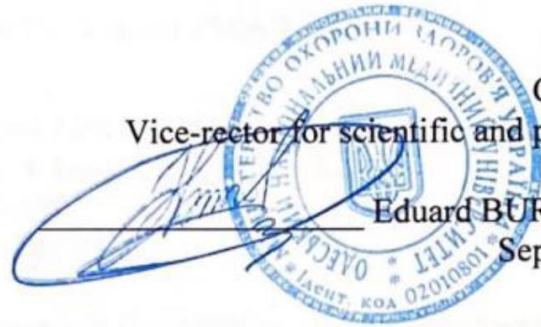


MINISTRY OF HEALTH OF UKRAINE

ODESA NATIONAL MEDICAL UNIVERSITY

Department of *Organization and Economics of Pharmacy*

CONFIRMED by  
Vice-rector for scientific and pedagogical work  
Eduard BURIACHKIVSKYI  
September 1<sup>st</sup>, 2023



**WORKING PROGRAM IN PRODUCTION PRACTICE  
PHARMACEUTICAL MANAGEMENT AND MARKETING**

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

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

**Specialty:** 226 "Pharmacy, industrial pharmacy"

**Educational and professional program:** Pharmacy, industrial pharmacy

**2023-2024**

*Odesa national medical university, Department of organization and economics of Pharmacy  
with post diploma specialization*

The working program is compiled on the basis of the educational and professional program "Pharmacy, industrial pharmacy" for the training of specialists of the second (master's) level of higher education in the specialty 226 "Pharmacy, industrial pharmacy" of the field of knowledge 22 "Health care", approved by the Academic Council of ONMedU (minutes No. 8 dated 29/06/2023).

Authors:

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The working program is approved at the meeting of the department of Organization and Economics of Pharmacy  
Minutes No. 1 dated 28/08/2023.

Head of the department



Oksana BIELIAIEVA

Approved by the guarantor of the educational and professional program



Liana UNHURIAN

Approved by the subject-cycle methodological commission for pharmacy's disciplines of ONMedU  
Minutes No. 1 dated 29.08 2023

Head of the subject-cycle methodological commission for pharmacy's disciplines of ONMedU



Natalia FIZOR

Revised and approved at the meeting of the department of Organization and Economics of Pharmacy with post-diploma specialization

Minutes No. 1 dated 04.09 /2023.

Head of the department



Oksana BIELIAIEVA

Revised and approved at the meeting of the department of \_\_\_\_\_

Minutes No. \_\_\_\_ dated \_\_\_\_ / \_\_\_\_ /20 \_\_\_\_.

Head of the department \_\_\_\_\_

### 1. Description of the discipline:

Name of indicators	Field of knowledge, specialty, specialization, level of higher education	Characteristics of the practice
Total number: Credits of ECTS: 4 Hours: 120	Field of knowledge 22 «Health care»  Specialty 226 "Pharmacy, industrial pharmacy"  Level of higher education second (master's degree)	<i>Full-time education</i> <i>Compulsory discipline</i>
		<i>Year of training: 5</i>
		<i>Semester: X</i>
		<i>Lectures (0 hours)</i>
		<i>Seminars (0 hours)</i>
		<i>Practical classes (60 hours)</i>
		<i>Laboratories (0 hours)</i>
		<i>Independent work (60 hours)</i>
		<i>including individual tasks (0 hours)</i>
		<i>Form of final control – Grade Test</i>

### 2. The Purpose and Objectives of the practice, Competencies, and Program Learning Outcomes.

**The purpose is** the formation of graduates of higher pharmaceutical education of a complex of professional competencies regarding the creation of a complete system of successful management of a pharmaceutical organization, including necessary for the implementation of effective marketing activities.

**The tasks** are the following:

1. formation of higher pharmaceutical education graduates of professional knowledge, skills and ideas regarding the creation of a complete, effective and flexible management system of a pharmaceutical organization in the conditions of a constantly changing market environment;
2. familiarization with the practical application of mechanisms of managerial influence on the collective of employees in the conditions of market relations, study of communication processes;
3. study of strategy and tactics of managerial activity and decision-making;
4. mastering the methods of researching the pharmaceutical market and analysing the market opportunities of a pharmaceutical enterprise;
5. Research of product, price, sales and communication policies of pharmaceutical enterprises.

