

MINISTRY OF HEALTH OF UKRAINE
ODESA NATIONAL MEDICAL UNIVERSITY

Faculty _____ Pharmacy _____
(*faculty name*)

Chair Organization and economics of pharmacy with post-diploma specialization
(*name of department*)

CONFIRMED by
Acting vice-rector for scientific and pedagogical work
_____ Eduard BURIACHKIVSKYI
“ _____ ” _____ 202__

**GUIDELINES FOR PRACTICAL CLASSES
FROM THE EDUCATIONAL DISCIPLINE**

Faculty, course _____ International, 4-5 year

Educational discipline _____ Pharmaceutical management and marketing
(*name of academic discipline*)

Approved:

Meeting of the Department of Organization and Economics of Pharmacy with post-diploma specialization

Odesa National Medical University

Protocol No. 1 dated September 4, 2023.

Head of the department, Doctor of Pharm.D., Assoc



Oksana Belyaeva

(signature)

Developers:

Iryna Yashchuk, senior teacher

Practical class No. 1

Topic: Meaning and concepts of management. Evolution of management theory. Peculiarities of management in pharmacy.

Purpose: To consolidate theoretical knowledge about the concept and importance of management in the activities of pharmaceutical market subjects; define the essence of the terms: manager, entrepreneur, businessman; to study the evolution of management theory, management features in pharmacy, management approaches, management process.

Basic concepts: concepts of management, principles of management, stages of development of management, management theories

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- the concept of organization as an object of management;
- classify internal variables and provide characteristics of the components of the internal environment of pharmaceutical enterprises;
- criteria for the successful operation of enterprises
- directions of effective labor organization, system of management methods in pharmacy;
- the influence of effective labor organization on the economic performance of pharmaceutical enterprises.

The student should be able to:

- interpret theoretical knowledge about the historical aspects of the development of management theory, the formation of management as a socio-economic teaching, the characteristics of processes and levels of management based on general scientific approaches;
 - to analyze the forms of pharmacy management organization at the current stage and foreign management mechanisms.
- questions (test tasks, tasks, clinical situations) to check basic knowledge for the subject of the class.

1. What are the stages of development of the world economy?
2. What are the stages of management development?

3. What are the stages of marketing?
 4. What are the stages of logistics?
 5. What are the peculiarities of the development of management theories in the pharmaceutical industry?
 6. What is the essence of the concept of management and management?
 7. What are the components of management and its main categories?
 8. What are the roles of a manager according to Mintzberg's classification?
 9. What are the manager's activities?
 10. Name the groups of qualities of a manager and describe them.
 11. What are the differences between a manager and an entrepreneur?
 12. What stages of management development do you know?
3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

➤ content of tasks (tasks, clinical situations, etc.);

Task 1. Define and describe the components of a complex of management theories.

Management theories	Definition	Components of the theory complex
Management		
Marketing		
Logistics		

Task 2. Describe the seven basic principles of modern management Peter F. Drucker . At the same time, take into account the following data:

- to ensure collective and effective work of people, promoting the maximum realization of strengths while neutralizing their shortcomings;
- existence is aimed at meeting the needs of consumers;
- each employee must prove to his work colleagues the purpose of his activity, the existence of guilt and obligations to them, the existence of their guilt and obligations to him and expectations from them;
- integral a component of activity that must be regularly measured and continuously improved;

- to think through, formulate and explain the developed values and goals of the organization using available examples;
- the learning process must be continuous and apply to all levels of management;
- take into account the peculiarities of national traditions, history and culture.

The name of the principle	The essence of the principle
management concerns a person and only a person	
management cannot be separated from the culture of society	
an organization will not succeed if all its employees do not share common values and strive for them	
management must enable the growth and development of both the organization as a whole and each employee in particular as needs change and new opportunities appear	
the activity of the organization should be based on the exchange of information and on individual responsibility	
activities of the organization in the end, it is evaluated in a large number of different ways and means	
real results of the organization are found only outside	

Task 3. Describe the main professional requirements to managers . At the same time, take into account the following data:

- the manager's ability to imagine the activity of the organization as a whole and adapt it to conditions that change with strategic planning skills and the ability to think on a large scale;
- ability to work with people, build relationships in communication both within the organization and outside of it;
- a certain level of economic, psychological, technological, technical and other knowledge;
- the ability to quickly choose the most optimal option from several alternatives;
- the manager's ability to effectively apply scientific methods of analysis, diagnose the problem and determine an alternative solution;
- the ability to convey one's ideas and developments both orally and in writing.

