

**MINISTRY OF HEALTH OF UKRAINE**  
**ODESA NATIONAL MEDICAL UNIVERSITY**

Department of Healthcare Management

**CONFIRMED by**

Vice-rector for scientific and pedagogical work

Eduard BURIACHKIVSKYI

September 1<sup>st</sup>, 2023

**WORKING PROGRAM IN THE DISCIPLINE**  
**«HEALTHCARE MANAGEMENT»**

**Level of higher education:** second (master's degree)

**Field of knowledge:** 22 «Health care»

**Specialty:** 222 «Medicine»

**Educational and professional program:** Medicine

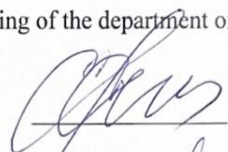
The working program is compiled on the basis of the educational and professional program "Medicine" for the training of specialists of the second (master's) level of higher education in the specialty 222 "Medicine" of the field of knowledge 22 "Health care", approved by the Academic Council of ONMedU (minutes No. 9 dated 29/06/2023).

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The working program is approved at the meeting of the department of health care management  
 Minutes No.1 dated 28/08/2023

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 Minutes No. 1 dated 29/08/2023

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Revised and approved at the meeting of the department of health care management  
 Minutes No. \_\_ dated \_\_/\_\_/20\_\_.

Head of the department

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Revised and approved at the meeting of the department of health care management  
 Minutes No. \_\_ dated \_\_/\_\_/20\_\_.

Head of the department

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## 1. Description of the discipline:

Name of indicators	Field of knowledge, specialty, specialization, level of higher education	Characteristics of the discipline
Total number:	Field of knowledge 22 «Health care»	<i>Full-time (day) education</i> <i>Compulsory discipline</i>
Credits of ECTS: 3	Specialty 222 «Medicine»	<i>Course: 6</i>
Hours: 90		<i>Semester: XI - XII</i>
Content modules: N/A	Level of higher education second (master's degree)	<i>Lectures (10 hours)</i>
		<i>Seminars (0 hours)</i>
		<i>Practical classes (30 hours)</i>
		<i>Laboratories (0 hours)</i>
		<i>Independent work (50 hours)</i>
		<i>including individual tasks (14 hours)</i>
		<i>Form of final control – Credit Test</i>

## 2. The purpose and tasks of the educational discipline, competencies, program learning outcomes

**The purpose is** to master the knowledge and to form the elements of the professional competencies and practical skills in healthcare management on the basis of the specialized modern scientific achievements in healthcare management and marketing.

**The tasks of the discipline** are the following:

1. To gain thorough knowledge of the modern management theory and practice, to shape students' managerial thinking, to form an understanding of the conceptual foundations of management in health care.

2. To gain thorough knowledge of the features of financing models and systems in health care, financial environment and resources in health care, to form an understanding of a systematic understanding of financial and economic relations in healthcare on macro and micro levels.

3. To form skills and abilities in complex research of the medical services market, the use of marketing models in the health care, to gain fundamental knowledge about marketing planning in the management system of healthcare facility.

4. To form skills and abilities in pricing in health care, state regulation of health care and the private sector of medicine.

5. To form skills and abilities regarding the use of marketing strategies in the management system of a healthcare facility, strategic planning and analysis technologies, business planning methods.

The process of studying the discipline is aimed at forming elements of following competencies:

- **General competencies:**

GC 3. Ability to apply knowledge in practical situations

GC 4. Knowledge and understanding of the subject area and understanding of professional activity

GC 6. Ability to make reasonable decisions

GC 7. Ability to work in a team

GC 8. Ability to interpersonal interaction

GC 11. Ability to search, process and analyze information from various sources

GC 12. Determination and persistence in relation to assigned tasks and assumed responsibilities

GC 14. Ability to realize one's rights and responsibilities as a member of society, to be aware of the values of public (free democratic) society and the need for its sustainable development, the rule of law, the rights and freedoms of a person and a citizen in Ukraine