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

- **General (GC):**

- GC 2. Knowledge and understanding of the subject area and understanding of professional activity.
- GC 6. Ability to work in a team.
- GC 9. Ability to use information and communication technologies.
- GC 10. The ability to act socially responsibly and consciously.
- GC 11. Ability to apply knowledge in practical situations.

- **Special (SC):**

- SC 1. Ability to integrate knowledge and solve complex pharmacy problems in broad or multidisciplinary contexts.

- SC 18. The ability to organize and carry out general and marketing management of assortment, product and innovation, price, sales and communication policies of pharmaceutical market subjects based on the results of marketing research and taking into account market processes at the national and international levels, manage risks in the pharmaceutical supply system.
- SC 23. The ability to develop, implement and apply management approaches in the professional activity of pharmacies, wholesale brokers, manufacturing enterprises and other pharmaceutical organizations, argue the principles of HR management and self-management, demonstrate leadership skills.
- SC 25. The ability to demonstrate and apply in practical activities communicative communication skills, fundamental principles of pharmaceutical ethics and deontology, based on moral obligations and values, ethical standards of professional behavior and responsibility in accordance with the Code of Ethics of Pharmaceutical Workers of Ukraine and WHO guidelines.
- SC 29. The ability to develop and implement a quality management system for pharmaceutical enterprises in accordance with the requirements of current Standards, to conduct quality audits and risk management for the quality of pharmaceutical products.

**Program learning outcomes (PLO) are:**

PLO 3. To have specialized knowledge and skills for solving professional problems and tasks, including for the purpose of further development of knowledge and procedures in the field of pharmacy.

PLO 5. To evaluate and ensure the quality and efficiency of activities in the field of pharmacy.

PLO 6. Develop and make effective decisions to solve complex/complex problems of pharmacy personally and based on the results of joint discussion; formulate the goals of one's own activity and the activity of the team, taking into account public and industrial interests, the general strategy and existing limitations, determine the optimal ways to achieve goals.

PLO 9. Formulate, argue, clearly and concretely convey to specialists and non-specialists, including those seeking higher education, information based on one's own knowledge and professional experience, the main trends in the development of world pharmacy and related industries.

PLO 16. Implement appropriate organizational and management measures to provide the population and health care institutions with medicines and other products of the pharmacy assortment; carry out all types of reporting and accounting in pharmacy institutions, administrative record-keeping and commodity analysis.

PLO 17. Calculate the main economic indicators of pharmacy establishments, as well as taxes and fees. Form all types of prices (wholesale, purchase and retail) for medicinal products and other products of the pharmacy assortment

PLO 21. To ensure competitive positions and effective development of pharmaceutical organizations, including taking into account the results of marketing research and market processes at the national and international levels.

PLO 29. To carry out professional activities using information technologies, "Information databases", navigation systems, Internet resources, software and other information and communication technologies.

PLO 31. Use methods of evaluating indicators of the quality of activity; identify reserves for increasing labor efficiency.

PLO 35. Manage pharmaceutical organizations and determine its effectiveness using management functions. Make management decisions on the basis of the developed leadership and communication skills of pharmaceutical personnel regarding the strategic planning of enterprise activities.

PLO 37. Contribute to the preservation of health, in particular the prevention of diseases, the

rational prescription and use of medicinal products. To faithfully fulfill one's professional duties, to comply with the legislation on the promotion and advertising of medicinal products. Possess psychological communication skills to achieve trust and mutual understanding with colleagues, doctors, patients, consumers

**As a result of the internship, the higher education student must:**

**Know:**

- Current trends in the industry and analyse their features of the modern professional environment and professional activity;
- Structure and features of professional activity;
- know the mechanisms of adaptation and algorithms of actions in the new situation;
- Modern information and communication technologies;
- know the tactics and strategies of communication, laws and methods of communication behaviour;
- Methods for assessing the quality of work performed;
- Basic management approaches in the professional activities of pharmaceutical organizations, principles of HR management and self-management;
- regulatory and legislative framework of Ukraine, a set of good pharmaceutical practices that regulate the requirements for professional activity;
- legal and ethical standards of professional behavior and responsibility;
- basic principles of organization of general and marketing management within the marketing mix of pharmaceutical market players;

