

Ministry of Health of Ukraine
Odesa National Medical University
Faculty of Pharmacy

Lecture 2(Part 1)

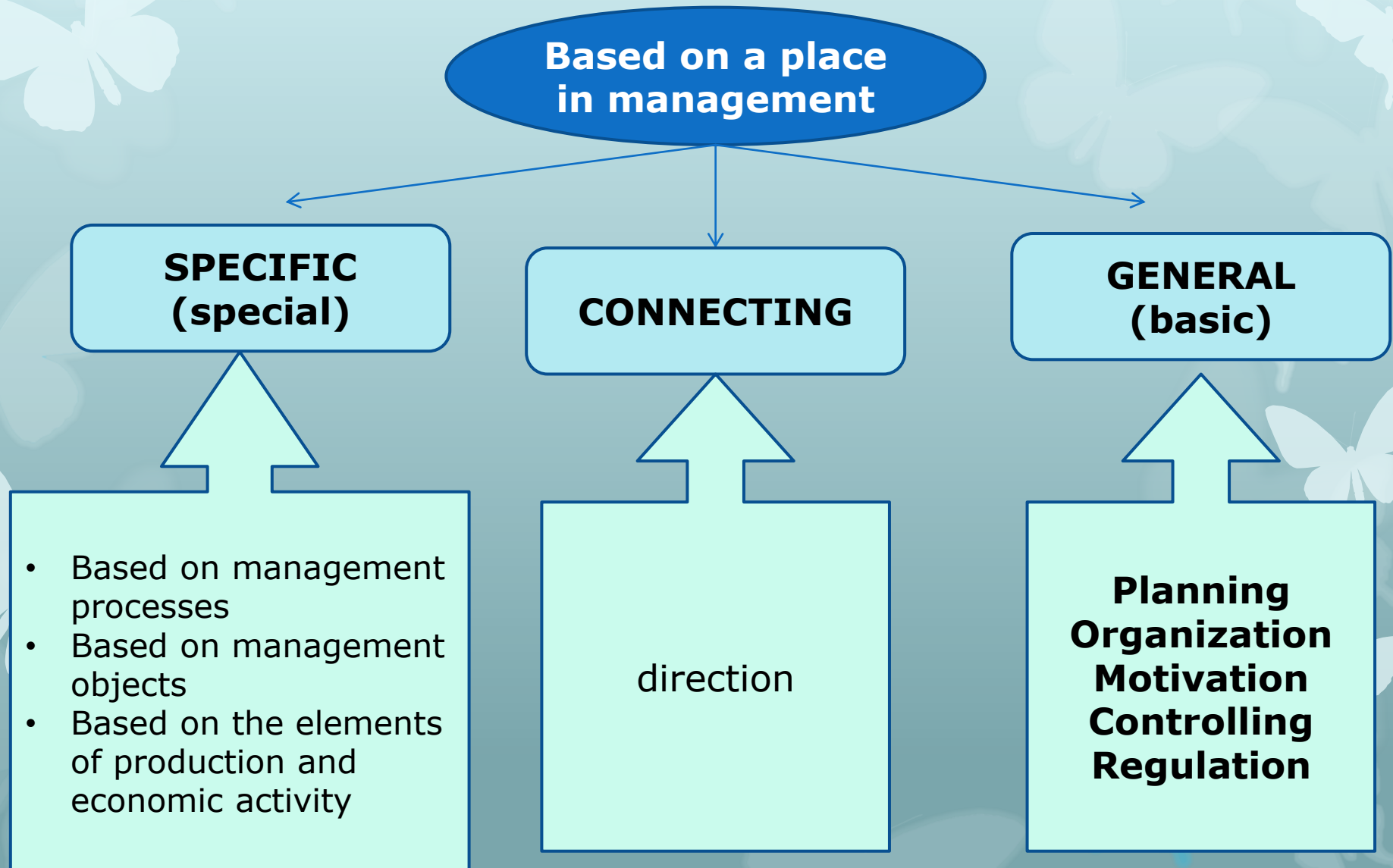
“Management functions. Managing
decision making. Communicative
processes in management.”

FUNCTIONS OF PHARMACEUTICAL MANAGEMENT

- are **separate types** of management activities (labor processes in the field of management), **which provide** the formation of methods of managerial influence.



CLASSIFICATION OF MANAGEMENT FUNCTIONS



TECHNOLOGY OF MANAGEMENT

it is the sequential flow of general management functions, as a result of which specific management functions are implemented. In this case, the decisive role is played by specific management functions, which are implemented through general management principles.



PLANNING

○ is a type of management activity (work processes) that determines the perspective and future state of the organization.



PLANNING

STRATEGIC

it is a type of planning that consists in developing a strategy for the organization's activities.