GC 16. Ability to evaluate and ensure the quality of the work performed

- **Special competencies are:**

SC 11. Ability to solve medical problems in new or unfamiliar environments in the presence of incomplete or limited information, taking into account aspects of social and ethical responsibility

SC 17. Ability to assess the impact of the environment, socio-economic and biological determinants on the state of health of an individual, family, population

SC 18. Ability to analyze the activity of a doctor, unit, health care institution, ensure the quality of medical care and increase the efficiency of the use of medical resources

SC 19. Ability to organize and integrate the provision of medical assistance to the population and the marketing of medical services

SC 20. Ability to conduct epidemiological and medical statistical studies of the health of the population; processing of social, economic and medical information

SC 22. Ability to manage healthcare workflows that are complex, unpredictable and require new strategic approaches

**Program learning outcomes are:**

PLO 1. Having a thorough knowledge of the structure of professional activity. Being able to carry out professional activities that require updating and integration of knowledge. To be responsible for professional development, the ability for further professional training with a high level of autonomy.

PLO 3. Specialized conceptual knowledge that includes scientific developments in the field of healthcare and is the basis for conducting research, critical understanding of problems in the field of medicine and related interdisciplinary problems.

PLO 16. Form optimal medical routes for patients; to organize interaction with colleagues in their own and other institutions, organizations and institutions; to use tools to promote medical services on the market, based on an analysis of the needs of the population, in the conditions of functioning of healthcare, its divisions, in a competitive environment.

PLO 21. Searching for the necessary information in the professional literature and databases of other sources, analysing, evaluating and application of this information.

PLO 26. Management of work processes in the field of health care, which are complex, unpredictable and require new strategic approaches, organization of work and professional development of personnel taking into account the acquired skills of effective teamwork, leadership positions, appropriate quality, accessibility and fairness, ensuring the provision of integrated medical help.

PLO 28. Making effective decisions on health care issues, assessing the necessary resources, and taking into account social, economic and ethical consequences.

**As a result of studying the discipline, the student has to**

**Know:**

- the basic concepts of management as a scientifically based managerial process in health care, in particular in public and private healthcare facilities, and modern trends in this field;
- the essence of financial and economic relations in health care, the financial environment and the main models of healthcare financing and basic healthcare financing models and systems;
- basics of state regulation of pricing in healthcare, particularly in private sector;
- basic principles of health care marketing and features of marketing in the modern health care;
- features of using business planning in healthcare.

**Be able:**

- to manage the resources of the healthcare facilities from an efficiency standpoint;
- to plan prices for medical services in private and public healthcare facilities;
- to carry out a complex study of the market in the health care;
- to carry out a marketing planning in the management system of healthcare facility;

- to develop a business plan on the basic structure for healthcare.

### 3. The content of the educational discipline

#### **Theme 1. Basics of healthcare management.**

Basic principles of healthcare management. Management in healthcare on the micro level (healthcare facility). Management relations in healthcare on the macro level (national healthcare system). Public healthcare sector.

#### **Theme 2. Basics of health care financing on macro and micro levels.**

Basic principles of effectiveness in healthcare. Models for organizing a healthcare system based on financial systems. Methods of financing healthcare facilities in the macro-level. Financial and economic relations in health care. Basic principles of effectiveness in health care. Financial resources of healthcare facilities. Healthcare financing models and systems.

#### **Theme 3. Basics of pricing in health care.**

Features of medical service as an economic category. Basic principles of pricing for medical services. The structure of the price of medical services. Pricing in health care at the state level.

#### **Theme 4. Basics of marketing planning in healthcare.**

Healthcare services market. Healthcare marketing in the modern healthcare. Complex market research in the healthcare marketing system. Marketing planning in the management system of healthcare facility.

#### **Theme 5. Basics of business planning in healthcare.**

Basic principles of business planning in healthcare. Business plan development: advantages and disadvantages for healthcare management. The methodology of business planning in healthcare. Basic structure and scheme of business plan development.