**Be able to:**

- to take initiative; to constantly search for new opportunities beyond existing resources,
- engage in self-development and self-realization;
- carry out professional activities that require updating and integrating knowledge;
- adapt to new situations and act accordingly;
- to apply modern information and communication technologies in practical activities;
- choose methods and strategies of communication to ensure effective teamwork;
- ensure the quality of work performed;
- apply the acquired knowledge in practical activities, demonstrate leadership skills;
- to apply knowledge of regulatory and legal acts of Ukraine and recommendations of good pharmaceutical practices in practice;
- demonstrate communication skills in practical activities, form and develop social and labor relations;
- conduct marketing research and use its results for general and management of marketing activities of pharmaceutical organizations;

### **3. THE CONTENT OF THE PRACTICE**

#### **Topic 1. Acquaintance with the pharmacy as an organization.**

Pharmacy as an object of management. The name of the pharmacy and the legal address of the founding pharmaceutical company. The location of the pharmacy and the mode of operation (including the duration of shifts). Organizational and legal form and activities of the pharmacy. Characteristics of the internal environment of the pharmacy. Factors of the external environment of the pharmacy of direct influence.

#### **Topic 2. Analysis of functions and methods of management and leadership style in the management of a pharmacy.**

General functions of management and their practical use in the management of a pharmacy. The mission and goals of the pharmacy (short-, medium- and long-term). Evaluation and analysis of external environmental factors of direct influence. Assessment and analysis of factors of the internal environment. The formation of options for strategies according to the stages of the life cycle of a pharmacy, according to the directions of its possible development, according to the characteristics

of economic and financial activity, according to the terms of implementation. Assessment of pharmacy management style. Application of economic, administrative, socio-psychological and legal methods in the management of a pharmacy.

**Topic 3. Analysis of communication processes of the pharmacy.**

Characteristics of types of communications between structural divisions, with the external environment (suppliers, consumers, financial institutions, state authorities). Use of information in the management of a pharmacy.

**Topic 4. Organization of work with personnel.**

Organization of office management in a pharmacy. The procedure for hiring and firing, keeping personal files, issuing work books, orders, characteristics. Analysis of personnel rotation and turnover, their causes. Characteristics of employee qualifications, professional development.

**Topic 5. Study of the activity of the subjects of the pharmaceutical market.**

Characteristics of the pharmaceutical market and its functions. Subjects and objects of the pharmaceutical market. Research of suppliers and competitors of a pharmacy as subjects of market activity.

**Topic 6. Research of product policy of pharmacy.**

Analysis of the assortment of a pharmacy (width, depth, saturation, harmony, structure, novelty). Assortment groups in which the pharmacy specializes. Positioning of pharmaceuticals according to consumer preferences. Research on the competitiveness of pharmaceuticals.

**Topic 7. Pricing policy of the pharmacy.**

Factors of drug pricing. Analysis of pricing in a pharmacy. Research of the price conjuncture of the pharmaceutical market. Determination of the availability of medicines.

**Topic 8. Study of sales policy of the pharmacy.**

Variants of structures of distribution channels (sales methods) of medicinal products. The length and width of the traditional distribution channels of medicinal products. Dealers with whom the pharmacy cooperates.

**Topic 9. Communication policy of the pharmacy.**

Marketing communications system of a pharmacy. Factors that determine the structure of the marketing communications system. Advertising of medicines. "Public relations" of a pharmacy, personal sales and sales promotion of medicinal products. Merchandising in pharmacies.

**Topic 10. Characteristics of the external advantages of the pharmacy.**

Study of the external advantages of the pharmacy (location, price policy, completeness of the range of medicines, use of the principles of pharmaceutical ethics, speed and quality of service).