TACTICAL

this is a type of planning, which consists in developing mechanisms for implementing the chosen strategy. Includes current and operational planning.

current

operational



STAGES OF STRATEGIC PLANNING

- ❖ information support for strategic planning
- ❖ establishment of the mission, vision and goals of the organization

MISSION is the clear reason for the organization's existence

VISION is an idea about the vision of the future of the organization

- ❖ the choice of methods for analyzing factors of the internal and external environment
- ❖ assessment and analysis of environmental factors
- ❖ assessment and analysis of factors of the internal environment
- ❖ forecasting the conditions of functioning and the results of production and economic activities of the enterprise
- ❖ performing calculations, justifications, design solutions
- ❖ the formation of options for strategies (strategic alternatives)
- ❖ choice of strategy
- ❖ assessment of the strategy for compliance with the established criteria

ORGANIZATION

○ is a type of management activity that reflects the process of creating an organization's management structure.

The organization is based on three categories: authority, responsibility and delegation.



AUTHORITY

is a limited right to use the resources of an enterprise (material, financial, labor, etc.) and direct the efforts of subordinate employees to fulfill established tasks. Powers are delegated to positions, not to a person.

RESPONSIBILITY

is the duty of an official to fulfill the assigned tasks and ensure their positive solution.

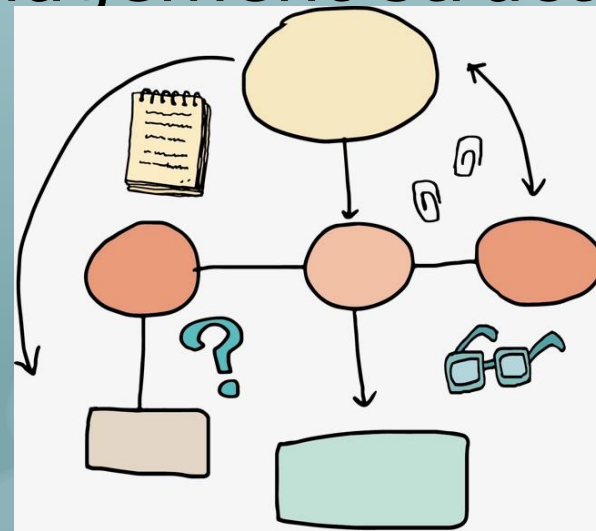
DELEGATION

is the transfer of tasks and powers to a person who assumes responsibility for their implementation.

THE ORGANIZATIONAL STRUCTURE OF MANAGEMENT

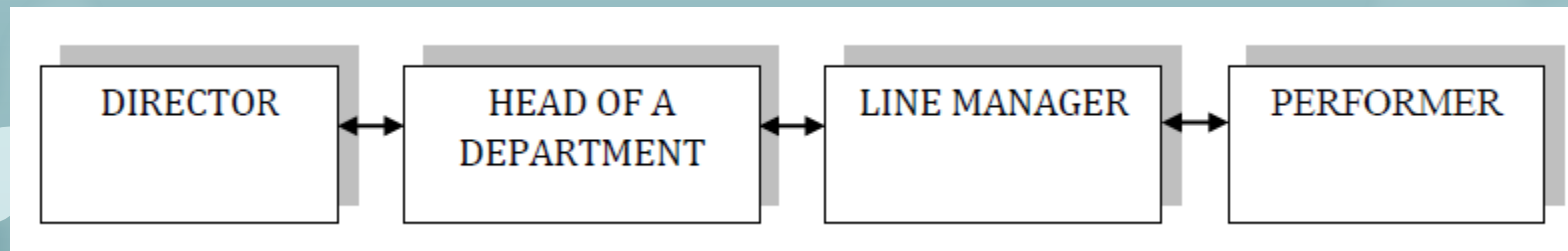
is a well-organized set of units that form the levels of management, their interconnection and permitting the management of the organization.

There are **two main** management structures - **linear** and **functional**.