### 4. The structure of the educational discipline

Themes	Number of hours			
	Total	including		
lectures		practical classes	Independent work	
Theme 1. Basics of healthcare management	14	2	4	8
Theme 2. Basics of health care financing on macro and micro levels	14	2	6	6
Theme 3. Basics of pricing in health care	14	2	4	8
Theme 4. Basics of marketing planning in healthcare	14	2	4	8
Theme 5. Basics of business planning in healthcare	14	2	6	6
<i>Individual task</i>	20	-	6	14
<b>Total hours</b>	<b>90</b>	<b>10</b>	<b>30</b>	<b>50</b>

## 5. Themes of lectures / seminars / practical classes / laboratories

### 5.1. Themes of lectures

No.	Theme	Hours
<b>Content module 1. Healthcare management</b>		
1.	Theme 1. Basics of healthcare management	2
2.	Theme 2. Basics of health care financing on macro and micro levels	2
3.	Theme 3. Basics of pricing in health care	2
4.	Theme 4. Basics of marketing planning in healthcare	2
5.	Theme 5. Basics of business planning in healthcare	2
	<b>Total</b>	<b>10</b>

### 5.2. Themes of seminars

Seminars are not provided.

### 5.3. Themes of practical classes

No.	Theme	Hours
1.	Practical class 1-2. Theme 1. Basics of healthcare management. Questions: Basic principles of healthcare management. Management in healthcare on the micro level (healthcare facility). Management relations in healthcare on the macro level (national healthcare system). Public healthcare sector. Individual survey on the questions of the topic. Executing test tasks. Solution of situational problems (incl. calculated) on the theme.	4
2.	Practical class 2. Theme 2. Basics of health care financing on macro and micro levels. Questions: Basic principles of effectiveness in healthcare. Models for organizing a healthcare system based on financial systems. Methods of financing healthcare facilities in the macro-level. Financial and economic relations in health care. Basic principles of effectiveness in health care. Financial resources of healthcare facilities. Healthcare financing models and systems. Individual survey on the questions of the topic. Executing test tasks. Solution of situational problems (incl. calculated) on the theme.	6
3.	Practical class 6-7. Theme 3. Basics of pricing in health care. Questions: Features of medical service as an economic category. Basic principles of pricing for medical services. The structure of the price of medical services. Pricing in health care at the state level. Individual survey on the questions of the topic. Executing test tasks. Solution of situational problems (incl. calculated) on the theme.	4
4.	Practical class 8-9.	4

	Theme 4. Basics of marketing planning in healthcare. Questions: Healthcare services market. Healthcare marketing in the modern healthcare. Complex market research in the healthcare marketing system. Marketing planning in the management system of healthcare facility. Individual survey on the questions of the topic. Executing test tasks. Solution of situational problems (incl. calculated) on the theme.	
5.	Practical class 10-12. Theme 5. Basics of business planning in healthcare. Questions: Basic principles of business planning in healthcare. Business plan development: advantages and disadvantages for healthcare management. The methodology of business planning in healthcare. Basic structure and scheme of business plan development. Individual survey on the questions of the topic. Executing test tasks. Solution of situational problems (incl. calculated) on the theme.	6
6.	Practical class 13-15. Individual tasks. Presentation and defense of individual tasks, evaluation of individual tasks, its critical analysis.	6
	<b>Total</b>	<b>30</b>

#### 5.4. Themes of laboratories

Laboratories are not provided.