**4. THE STRUCTURE OF THE PRACTICE**

<b>Topic</b>	<b>Total</b>	<b>Practical classes</b>	<b>IWS</b>
<b>Topic 1.</b> Acquaintance with the pharmacy as an organization.	12	6	6
<b>Topic 2.</b> Analysis of functions and methods of management and leadership style in the management of a pharmacy.	12	6	6
<b>Topic 3.</b> Analysis of communication processes of the pharmacy.	12	6	6
<b>Topic 4.</b> Organization of work with personnel.	12	6	6
<b>Topic 5.</b> Study of the activity of the subjects of the pharmaceutical market.	12	6	6
<b>Topic 6.</b> Research of product policy of pharmacy.	12	6	6
<b>Topic 7.</b> Pricing policy of the pharmacy.	12	6	6
<b>Topic 8.</b> Study of sales policy of the pharmacy.	12	6	6
<b>Topic 9.</b> Communication policy of the pharmacy.	12	6	6
<b>Topic 10.</b> Characteristics of the external advantages of the pharmacy.	12	4	6
<b>Graded test</b>		2	

<b>Total</b>	120	60	60
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## 5. TOPICS OF LECTURES / SEMINARS / PRACTICAL CLASSES / LABORATORY CLASSES

### 5.1. Topics of lectures

Lectures are not provided

### 5.2. Topics of seminar classes

Seminar classes are not provided.

### 5.2. Topics of practical classes

№	Topic	Hour
1.	<b>Practical class 1.</b> Pharmacy as an object of management. Organizational and legal form and activities of the pharmacy.	2
2.	<b>Practical class 2.</b> Characteristics of the internal environment of the pharmacy.	2
3.	<b>Practical class 3.</b> Factors of the external environment of the pharmacy of direct influence.	2
4.	<b>Practical class 4.</b> General functions of management and their practical use in the management of a pharmacy. The mission and goals of the pharmacy.	2
5.	<b>Practical class 5.</b> The formation of options for strategies according to the stages of the life cycle of pharmacy, according to the directions of its possible development, according to the characteristics of economic and financial activity, according to the terms of implementation.	2
6.	<b>Practical class 6.</b> Assessment of pharmacy management style. Application of economic, administrative, socio-psychological and legal methods in the management of pharmacy.	2
7.	<b>Practical class 7.</b> Characteristics of types of communications between structural divisions, with the external environment (suppliers, consumers, financial institutions, state authorities).	2
8.	<b>Practical class 8.</b> Use of information in the management of pharmacy.	2
9.	<b>Practical class 9.</b> Organization of office management in a pharmacy. The procedure for hiring and firing, keeping personal files, issuing work books, orders, characteristics.	2
10.	<b>Practical class 10.</b> Analysis of personnel rotation and turnover, their causes.	2
11.	<b>Practical class 11.</b> Characteristics of employees qualifications, professional development.	2
12.	<b>Practical class 12.</b> Characteristics of the pharmaceutical market and its functions.	2
13.	<b>Practical class 13.</b> Subjects and objects of the pharmaceutical market.	2
14.	<b>Practical class 14.</b> Research of suppliers and competitors of pharmacy as subjects of market activity.	2
15.	<b>Practical class 15.</b> Analysis of the assortment of pharmacy (width, depth, saturation, harmony, structure, novelty).	2
16.	<b>Practical class 16.</b> Assortment groups in which the pharmacy specializes.	2
17.	<b>Practical class 17.</b> Positioning of pharmaceuticals according to consumer preferences. Research on the competitiveness of pharmaceuticals.	2
18.	<b>Practical class 18.</b> Factors of drug pricing.	2
19.	<b>Practical class 19.</b> Analysis of pricing in a pharmacy.	2
20.	<b>Practical class 20.</b> Research of the price conjuncture of the pharmaceutical	2