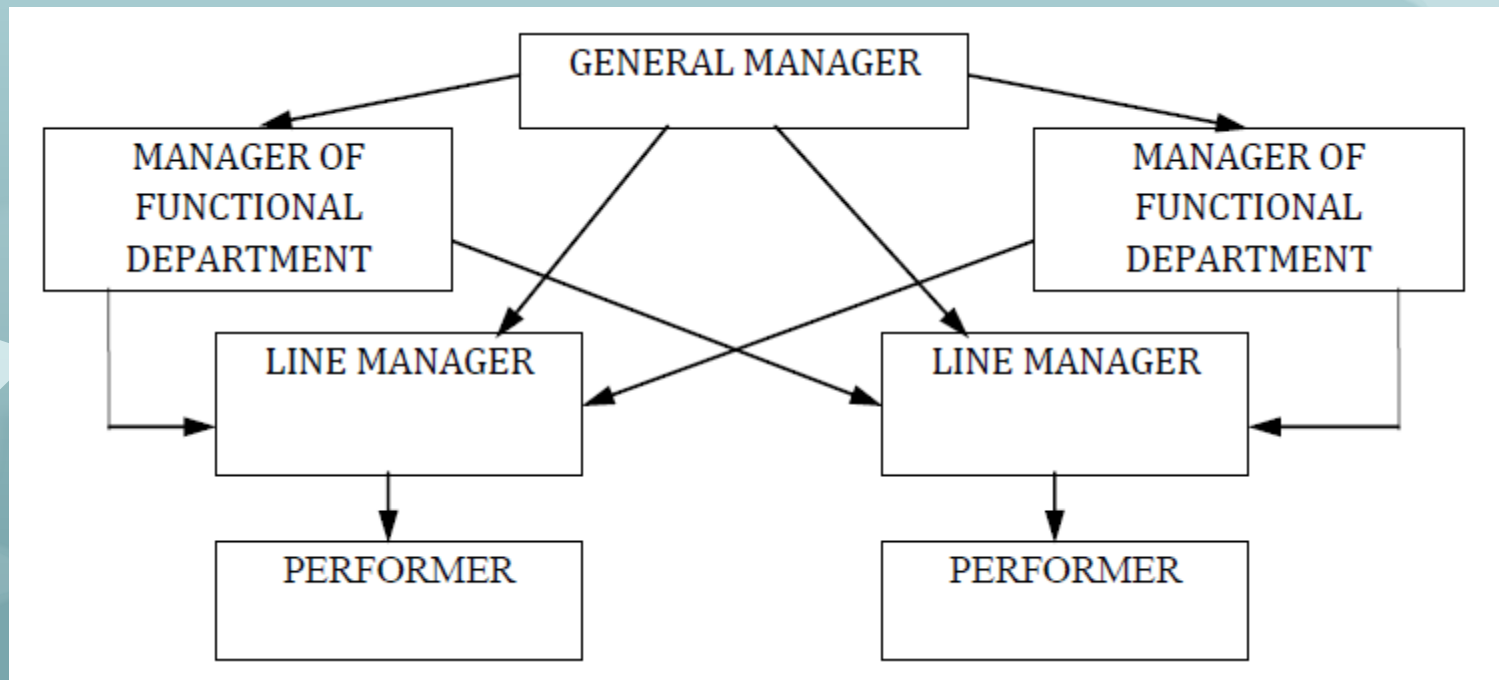
LINEAR ORGANIZATIONAL MANAGEMENT STRUCTURE

a set of mutually subordinate bodies in the form of a hierarchical ladder, where each manager is subordinate to only one manager and all connections with the highest levels of management go through him.



FUNCTIONAL ORGANIZATIONAL MANAGEMENT STRUCTURE

a hierarchy of bodies that ensure the implementation of each management function at all levels, while managers specialize in individual management functions that are performed by relevant specialists.



Motivating

is a type of management activity that provides a process of motivating oneself and other employees to activities that are aimed at achieving personal goals and objectives of the organization.

ALGORITHM OF MOTIVATION



CONTENT THEORY OF MOTIVATION

(focus on the analysis of **human needs**, the **priority** of their **motivating action**)

The theory of needs of M. Tugan-Baranovsky

Hierarchy of needs
A. Maslow

D. McClelland's theory of needs

Herzberg's two-factor theory of needs

The ERG theory by K. Alderfer

Theory "Z" by W. Oachie

Theories "X" and "Y" D. McGregor

CONTENT THEORY OF MOTIVATION

The theory of needs
of M. Tugan-
Baranovsky

1. The physiological, sexual, symptomatic and practical needs are highlighted.
2. Of particular importance is belonging to nationalities, moral and religious views.

Hierarchy of needs
A. Maslow

1. Needs are divided into primary [physiological needs (hunger, thirst, sex, etc.), the need for self-preservation (safety, security)] and secondary [social needs (involvement in events, feeling of closeness, love), the need for respect (recognition from society) and the need for self-affirmation, self-realization]
2. The behavior of people is determined by the needs of the lowest order.
3. After satisfying the needs, their motivating action ceases.

CONTENT THEORY OF MOTIVATION

D. McClelland's theory of needs

1. Three needs that motivate a person: power, success, involvement.
2. Focus on higher-order needs as lower-order needs are already met.

Herzberg's two-factor theory of needs

1. Hygienic and motivational factors are highlighted.
2. Hygienic factors (lower order) prevent discontent with work.
3. Motivational (higher order) affect behavior.