### 6. Independent work of the student

No.	Theme	Hours
<b>Content module 1. Healthcare management</b>		
1.	Theme 1. Basics of healthcare management. Self-study of material on Theme 1 Preparation for practical class 1-2	8
2.	Theme 2. Basics of health care financing on macro and micro levels Self-study of material on Theme 2 Preparation for practical classes 3-5	6
3.	Theme 3. Basics of pricing in health care Self-study of material on Theme 3 Preparation for practical class 6-7	8
4.	Theme 4. Basics of marketing planning in healthcare Self-study of material on Theme 4 Preparation for practical classes 8-9	8
5.	Theme 5. Basics of business planning in healthcare Self-study of material on Theme 5 Preparation for practical class 10-12	6
6.	Individual tasks Preparation for practical class 13-15	14
	<b>Total</b>	<b>50</b>

### 7. Teaching methods

**Seminars classes:**

- verbal methods: conversation, explanation, discussion, discussion of the acute issues;
- visual methods: illustration (including multimedia presentations);
- practical methods: testing.

**Practical classes:**

- visual methods: illustration (including multimedia presentations);
- practical methods: testing, solving situational tasks (including calculation ones).

**Independent work:**

- independent work with recommended basic and additional literature, with electronic information resources, preparation for practical classes;
- independent performance of an individual tasks, preparation of a presentation to defend an individual tasks.

**8. Forms of control and evaluation methods  
(including criteria for evaluating learning outcomes)**

**Ongoing control:**

- oral control: individual survey on the theme;
- written control: assessment of the solution of situational tasks (including calculation), assessment of the performance of an individual tasks;
- test control: assessment of performance of tests on the theme.

**Final control:** Credit Test.

**Assessment of the ongoing learning activity at the seminars class:**

1. Assessment of the theoretical knowledge on the theme:
  - methods: individual survey on the theme, participation of the students in the discussion of problem situations;
  - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.
2. Assessment of the theoretical knowledge on the theme:
  - methods: assessment of performance of tests on the theme;
  - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.

**Assessment of the ongoing learning activity at the practical class:**

1. Assessment of the theoretical knowledge on the theme:
  - methods: assessment of performance of tests on the theme;
  - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.
2. Assessment of practical skills on the theme:
  - methods: assessment of the solution of situational tasks (including calculation) on the theme;
  - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.

**Assessment of the individual task:**

1. Assessment of the quality of the performance of the individual task:
  - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.
2. Assessment of the presentation and defense of an individual task, participation in the assessment of the individual task of the competitors and its critical analysis:
  - the maximum score – 5, the minimum score – 3, the unsatisfactory score – 2.

The score for one class is the arithmetic average of all components and can only have an integer value (5, 4, 3, 2), which is rounded statistically.

**Criteria of ongoing assessment at the seminar class**

<b>Score</b>	<b>Assessment criterion</b>
Excellent «5»	The student participates actively in the seminar class. He/she demonstrates profound knowledge and provides full and detailed answers. He/she participates actively in discussing problem situations. He/she uses additional educational



	<p>and methodological and scientific literature. The student knows how to form his attitude to a certain issue and conveys his/her attitude to the issue, gives appropriate examples. He/she knows how to find the most adequate forms of conflict resolution.</p> <p>The tests are completed in full, all 100% of the answers are correct, the answers to the open questions are complete and justified.</p>
Good «4»	<p>The student participates in the seminar class. He/she have mastered the material of the seminar class and shows the necessary knowledge, but answers the questions with some mistakes. He/she participates in discussing problem situations. He/she uses the basic educational and methodological and scientific literature. The student expresses his own opinion on the theme of seminar class.</p> <p>The tests are completed in full, not less than 70% of the answers are correct, the answers to the open questions are generally correct, but there are some mistakes in definitions.</p>
Satisfactory «3»	<p>The student sometimes participates in the seminar class. He/she partially intervenes and asks questions, answers the questions with mistakes. He/she passively works in practical exercises. He/she demonstrates fragmentary knowledge of the conceptual apparatus and literary sources.</p> <p>The tests are completed in full, not less than 50% of the answers are correct, the answers to the open questions are illogical, with obvious significant errors in definitions.</p>
Unsatisfactory «2»	<p>The student does not participate in the seminar class, just observes the learning process. He/she never speaks out or asks a question. He/she is disinterested in the study of the material. The student gives incorrect answers to questions, demonstrates poor knowledge of the conceptual apparatus and literary sources.</p> <p>The test has not been completed.</p>