	market.	
21.	<b>Practical class 21.</b> Determination of the availability of medicines.	2
22.	<b>Practical class 22.</b> Variants of structures of distribution channels (sales methods) of medicinal products.	2
23.	<b>Practical class 23.</b> The length and width of the traditional distribution channels of medicinal products.	2
24.	<b>Practical class 24.</b> Dealers with whom the pharmacy cooperates.	2
25.	<b>Practical class 25.</b> Marketing communications system of a pharmacy.	2
26.	<b>Practical class 26.</b> Factors that determine the structure of the marketing communications system.	2
27.	<b>Practical class 27.</b> Advertising of medicines. "Public relations" of a pharmacy, personal sales and sales promotion of medicinal products.	2
28.	<b>Practical class 28.</b> Merchandising in pharmacies.	2
29.	<b>Practical class 29.</b> Study of the external advantages of the pharmacy (location, price policy, completeness of the range of medicines, use of the principles of pharmaceutical ethics, speed and quality of service).	2
30.	Graded test	2
	<b>Total</b>	<b>60</b>

#### 5.4. Topics of laboratory classes

Laboratory classes are not provided.

### 6. INDEPENDENT STUDENT WORK

No.	Topic name	Hours
1.	Preparation for practical classes 1-3	6
2.	Preparation for practical class 4-6	6
3.	Preparation for practical classes 7-9	6
4.	Preparation for practical classes 10-12	6
5.	Preparation for practical lesson 13-15	6
6.	Preparation for practical lesson 16-18	6
7.	Preparation for practical classes 19-21	6
8.	Preparation for practical classes 22-24	6
9.	Preparation for practical classes 25-27	6
10.	Preparation for practical classes 28-29	6
11.	Total	<b>60</b>

### 7. TEACHING METHODS

#### Practical classes:

- verbal methods: conversation, explanation, discussion, discussion of the acute issues;
- 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 task, preparation of a presentation to defend an individual



task.

## 8. FORMS OF CONTROL AND EVALUATION METHODS (INCLUDING CRITERIA FOR EVALUATING LEARNING OUTCOMES)

**Current control:** oral survey, testing (form or computer), control written works, evaluation of individual tasks, evaluation of calculation problem solving, evaluation of practical skills, evaluation of communication skills during role play, solution of situational/cases tasks, assessment of activity in class.

**Final control:** : Grade Test.

Assessment of the ongoing learning activity at the practical 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 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.

### Criteria of ongoing assessment at the practical class

Excellent «5»	The applicant is fluent in the material, takes an active part in discussing and solving the situational problem, confidently demonstrates practical skills.
Good «4»	The applicant has a good command of the material, participates in the discussion and solution of the situational problem, demonstrates practical skills.
Satisfactory «3»	The acquirer does not have enough knowledge of the material, takes part in the discussion and solution of the situational problem without confidence, demonstrates practical skills with significant errors.
Unsatisfactory «2»	The applicant does not possess the material, does not participate in the discussion and solution of the situational problem, does not demonstrate practical skills.

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 practical exercises. The student has an average current rating of at least 3.0 and has no academic debt.

### Evaluation of the results of the students' training during the final control – Graded Test

The content of the evaluated activity	Number of points
Presentation of the practice report	2
Answers to theoretical questions.	2

*Example of a ticket for a Grade Test:*

Ticket № \_\_\_\_\_

1. Provide a report on practice. Present the practice report.
2. Characteristics of the labor resources of the organization's personnel. Problems of personnel employment. Product life cycle. Stages of the product life cycle and their characteristics. Marketing activity of the pharmaceutical enterprise at the stages of the product life cycle.

**Criteria for evaluating the results of the students' training during the final control -  
Graded Test**

<b>Score</b>	<b>Assessment criterion</b>
Excellent "5"	<p>The HE student participates actively in the practical 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 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> <p>The student freely solves situational tasks (including calculations), confidently demonstrates practical skills on the theme of practical 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 HE student participates in the practical class. He/she have mastered the material of the practical 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 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 practical 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 HE student sometimes participates in the practical 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> <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 practical class and interprets the data with significant errors, does not express his/her opinion on the Theme of the situational problem.</p>
Unsatisfactory "2"	<p>The HE student does not participate in the practical 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> <p>The situation task has not been completed.</p>

**9. DISTRIBUTION OF POINTS, OBTAINED BY THE STUDENT**

The obtained average score for the academic discipline for applicants who have successfully

mastered the work program of the academic discipline is converted from a traditional four-point scale to points on a 200-point scale, as shown in the table:

**Table of Converting the Traditional Grades into the Multi-Point Grading Scale**

<b>National Grade</b>	<b>200-Point Grading Scale</b>
Excellent («5»)	185 – 200
Good («4»)	151 – 184
Satisfactory («3»)	120 – 150
Unsatisfactory («2»)	Less than 120

A multi-point scale (200-point scale) characterizes the actual success of each applicant in learning the educational component. The conversion of the traditional grade (average score for the academic discipline) into a 200-point grade is performed by the information and technical department of the University.

