pt; Double spaced) if at all possible to provide a professional image, though neat handwritten reports may be accepted
- Use plain, white, good quality A4 paper
- Number all pages clearly and consistently, and indicate your name or candidate registration number on each one (use a header or footer)
- Make sure the pages of each essay are securely fastened together
- Ensure you keep a copy of the essays for your own records. ESVPS will not take responsibility for any essays which may get lost in the post.

<b>Presentation / format / style</b>		
Clearly organised and logically layout in sections	5	
Spelling		
Grammar		
Report writing style / use of the third person		

## References

ALL the sources of your claims need to be referred in the body of the report and then listed at the end of the report. If you are referring to a management model or theory you must cite where it came from. If you are expressing a personal opinion, say so try to provide some evidence as to why you have that opinion.

Please do NOT make wild general claims taken straight out of text books without referencing it. You WILL lose marks! For example, some case reports contain claims like “marketing is essential for any modern veterinary practice”. Who says? Is it *really* essential? Some practices flourish without doing any marketing! Instead say “Marketing has been cited as an important management activity for modern practices where competition between businesses is particularly intense, (Smith, 2000).”

Only papers closely related to the author’s work should be mentioned. In the text the name of the author and the year should be in brackets e.g. (Smith 1980). If the author’s name is an integral part of the sentence, the date only is placed in brackets, eg...as reported by Smith (1980). For more than two authors, (Smith and others 1980) should be used. Where several references are quoted, they should be placed in chronological order. At the end of the paper the references should be listed in alphabetical order of the first author’s name and set out as follows: Author’s name(s) and initials, year of publication in brackets, full title of paper, full title of the journal, volume number and first and last page numbers e.g. Howard, B.D. (2002) Managing Your Staff, Veterinary Economics 162, 32-36. References to books should be as follows: Author’s name(s) and initials, date of publication in brackets, name of chapter or section where appropriate, full title of book, edition, publishers and place of publication, and pages referred to, e.g. Bennett, R., (1994): Personal Effectiveness, 2nd Edn, Kogan Page, London, pp89-94

Presentation of the references	5	
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Open Essay Titles. You may choose two from the following, or choose your own from any area of the course syllabus:

1. The Chartered Institute of Marketing defines marketing as "the management process responsible for identifying, anticipating and satisfying customer requirements profitably." Discuss how you have applied this approach to help drive active client activity within your veterinary organisation.
2. Describe how you are using the Profit and Loss sheet to track the impact of a management intervention within your veterinary organisation.
3. Describe how you created and used a budget to track your financial position within your veterinary organisation.
4. Describe how your awareness of employment law has helped you avoid potential complications when dealing with a challenging member of staff.
5. Describe a situation whereby you had to consider the implication of welfare and ethics on how you carried out your business operations.
6. Describe how your awareness of the law relating to one of the following has affected how you carry out your business operations without compromising your legal position or your profitability; the supply, storage and disposal of medicines, the creation, storage and disposal of clinical waste or Health and safety regulations.
7. Describe how you have formulated and implemented a customer service strategy that helped drive active client activity within your veterinary organisation.
8. Describe how you have formulated and implemented a branding strategy that helped drive active client activity within your veterinary organisation.
9. Describe how you have formulated and implemented an online and / or social media strategy that helped drive active client activity within your veterinary organisation.
10. Describe how you coached an employee to improve their performance.