The ERG theory by K. Alderfer

1. The main groups of needs that motivate a person: existence, connections, growth.
2. If it is impossible to meet the needs of the highest level, efforts to meet the needs of the lower level are increased.

CONTENT THEORY OF MOTIVATION

Theories "X" and
"Y" D. McGregor

1. Theory "X" stipulates that workers tend to avoid work and responsibility, so control and threats must be used to stimulate them.
2. Theory "Y" appeal to needs of a higher order: the need for involvement, to have high goals, autonomy and self-expression.
3. Employees are more inclined towards theory "Y," but organizational conditions and behavior of managers predetermine their choice of theory "X".

Theory "Z" by W.
Oachie

1. Theory "Z" defines that the basis for the success of employees is a belief in common goals.
2. Significant incentives are trusting relationships and mutual support, complete coordination of actions.

PROCESS THEORY OF MOTIVATION

(focus **not only** on the **needs**, but also **on the process** of stimulation itself, the definition of **conditions**, in which the motivation process will be **more effective**)

Vroom's expectancy theory

S. Adams' theory of justice

Participatory governance theory

Complex theory of L. Porter and E. Lawler

J. Atkinson's theory of affective valence

Material incentive theory

Moral incentive theory

PROCESS THEORY OF MOTIVATION

Vroom's expectancy theory

1. Provides for such expectations: "the effort expended - the expectation of a certain level of results", "the results obtained - the expectation of a certain reward", "the expectation of a valuable reward that can satisfy the needs."
2. Integrity of accounting for all types of expectations.

S. Adams' theory of justice

1. Compliance with the principles of fairness and objectivity in the establishment and distribution of remuneration.
2. Taking into account the possible reaction of employees to unfair motivation.

PROCESS THEORY OF MOTIVATION

Participatory
governance theory

1. Involvement of employees in the management of the organization in order to increase their level of satisfaction with work, which will contribute to the growth of more effective activities of organizations.
2. Focuses on the process of meeting the needs of the highest order.

J. Atkinson's theory
of affective valence

1. Claims that any person seeks to achieve success, assert himself, and realize his own potential.
2. Motivation of activity depends on the desire to achieve success or avoid negative assessment.

PROCESS THEORY OF MOTIVATION

Complex theory of
L. Porter and E.
Lawler

1. Includes elements of the theory of expectations and the theory of justice.
2. Provides for the satisfaction or displeasure of the employee as a result of the received remuneration for the level of results achieved in the performance of specific tasks, which in turn is determined by the efforts, abilities, character and assessment of the employee's role.

PROCESS THEORY OF MOTIVATION

Moral incentive theory

1. Focuses on meeting the needs of a higher order (recognition, involvement, respect, etc.).
2. Based on the use of non-material incentives (benefits for medical and sanitary services, transportation, certificates, medals, orders, titles, gratitude, etc.).

Material incentive theory

1. Provides for the formation and use of systems of material incentives and the distribution of wages in accordance with the action of the distribution law according to the quantity and quality of work.
2. Based on the use of material incentives (forms and systems of payment for work, bonuses, allowances, additional payments, gifts, etc.).
3. Is the most effective in terms of motivation.

CONTROL

○ is a type of management activity to ensure the process by which the organization's management determines how correct its management decisions are, as well as the need for certain adjustments.

The main tasks of control are:

- to ensure the achievement of the goals and mission of the organization;
- identify deviations and shortcomings;
- avoid the accumulation and repetition of errors, minimize losses, overcome complex organizational problems, etc.



CLASSIFICATION OF CONTROL TYPES

1. Within the meaning

financial, production, operational, marketing and other control

2. By stages of implementation of production-economic activities

Preliminary control

is carried out at the entrance to the organization's system and is implemented through rules, procedures, behavior.

Current control

is implemented in the very system-organization in the process of production and economic activities and is in the nature of managerial necessity;

Final control

is carried out at the exit from the system, that is, as feedback is used after the work is done.

CLASSIFICATION OF CONTROL TYPES

3. By the level of centralization of management of control

Centralized

characterized by the presence of specialized control services, the use of harsh rules, "top-to-bottom" influence, and the secrecy of information about control.

Decentralized

based on social norms, values, traditions and corporate culture; focusing on self-control and intragroup control; transparency of information about the purposes, means, timing of control; ensuring bilateral influence.

CLASSIFICATION OF CONTROL TYPES

4. By the level of object control coverage

Continuous	provides for a consistent check of the entire set of controlled objects
Selective	carried out only with respect to individual objects from the entire homogeneous set
One-time	carried out under the influence of factors that accidentally or unexpectedly arise in the process of production and economic activities

REGULATION

is a type of management activity aimed at eliminating deviations, failures, shortcomings, etc. in the managed system by developing and implementing the appropriate measures by the managing system.