According to the obtained points on a 200-point scale, the achievements of the applicants are evaluated according to the ECTS rating scale. Further ranking according to the ECTS rating scale allows you to evaluate the achievements of students from the educational component who are studying in the same course of the same specialty, according to the points they received.

The ECTS scale is a relative-comparative rating, which establishes the applicant's belonging to the group of better or worse among the reference group of fellow students (faculty, specialty). An "A" grade on the ECTS scale cannot be equal to an "excellent" grade, a "B" grade to a "good" grade, etc. When converting from a multi-point scale, the limits of grades "A", "B", "C", "D", "E" according to the ECTS scale do not coincide with the limits of grades "5", "4", "3" according to the traditional scale. Acquirers who have received grades of "FX" and "F" ("2") are not included in the list of ranked acquirers. The grade "FX" is awarded to students who have obtained the minimum number of points for the current learning activity, but who have not passed the final examination. A grade of "F" is given to students who have attended all classes in the discipline, but have not achieved a grade point average (3.00) for the current academic activity and are not admitted to the final examination.

Applicants who study in one course (one specialty), based on the number of points scored in the discipline, are ranked on the ECTS scale as follows:

**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 practical classes in the discipline
- Situational tasks (including calculation)
- Tests Krok-2 on the theme

Educational and methodical literature:

1. Pharmaceutical management and marketing. Lecture text / L.M. Unhuriyan, I.S. Yachshuk and others; ONMedU- Odessa, 2021, 110p.
2. Pharmaceutical management and marketing. Training manual / L.M. Unhuriyan, I.S. Yachshuk and others. ; ONMedU- Odessa, 2021, 90p.

### **11. LIST OF THE PRACTICAL SKILLS**

1. To justify the organizational structure of the pharmaceutical institution, to determine its goals and objectives.
2. To characterize the interrelationship of the internal variables of the pharmacy.
3. Describe the relationship between the pharmacy and its external environment
4. To justify the optimal form of management for a pharmacy and prepare founding documents
5. Analyse the stages of organization and know the procedure for documenting the establishment of a pharmaceutical enterprise
6. Describe the general functions of managing a pharmaceutical enterprise
7. To characterize the process of preparing a rational management decision
8. Define types of organizational communications. Describe possible obstacles in the way of information exchange.
9. To carry out an adequate selection of personnel, taking into account their professional training, business and professional qualities, to determine functional and job duties.
10. To justify the procedure for concluding and terminating an employment contract.
11. To substantiate the procedure for hiring and firing employees, as well as keeping work books.
12. Conduct market segmentation, determine capacity and market share. Determine the need for drugs of individual pharmacotherapeutic groups.
13. Determine the assortment policy of the pharmacy enterprise and characterize the assortment of medicines.
14. To carry out the positioning of medicines on the pharmaceutical market.
15. To determine the competitiveness of medicines presented on the market.
16. To build graphs of the life cycle of medicinal products, to characterize its stages and to determine the strategies of the enterprise's marketing activities at various stages of the life cycle of medicinal products.
17. Analyse the price policy of pharmaceutical market entities.
18. Determine the price of a medicinal product using various pricing methods, its critical sales volume.
19. Determine types of marketing intermediaries and levels of sales channels. 20. To characterize variants of structures of distribution channels (sales methods) of medicinal products.
20. Describe drug distribution strategies.
21. To characterize the marketing communications system of the pharmaceutical enterprise.
22. Carry out measures to stimulate the sale of medicines and medical products.
23. Determine the market niche of the enterprise, taking into account the results of research into the state of the pharmaceutical market.

