

## **An Overview of Manager Experience within Veterinary Institutions**

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### **Abstract**

This paper is an overview of a qualitative grounded theory study that investigated if there are potential challenges intermediate managers face within veterinary clinical institutions and if so; do these challenges impact operational performance. This study required the use of literature from different sub-topics that were able to be linked and supported the dissertation topic/study. The data also allowed for the determination on which methodology would be most beneficial to this study. Due to the lack of data prior to this study; it is clear that additional research be conducted to add validity to this topic.

**Keywords: Dissertation, Small Business Administration, Intermediate Managers, Veterinary Institutions, Operational Performance.**

### **Introduction**

This paper is an overview of intermediate manager experience within veterinary clinical institutions. Extensive literature review was conducted to identify a gap and other related information in the literature to address the gap. The remaining sections of the paper are as follows: Small Business, Operational Performance, Veterinary Institutions, Veterinary Medicine, Intermediate Managers and Methodology.

The Small Business section describes what is defined as a Small Business and how Veterinary Clinics fall under this category. The Veterinary Clinics section provides data on what these facilities entail as to services provided and how they must be considered a Small Business. With the Veterinary Medicine section this presents information on how the need for this is present. Veterinary Medicine has contributed to the treatment of animals and allows for this to benefit humans as well. The Operational Performance section also allows for the reader to understand its definition and how it is present in any organization no matter size. The Intermediate Managers section briefly describes the importance of individuals who hold this title and how they impact Operational Performance and the organization. The Methodology section describes the importance of determining which method to use when conducting research and how it allows for a study to be completed. Lastly, the Conclusion section briefly describes the significance of all sections within this paper and how they are all relevant to a researcher's study.

### **Small Business**

As the development of the study came together it was necessary to decide on which sub-topics to include and determine how much data to provide. There is quite an abundance of articles, journals, books, and studies on Small Business that a researcher can reference. Unfortunately, this is where the hard work comes in to play and having to briefly review as many as one can and decide on which ones are of greater significance over the others. As previously mentioned; this step throughout the Dissertation process is the most time consuming and difficult to complete. With that being said; some of the significant data will be briefly discussed below.

The definition of Small Business is not one that many are familiar with. Many who think of a small corner store down the street, a salon in your home town, or a dry cleaner next door; is what comes to mind when they think Small Business. Yes, those can all be considered small

businesses but there is a lot more to it than that. The SBA defines a U.S. small business as a concern that:

- Is organized for profit;
- Has a place of business in the U.S.;
- Operates primarily within the U.S. or makes significant contributions to the U.S. economy through payment of taxes or use of American Products, materials or labor;
- Is independently owned and operated; and
- Is not dominant in its field on a national basis.

Reviewing this data other requirements on the Small Business Administration website allows for a clearer understanding on what can be considered a Small Business. Also, there are other factors to consider such as size standards and field of industry. These and other useful information can be reviewed at <https://www.sba.gov/>.

When an individual or individuals decide on owning and operating a Small Business they are attempting to provide a service or goods that a specific consumer is demanding. Attempting to fill this need; it necessary that these individuals do their research to determine if they are up for the challenges and risks associated with this process. Like any new endeavor there are going to be obstacles to overcome and if one is not properly prepared for them when opening a Small Business; it can significantly impact their ability to sustain their operations.

Failing to plan properly; whether it be for the current sustainably or future is a major issue that small business owners encounter. Having the right tools and knowledge can better prepare these individuals and assist in the success of Small Business. There is no guarantee that a Small Business will survive or that a profit will be present in the first six, twelve, or eighteen months;

but having those tools available can allow for the proper planning and forecasting of Small Business concerns.

Small Business was key to this Dissertation Topic because it allowed for the Researcher to see how a Veterinary Clinic falls into this category. It also provided data on this topic and statistical information on Small Businesses as to its definition, success/failure rates, and future analysis. A Researcher has the responsibility to provide accurate and validated data on information that is included within their study.