### **Criteria of ongoing assessment at the practical class**

<b>Score</b>	<b>Assessment criterion</b>
Excellent «5»	<p>The student participates actively in the practical class. He/she gives appropriate examples.</p> <p>The tests are completed in full, all 100% of the answers are correct, the answers to the open questions are complete and justified.</p> <p>The student freely solves situational tasks (including calculations), confidently demonstrates practical skills on the theme of seminar class and correctly interprets the data obtained. He/she expresses his own creative opinion on the theme, demonstrates creative thinking.</p>
Good «4»	<p>The student participates in the practical class. The student expresses his own opinion on the theme of practical class.</p> <p>The tests are completed in full, not less than 70% of the answers are correct, the answers to the open questions are generally correct, but there are some mistakes in definitions.</p> <p>The student correctly solves situational tasks (including calculations), but admits minor inaccuracies and demonstrates more standardized practical skills on the theme of seminar class with correct interpretation of the received data. He/she expresses his own opinion on the theme, demonstrates creative thinking.</p>
Satisfactory «3»	<p>The student sometimes participates in the practical class. He/she passively works in practical exercises.</p> <p>The tests are completed in full, not less than 50% of the answers are correct, the answers to the open questions are illogical, with obvious significant errors in definitions.</p>

	The student does not have sufficient knowledge of the material to solve situational problems (including calculations). He/she uncertainly demonstrates practical skills on the theme of seminar class and interprets the data with significant errors, does not express his/her opinion on the topic of the situational problem.
Unsatisfactory «2»	The student does not participate in the practical class, just observes the learning process. The test has not been completed. The situation task has not been completed.

**Criteria of assessment of the individual task by content module 1  
“Strategic development of medical clinic”**

<b>Score</b>	<b>Assessment criterion</b>
Excellent «5»	Individual task and presentation have been made independently and are original. Their design meets the requirements. Strategy of the medical clinic is fully developed according to the proposed algorithm. The student is free to present the material. The content of the presentation is not overloaded with textual slides. The student formulates solid independent judgments supported by factual evidence. The data on the slides is presented mainly schematically using independently developed schemes, drawings, graphs, contains references to sources that are respectively designed and relevant. The student actively participates in the assessment of the strategy of competitors and is able to critically analyze it.
Good «4»	Individual task and presentation have been made independently. Their design meets the requirements. Strategy of the medical clinic is developed according to the proposed algorithm, but with some deviations. The applicant explains the material well, formulates independent conclusions. The data in the presentation is presented primarily using self-developed schemes, drawings, graphs, contains references to sources that are appropriately designed and relevant. The student participates in the assessment of the strategy of competitors, but is not fully able to critically analyze it.
Satisfactory «3»	Individual task and presentation have been made independently. Their design meets the requirements with minor violations. Strategy of the medical clinic is partially developed according to the proposed algorithm. The student explains the material unsure, formulates only general conclusions (or cannot formulate them at all). The data in the presentation is provided with reference to sources, but they are designed with errors. The student takes a passive part in assessment of the strategy of competitors, is not able to critically analyze it.
Unsatisfactory «2»	Individual task has not been completed. Individual tasks and presentations, which are not performed independently or borrowed from the Internet, shall not be taken into consideration.

**Criteria of assessment of the individual task by content module 2  
“Business plan development of medical clinic”**

<b>Score</b>	<b>Assessment criterion</b>
Excellent «5»	Individual task and presentation have been made independently and are original. Their design meets the requirements. The business plan of the public (private) medical clinic is fully developed according to the proposed structure.