### **Questions for preparation to final control**

1. Peculiarities of management in pharmacy.
2. Management approaches. Management process. Management levels.
3. Goals and objectives of pharmaceutical and pharmacy enterprises.
4. The structure of the organization. Technologies.
5. People. Basic aspects of the human variable and individual personality characteristics.
6. The external environment of the organization. General characteristics of the external environment
7. Factors of direct action of the external environment. The environment of the organization of indirect action.
8. The influence of external factors on the activity of pharmaceutical enterprises.
9. Components of successful activity of a pharmaceutical organization.
10. Effective organization of work in pharmacy enterprises.

11. Manager's activities. Requirements for a successful manager. Self-management.
12. Functions and organization of work of the head of the pharmacy
13. Planning as a management function.
14. Organizational process. Types of organizational structures.
15. 3 substantive and procedural theories of motivation. Motivation in the system of pharmaceutical and pharmacy enterprises.
16. The essence, types and stages of control of the organization's activities. Components of successful control.
17. 3. General characteristics of management decisions and requirements for management decisions.
18. Stages of making and implementing a management decision.
19. Principles and organizational forms of entrepreneurship, state registration and licensing. Stages of organization of a pharmaceutical (pharmacy) enterprise.
20. State regulation and deregulation of business activity.
21. Business planning. Business plan of a pharmaceutical organization.
22. Business risk and ways to reduce it.
23. Characteristics of labor resources and personnel of the organization. Problems of personnel employment.
24. Personnel management. Controlling personnel. Personal marketing.
25. Conflict management: the concept of conflict and its causes, types of conflicts and methods of their management.
26. Changes within the organization and their management. Nature of stress, means of its reduction
27. Working time and rest time. Legal regulation of wages. Guarantee and compensation payments.
28. Evaluation of the organization's activities. Indicators of solvency and business activity of the enterprise.
29. Effectiveness of organization management. Criteria and approaches to management efficiency assessment.
30. Marketing environment of the enterprise.
31. The market as an object of marketing. The main elements of the market.
32. State, structure and trends of the pharmaceutical market. Socio-economic aspects of the pharmaceutical market.
33. Study of the drug market. Content and direction of comprehensive market research. Quantitative characteristics of the market.
34. Market segmentation. Requirements for market segments. The peculiarity of the segmentation of consumers of medicinal products.
35. Characteristics of the concepts "need", "demand", "consumption".
36. Study of drug consumption.
37. Methods of determining the need for medicinal products.
38. Study of product demand and supply. Types of demand. Demand for medicines.
39. Product marketing concept. Classification of goods. Classification of medicines, medical products.
40. Product life cycle. Stages of the product life cycle and their characteristics. Marketing activity of the pharmaceutical enterprise at the stages of the product life cycle.
41. Product positioning. Criteria for the positioning of medicinal products.
42. Product competitiveness.
43. Product assortment, its main characteristics. Product nomenclature.
44. Formation of product range of production and trade enterprises.
45. Peculiarities of the formation of the assortment of medicinal products of pharmaceutical enterprises.
46. 3 general concepts of commodity policy, its tasks.

47. Marketing strategy and tactics of enterprises.
48. Pricing factors.
49. Types of markets. Price and non-price competition.
50. Price elasticity of supply and demand. Factors affecting the elasticity of demand for medicinal products.
51. Pricing policy of the enterprise: strategies, goals, methods. Stages of the pricing process.
52. Methods of direct and indirect state regulation of prices in Ukraine.
53. Management of sales channels. Types of conflicts arising in product distribution channels and methods of their settlement.
54. Means of marketing communications at the stages of ZHCT.
55. Advertising: directions and roles in the communication policy of enterprises
56. Classification of advertising, functions, types and means (channels) of advertising. Requirements for advertising. Components of the advertising process.
57. Features and tasks of advertising in the pharmaceutical industry. Advertisement of non-prescription drugs.
58. Merchandising in pharmacies.
59. Purpose, objects and methods of marketing research. Main directions and stages of marketing research.
60. The value of pharmaceutical marketing information. Directions of information marketing activities in the pharmaceutical industry.