### **Operational Performance**

In addition to Small Business it was necessary to include Operational Performance as it is in direct connection with Small Business. Also, with Operational Performance it was included in the title of this Dissertation Study; therefore, it must also come along with some literature to support its relevance. This allowed for the Researcher to assist in choosing what other key topics would be needed to be researched and presented in this study. A generic definition that one can use for Operational Performance may be what an organizations functions entail in the day to day operations of their business to provide the service or goods their company is known for. This would include from start to finish and consist of all key individuals that contribute to this process. Operational Performance can vary depending on the size of the business and is not just specific to Small Business. Operational Performance is a necessary aspect of any business and should be managed appropriately. This is required so that all policies and procedures are followed accordingly and are meeting the organizations overall objectives and goals. If this occurs; the organization can have an advantage over its competitors as it is meeting consumer needs and organizational goals. Operational Performance can be viewed as organizational performance that can be measured against standards of efficiency, effectiveness and following

environmental responsibility. Operational Performance has many advantages that any company regardless of size can benefit from. This can include both internal and external quality results and be viewed as a form of business performance as well as operational performance. Organizations that utilize various tools to aid in Operational Performance can only add to its success and have the ability to determine if there are changes that need to occur to ensure its sustainability. With the use of technology and innovation; an organization can see how Operational Performance is present within their organization and how its processes can be evaluated. Innovation and the customer participation are central issues in research focusing on the performance of firms (Ngo & O’Cass, 2013). Consumers are of great significance to Small Businesses. This is because their feedback can allow for businesses to determine the demands of products and services and how it can impact Operational Performance. Operational Performance is a process that no organization can survive without; regardless of size. With Operational Performance it encompasses many practices and aspects that must be incorporated accordingly into a business. For any business to compete and survive within their industry it is essential that they can implement, evaluate, and if needed modify their practices accordingly. Companies have understood that to compete in continuously changing environments, it is necessary to monitor and understand firm performances (Taticchi, Tonelli, & Cagnazzo, 2010). As this is understood it is clear that for a Small Business to survive they must consider this data. Following the suggestions of this information a Small Business must also obtain experienced individuals to ensure that their objectives and goals are accomplished. This is where the roles of an Intermediate Manger come into play.

### **Veterinary Institutions**

Veterinary institutions are facilities used for professional veterinary examinations and treatment of animals as well as for research involving animal health. These facilities are available to ensure veterinarians undertake their profession legally, safely, and in physical precincts (Stockman & Scott, 2013). Veterinary facilities are generally regulated at a state level. Many states have specific guidelines and requirements that veterinary facilities must maintain in order to receive an operating permit (AVMA.Org, 2015, p. 1). Like any other Small Business; Veterinary Institutions must follow all State and Federal Laws in order to operate and maintain their existence within their field. Having to do this requires a Veterinary Institution to develop a plan or operations manual that must be implemented accordingly. Again, this is where the need for experienced individuals are needed; hence: Intermediate Managers. As Veterinary medicine addresses animal disease prevention, analysis, and treatment, it is also tasked with preventing communicable animal diseases from being transmitted to humans. Due to these tasks; the medical treatment of animals has improved dramatically over the years. With these improvements there have been significant contributions to treatments such as dental procedures, surgeries, acupuncture, and the improvement to the overall animals' quality of life. With the advancements in technology and development of new practices and medicine the veterinary field is changing. It is necessary that institutions adjust to these changes and provide services that are in demand in order to ensure their sustainability. As this is clear; Veterinary institutions need to realize they are business entities and must operate accordingly. It must also be noted that with the reduction in large animal work and the rise in animal care has contributed to the need for veterinary institutions. As more individuals rely on Veterinary Institutions it clearly a field that is able to survive within their industry if they are providing the services that consumers are seeking.

All Veterinary Institutions are not the same. Some may offer more services than others and also have specialists on staff based off the demands of the consumer. These variances would all be determined either prior to opening the Veterinary Institution or obtained after based off the needs of consumers. An example of this may be when a Veterinary Institution offers laboratory services that can provide accurate and detailed results and allow for the best possible of treatment of care for animals. This is just one example of how a Veterinary Institution can vary and offer a service another facility may not. Regardless of the size of the facility or the services offered there are some key factors that all Veterinary Institutions should consider. Veterinary institutions should have a well-maintained practice, clean and presentable appearance, and also require current practice and training programs for all employees.