	<p>The analysis is thorough and independent. The student is free to present the material. The content of the presentation is not overloaded with textual slides. The student formulates solid independent judgments supported by factual evidence and calculations. The data on the slides is presented mainly schematically using independently developed schemes, drawings, graphs, contains references to sources that are respectively designed and relevant. The student actively participates in the assessment of the business plan of competitors and is able to critically analyze it.</p>
Good «4»	<p>Individual task and presentation have been made independently. Their design meets the requirements. The business plan of the public (private) medical clinic is fully developed according to the proposed structure, but with some deviations. The analysis is carried out independently, but contains minor inaccuracies; the applicant explains the material well, formulates independent conclusions. The data in the presentation is presented primarily using self-developed schemes, drawings, graphs, contains references to sources that are appropriately designed and relevant. The student participates in the assessment of the business plan of competitors, but is not fully able to critically analyze it.</p>
Satisfactory «3»	<p>Individual task and presentation have been made independently. Their design meets the requirements with minor violations. The business plan of the public (private) medical clinic is partially developed according to the proposed structure. The analysis is only theoretical, descriptive and containing inaccuracies. The student explains the material unsure, formulates only general conclusions (or cannot formulate them at all). The data in the presentation is provided with reference to sources, but they are designed with errors. The student takes a passive part in assessment of the business plan of competitors, is not able to critically analyze it.</p>
Unsatisfactory «2»	<p>Individual task has not been completed. Individual tasks and presentations, which are not performed independently or borrowed from the Internet, shall not be taken into consideration.</p>

Credit Test is considered, if the student has completed all the tasks of the working program of the educational discipline. He/she took actively participated in the seminars and practical exercises, and completed individual tasks. The student has an average current rating of at least 3.0 and has no academic debt.

### 9. Distribution of points, obtained by the student

The average grade in the discipline is converted to the national grade and converted to points on a multi-point scale (200-point scale).

Conversion of traditional assessment into 200-point is carried out by the information and technical department of ONMedU by the special program by the formula:

**Average score (current academic performance) x 40.**

#### Conversion table of traditional to multi-point

National score for the discipline	The sum of scores for the discipline
Excellent («5»)	185 – 200
Good («4»)	151 – 184
Satisfactory («3»)	120 – 150
Unsatisfactory («2»)	Less than 120

According to the ECTS rating scale, students' achievements in educational discipline, who study on the same course of one specialty, according to their scores, are assessed by means of rank, namely:

### **Conversion of the traditional evaluation and and ECTS scores**

<b>Score on the ECTS scale</b>	<b>Statistical indicator</b>
A	The best 10% students
B	Next 25% students
C	Next 30% students
D	Next 25% students
E	Next 10% students

### **10. Methodological support**

- Working program in the discipline
- Syllabus
- Methodological recommendations for the seminars classes in the discipline
- Methodological recommendations for the practical classes in the discipline
- Methodological recommendations for the individual work of students
- Multimedia presentations
- Situational tasks (including calculation)
- Tests on the theme

Educational and methodical literature:

- Management and marketing in health care: an electronic educational and methodological manual / V. I. Borshch, O. V. Rudinska, N. L. Kusykh. Odesa: Odesa national medical university, 2022.
- Basics of management and marketing in healthcare: educational and methodological manual / V. I. Borshch, O. V. Rudinska, N. L. Kusykh. Odesa: Odesa national medical university, 2022.

### **11. Questions for the final control**

1. Name the levels at which management relationships occur in medicine. Describe the goals, main objectives, object and subject of management in healthcare.
2. Explain the management of medical institutions from two positions. Describe the principles and methods of management according to the general classification.
3. Describe the main information levels of the emergence of economic and managerial relations. Describe the levels of the management system in the medical facility.
4. What are the most important principles of the development of the national health system, noted in the Resolution of the World Health Assembly?
5. Name the basic principles of healthcare in Ukraine. Name the main health authorities of Ukraine.
6. Describe the public healthcare sector in Ukraine. Reveal the main directions of healthcare development in the modern world.
7. Explain the essence of the financial and economic processes taking place in healthcare in a market economy. Describe the range of problems that arise in financial and economic relations in medicine.
8. Reveal the types of efficiency in healthcare: social, medical, economic efficiency.
9. Provide a classification of the main financial resources of the medical institution.
10. Describe the fixed capital of the medical institution.
11. Describe the working capital of a medical institution.