## **12. RECOMMENDED LITERATURE**

### **Basic**

1. Management and marketing in pharmacy. Working book (recommendations for practical class). P.II. Marketing in pharmacy // Unhurian L.M, Bieliaieva O.I, Yashchuk I.S.– Odesa: ONMedU, 2021. – 75 p.
2. Management and marketing in pharmacy. Working book (recommendations for practical class). P.II. Marketing in pharmacy // Z.M. Mnushko, I.V. Pestun, I.V. Sofronova and others. – Kharkiv: NUPh, 2015. – 66 p.
3. Management and marketing in pharmacy. Working book (recommendations for practical class). P.I. Management in pharmacy // Z.M. Mnushko, I.V. Sofronova, I.V. Pestun, and others. – Kharkiv: NUPh, 2015.- 62 p.
4. Management and marketing in pharmacy: tests for training students for standardized test exam «Крок-2» / V.V. Maliy, I.V.Sofronova, I.V.Timanyuk, S.V. Zhadko, M.M. Kobets, Yu.M. Kobets, I.V. Bondareva .- Kh.: NUPh, 2015.- 120.
5. Management and marketing in pharmacy: Workbook for independent work of students (tests with explanations) / Z.M. Mnushko, I.V. Pestun, I.V. Sofronova and others.—Kharkiv: NUPh: Golden Pages, 2013. — 128 p.
6. Reporting Program on the Practical Training of Foreign Students, passing practice in their Native Country; edited by Z.N. Mnushko -Kharkiv. NUPh., 2013. – 18 p.
7. Reporting Program on the Practical Training of Foreign Students, passing practice in Kharkiv; edited by Z.N. Mnushko – Kharkiv. 2013. – 18 p.

### **Additional**

1. Unhurian L., Bielyaieva O., Vyshnytska I., Suschuk N., Petkova I. (2018) Implementation of Standards of Good Pharmacy Practice in the World: A Review. Asian Journal of Pharmaceutics. Vol. 12. N 1 (Suppl). Pp. 42 - 46.
2. Unhurian L., Bielyaieva O., Burenkova N. (2017) Analysis of the Modern Pharmaceutical Market of Anxiolytic Drugs in Ukraine. International Journal of Pharmaceutical Sciences Review and Research. Vol. 43 N 1. Pp. 169 – 172.

3. Standards for quality of pharmacy services <http://fip.org/files/fip/Statements/latest/Dossier%20004%20total.PDF>
4. Good pharmacy practice in community and hospital pharmacy settings <http://apps.who.int/medicinedocs/documents/s21088en/s21088en.pdf>
5. International health systems [http://www.pnhp.org/facts/international\\_health\\_systems.php?page=all](http://www.pnhp.org/facts/international_health_systems.php?page=all)
6. The legal and regulatory framework for community pharmacies in the WHO European Region <https://apps.who.int/iris/bitstream/handle/10665/326394/9789289054249-eng.pdf>
7. Asset Management Ratios <https://courses.lumenlearning.com/boundless-finance/chapter/asset-management-ratios/>
8. Financial Analysis in Pharmacy Practice E-resource <https://pdfs.semanticscholar.org/3104/8f567e76089ed7d33c5224c3c4c0faec06bf.pdf>

### 13. ELECTRONIC INFORMATION RESOURCES

1. Departments' site: [http://info.odmu.edu.ua/chair/economy\\_pharmacy/files](http://info.odmu.edu.ua/chair/economy_pharmacy/files)
2. Ministry of Health of Ukraine [http://www.moz.gov.ua/ua/portal/dn\\_20050719\\_360.html](http://www.moz.gov.ua/ua/portal/dn_20050719_360.html)
3. World Health Organization <http://www.who.int/>
4. European Regional Office of the World Health Organization. URL: [www.euro.who.int](http://www.euro.who.int).
5. National Scientific Medical Library of Ukraine <http://library.gov.ua/>
6. National Library of Ukraine named after V.I. Of Vernadsky <http://www.nbu.gov.ua/>
7. Modern healthcare. URL: <https://www.modernhealthcare.com/vital-signs-healthcare-blog>