### **Veterinary Medicine**

Discussing Veterinary Institutions; it is also necessary to address Veterinary Medicine and how it allowed for this study to be completed. To diagnose health problems and allow for preventative care to be discussed and implemented by Veterinarians this would require the use of Veterinary Medicine. Veterinary Medicine has been able to evolve and advance over time. With the contributions of technology and research more illnesses have been able to be treated and medicines developed for the treatment and prevention of diseases. It is crucial that this field be current and up to date with its research and practices for the wellbeing of humanity and animals. As humans interact with animals everyday it is necessary to ensure that one is protected against any possible diseases or illnesses that can be present. Animals not only share the same habitat as humans, but can also provide an immense range of services, comforts, and humanity. These include therapy, companionship, and training. Animals can impact the health of humans just as humans can influence their animals. With Veterinary Medicine its primary focus is on improving

the health of animals. Veterinarians use medicine to treat animals suffering from illnesses and practice the prevention of diseases and other medical concerns. The prevention of some diseases; Veterinary Medicine can utilize the use of vaccines. Vaccines can eliminate the use of antibiotics when it comes to treating animals with infections. Reliable and affordable vaccines would prevent antibiotic resistance from becoming a problem in the near future (Riviere & Papich, 2013). Parasitic infections in animals can be controlled or eliminated through Veterinary Medicine. With the vast amount of animal species there are many factors to consider when developing treatments for animals and can be more difficult than developing treatments for humans. All animals may require treatment in one form or the other and do not just refer to household pets. Veterinary Medicine allows for the treatment of the vast array of animals and can aid in developing, testing, and implementing new treatments. In order to solve and prevent health problems in animal and problems in humans; which arise from animals' research in Veterinary Medicine is necessary. Professionals in the Veterinary field aid in the wellbeing of animals and people by attempting to control and eliminate the spread of animal diseases. Epidemiology is a sub-field that is within Veterinary Medicine. Within this field it is concerned with researching human and animal diseases that include flu, rabies, encephalitis, food-borne disease, AIDS, and the plague. Veterinary medicine in conjunction with other areas of study has often found ways to combat emerging epidemics and to prevent the occurrence of such disasters (Nanbo & Imani, 2010). Having the ability to research areas as this and then present the findings allows for the possibility of treatments and medicines to be developed and provided to patients both human and animal. Veterinary medicine has made invaluable contributions to the well-being of humanity by discovering, researching, managing, and preventing communicable animal diseases from affecting humans (Gupta, 2012).

Private sectors can also intersect with Veterinary Medicine. Some of these sectors can link Veterinary Medicine to biomedical research, animal products and the study of animal health. Veterinary Medicine can also have specialists with a particular field of study. These can include laboratory animal work, toxicology, pathology, ophthalmology, genetic engineering, and cardiovascular. These fields can also contribute to companies that produce pharmaceutical products like antibiotics and vaccines for both animals and humans. These companies can also request assistance based on their research and professional opinions. The development and testing of drugs can also be an area where these specialists can assist. The production of other products and the suggestions of utilizing various ingredients and chemicals can also be of benefit.

Also, Veterinary Medicine can be beneficial with the advice and recommendations a Veterinarian can provide when it comes to handling and managing animals. This can consist of nutrition, handling, managing, and treatment of animals. If this is practiced correctly, the need for animal care may be reduced and minimize the costs for treatment. This would be most beneficial in the farming industry because it can improve productivity and contribute to their profits. Veterinary medicine is vital to the Veterinary industry and can be a useful tool in the safety and quality of food supplies from animals and the healthcare for both humans and animals.

### **Intermediate Managers**

Intermediate Managers or Middle Managers play a significant role within any organization. As the need for Veterinary Medicine rises, the significance of Small Business, and the presence of Operational Performance are stated; it would be suggested that the role of an Intermediate Manager be also discussed. With an Intermediate Manager there are going to be various titles that can be used for this specific role within a company. Speaking from experience; these titles

can be Practice Manager, Office Manager, Department Manager and or Facilities Manager. All of these titles can be related to the Industry of Veterinary Medicine. Understanding what an Intermediate Manager is and the role they play in a company will allow for a clearer understanding of how significant this individuals role plays within an organization. Intermediate Managers or Middle Managers are usually responsible for implementing strategies and business practices and policies that were developed by top managers or individuals at an executive level. Intermediate/Middle Managers usually focus on near future goals rather than long term goals. The coordination that is developed and necessary for intermediate managers is the purpose for achieving business goals. As Intermediate/Middle Managers receive goals from upper management; some may be difficult to achieve during operations; but must be accomplished. When upper management defines the expectations and goals they want to accomplish; sometimes they may not clearly define ways in which to achieve them. A middle manager must consider all goals crucial and ensure they are achieved. For these goals to be met and ensure an organization can operate efficiently and effectively; these Intermediate/Middle Managers must put procedures into place and ensure that every employee is doing what is expected of them individually and as a team player. Intermediate Managers interact with all employees and vital to the operations of a business due to their roles and how they interpret strategic language to operational language to employees. To ensure Operational Performance and meeting the overall objective and goals of an organization Intermediate/Middle Managers must possess some experience so they can ensure communication is effective between employees and top managers. They are responsible for keeping stakeholders aware of strategic planning that will aid them in developing and implementing procedures. These managers must also retain specific attributes such as leadership, ethics, trust, ability to motivate, and experience. Intermediate Managers must also have the