12. Give a description of the healthcare model based on the state financing system.
13. Give a description of the healthcare model based on the social health insurance system.
14. Give a description of the healthcare model based on a private financing system.
15. Name and describe the main methods of financing medical institutions at the macro level.
16. Give a description of social standards in the field of healthcare in Ukraine as the basis for determining the guaranteed volume of medical care.
17. Describe the financial regulations in the field of healthcare in Ukraine as the basis for determining the guaranteed volume of medical care.
18. Name the principles and functions of medical marketing. Describe the features of marketing and medical services.
19. Provide a description of the medical services market. Name the special features of medical marketing.
20. Reveal the essence of the medical service. Explain the difference between medical services and other types of services. Describe the types of medical services.
21. Describe the macro- and micro-level of marketing research. Name the tasks and methods of comprehensive research of the medical services market.
22. Name the goals of the pricing process of a modern medical institution. Name the stages of the pricing strategy.
23. Describe the classification features of medical services by type, place of provision, complexity, time, number of participants, nature of economic relations.
24. Specify the internal and external factors influencing the price of medical services.
25. Name the types of prices for medical services.
26. Explain the scheme of step-by-step distribution of expenses "from top to bottom".
27. Describe the structure of the price of medical services.
28. Name the items of direct costs in the structure of prices for medical services.
29. Name the items of indirect costs in the structure of prices for medical services.
30. Describe the functions, methods, and legislative framework of state regulation of pricing in healthcare.
31. Describe and reveal the content, goals and objectives of the marketing plan of a healthcare institution.
32. Expand the basic principles of business planning in healthcare: content, goals and objectives of business planning.
33. Name the advantages and disadvantages for healthcare management in developing a business plan.
34. Describe the features of business planning methods in healthcare.
35. Name the basic structure and describe the scheme for developing a business plan.

## **12. Recommended literature**

### **Basic:**

1. Health Care Administration: Managing Organized Delivery Systems / Lawrence F. Wolper. Fifth Edition. 2010. URL: <https://www.pdfdrive.com/health-care-administration-managing-organized-delivery-systems-fifth-edition-health-care-administration-wolper-e191503943.html>
2. Hospital manager manual / Andréa Prestes, José Antônio Ferreira Cirino, Viviã de Sousa. Brasília. Federação Brasileira de Hospitais – FBH, 2019. URL: [http://fbh.com.br/wp-content/uploads/2020/11/2-MANUAL-FBH\\_ING\\_2019\\_web.pdf](http://fbh.com.br/wp-content/uploads/2020/11/2-MANUAL-FBH_ING_2019_web.pdf)
3. Management and marketing in health care: an electronic educational and methodological manual / V. I. Borshch, O. V. Rudinska, N. L. Kusykh. Odesa: Odesa national medical university, 2022.
4. Stephen Lee Walston. Strategic healthcare management: planning and execution. Second

- edition. Health Administration Press; Association of University Programs in Health Administration, Chicago, Illinois, Washington, DC, 2018. URL: <https://www.worldcat.org/title/1096601664>
5. Philip Kotler. Principles of marketing. URL: <https://ipsedu.in/downloads/MBABooks/principles-of-marketing-philip-kotler.pdf>

### **Additional:**

1. Borshch V., Shchur R., Chuvakov O. Motivation and stimulation mechanism of medical staff in developing countries: main challenges and ways of its improving in Ukraine. *Baltic Journal of economic studies*. 2018. Vol. 4, No. 4. Pp. 56-61. DOI: <https://doi.org/10.30525/2256-0742/2018-4-4-56-61>
2. Borshch V., Truba V., Haran O. Methodological frameworks for state regulation of health care system in the post-soviet countries. *Baltic Journal of economic studies*. 2018. Vol. 4. N 5. Pp. 364-370. DOI: <https://doi.org/10.30525/2256-0742/2018-4-5-364-370>
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