ability to take on various roles within their organization. Many have to take on the role of Human Resource, Motivator, Leader, and Implementing Change. One significant role and attribute that is crucial is Leader/Leadership. This is one that can either make or break the overall Operational Performance of an organization. A Leader is one who knows and shows others the importance of a “win” when it comes to a team or individual purpose. This individual must also be dynamic, excited, and can inspire. If an individual lacks this ability in the role as an Intermediate Manager, there are going to be severe consequences that in some cases can lead to a businesses failure. This can be due to lack of communication between employees and consumers. There can also be concerns regarding daily operations and not meeting organizational objectives and goals based on the lack of training or experience from employees. Therefore, it is necessary for any organization to have the most qualified individual in this role and ensure they obtain specific attributes that can allow them to properly assist in the success of the company. For business goals to be met and exceeded a manager must have the ability to ensure unity and take command and direction off all employees. The Intermediate Manager role is demanding and tough and requires significant knowledge of a businesses operations. Working under pressure Intermediate Managers must execute the organizations vision and meet the expectations of upper management.

It is now widely recognized that managers within the broader veterinary industry need to be more commercially aware than in the past, prompting the recognition of a significant gap in business and management skills (Lowe, 2009 as cited in Henry & Treanor, 2014).

## **Methodology**

Before one conducts research on a specific topic; it is necessary for a Researcher to determine which method will be used for their study. As the topic is developed and, in some cases, modified the method chosen must align accordingly to ensure that the study can be validated, presented, and accepted within the academic community. For this specific topic, it was previously mentioned that there were no previous studies conducted. There were data that pertained to the sub-topics within the study but not any specific to this Dissertation study. The methods that were available to utilize were Quantitative, Qualitative, and Mixed Methodology. The method that was chosen for this study was Qualitative. Every researcher must clearly understand what the definition of each method is in order to properly determine which method aligns with their study. Qualitative research occurs “in a natural setting and allows for data to emerge instead of utilizing prefigured data. Understanding this definition made it clear that it was appropriate for this specific study. Also, being able to conduct research in its ‘natural setting’ contributed to its selection. As most Qualitative studies there is no pre-existing data to question, add to, or rebuttal; so, this was the correct method to follow. Qualitative inquiry can be classified as initial curiosities for research the often can come from real-world observations, a researcher’s direct experience, political beliefs, and scholarly interests. With Qualitative research it may also be noted that researchers may have to justify and build a stronger foundation for their topic more than researchers who conduct quantitative studies. This is based on the fact that quantitative studies use pre-existing data for their research. It is also important to understand that Quantitative research does not apply to a specific industry or topic and can be broken down to different categories and allows a researcher to define or modify their topic. Qualitative research can allow for researchers to present new data than can allow for new insights on human beings and their

behavior that were not presented or understood in a positive manor. With Qualitative Research, researchers can capture the reality of situations on a specific topic. The Qualitative Method allows for the researcher to break this method down even further. When this occurs, a researcher can incorporate Grounded Theory. This entails systematically gathering and analyzing data that is grounded and attempts to develop a theory. Researchers utilize various methods that attempt to challenge a hypothesis or method or present their own findings. Utilizing Grounded Theory may be the method that can allow for a researcher to justify their topic. Not all topics or studies are going to be similar and sometimes researchers want to develop their own study and not follow the path of others. In some cases, researchers want to decide on a topic that they are passionate about and present it in a way that it makes sense to others while providing data that can be validated and accepted. Studies that fall under Grounded Theory are attempting to discover a framework of data or theory that can describe a phenomenon while collecting and analyzing data in the field.

### **Conclusion**

In conclusion all the sub-topics discussed and that were included in the Literature Review were of significance to this study. The data that was researched allowed for information to be reviewed and guided the Researcher in determining which method would be most beneficial for their study. This literature also contributed to what tool would be utilized to collect data and have it properly analyzed, validated, presented, and accepted. It is evident that Researchers have many tools at their grasp that they can utilize when conducting their Dissertation. Having the ability to properly determine which ones will be more beneficial and contribute to the completion on ones' study is another.

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