The name of the professional requirement	The essence of the requirement
Analyticality	
Communicability	
Communication	
Conceptuality	
Operativeness	
Education	

Task 4. Describe the stages of management development. At the same time, take into account the following data:

- It was based on increasing the efficiency of the organization on the basis of improving production processes and operations.
- Since the 1980s
- A century has passed since the second half.
- Related to the consideration of the organization as a system, the activity of which constantly depends on a changing set of circumstances.
- It is connected with the recognition of a person as a priority factor in production and economic activity.
- It is associated with the emergence of overproduction problems at enterprises, caused by unsecured demand.
- Related to the development of information and computer systems.
- Associated with the wide application of mathematics in management.
- Systemic since the late 1950s, situational since the 1960s.
- School of management science (1950 - present time).
- School of scientific management (1885-1929), school of "Fordism" (1899-1945), classical or administrative school (1920-1950) .
- School of Psychology and Human Relations (1939-1950), School of Behavioral Sciences (1950-present).

Stages of management development

The name of the stage	Schools, duration	The essence of the stage
<i>Development of the science of people management in the production process</i>		
<i>Formation of management mechanisms based on the development of human relations</i>		
<i>Construction of market-oriented management systems</i>		
<i>Active application of quantitative (economic-mathematical) methods as important areas of formalization of management methods and their transformation into management solutions</i>		
<i>Formation of systemic and situational approaches</i>		
<i>Computerization of management processes</i>		

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).
Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.

3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysya. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

1. Information management. Education manual. Recommended by the Ministry of Education and Culture of Ukraine / Kobylin A. M., Samorodov B. V. - 2018. - 216 p.

Electronic information resources:

1. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
2. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)
3. State formulary of medicinal products. The twelfth edition. / Ministry of Health of Ukraine, 2020. – /Internet resource - <http://www.moz.gov.ua/ua/portal/>
4. State Register of Medicinal Products of Ukraine. [Electronic resource]. - Access mode: <http://www.drlz.com.ua/ibp/ddsites/all/shlist?opendocument> .
5. Compendium online. [Electronic resource]. – Access mode: <https://compendium.com.ua/bad/> .
6. Weekly "Apteka" [Electronic resource]. – Access mode: <https://www.apteka.ua/> .
7. Search database of drugs [Electronic resource]. – Access mode: <https://tabletki.ua/uk/> .
8. Search database of drugs [Electronic resource]. – Access mode: <http://likicontrol.com.ua/> .
9. Medscape search database [Electronic resource]. - Access mode: Medscape <https://www.medscape.com/pharmacists> .

Practical class No. 2

Topic: Approaches to management: an approach from the standpoint of distinguishing different schools of management. Management process. Management levels. Management of the pharmaceutical system at the modern stage. Effective organization of work in pharmacy enterprises.

Purpose: To acquire practical skills in the analysis of management levels and professional skills of managers of higher, middle and lower levels of management, determination of features of foreign management models.

Basic concepts: management levels, institutional level, administrative level, technical level, management models

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

➤ requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- the concept of organization as an object of management;
- classify internal variables and provide characteristics of the components of the internal environment of pharmaceutical enterprises;
- criteria for the successful operation of enterprises
- directions of effective labor organization, system of management methods in pharmacy;
- the influence of effective labor organization on the economic performance of pharmaceutical enterprises.

The student should be able to:

- interpret theoretical knowledge about the historical aspects of the development of management theory, the formation of management as a socio-economic teaching, the characteristics of processes and levels of management based on general scientific approaches;
- to analyze the forms of pharmacy management organization at the current stage and foreign management mechanisms.

➤ questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. What is the essence of the school of scientific management?
2. What are F. Taylor's principles of scientific management?
3. What functions and principles of management did A. Fayol highlight?
4. What are the main features of the school of human relations?
5. What is the essence of market-oriented management systems?
6. Describe the school of management science (quantitative approach)?
7. What is the systematic approach to management based on?
8. What is the essence of the situational approach in management?
9. How is the computerization of management processes carried out?
10. What features and characteristics are characteristic of the American school of management?
11. What is the Japanese school of management based on?
12. What are the reasons for the emergence of management levels and their essence?

3. Formation of professional skills, skills (mastery of skills, conducting

curation, determining the treatment regimen, conducting laboratory research, etc.):

➤ content of tasks (tasks, clinical situations, etc.);

Task 1 . Present the management structure in accordance with the levels and nature of management activities on the example of a pharmaceutical manufacturing enterprise, a wholesale pharmaceutical firm, a pharmacy chain, and a pharmacy. Form the result in the form of a table.

Level management structure

Management levels	Pharmaceutical production enterprise	Wholesale pharmaceutical company	Pharmacy chain	Pharmacy
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Task 2. Analyze foreign management models. Form the results in the form of a table.

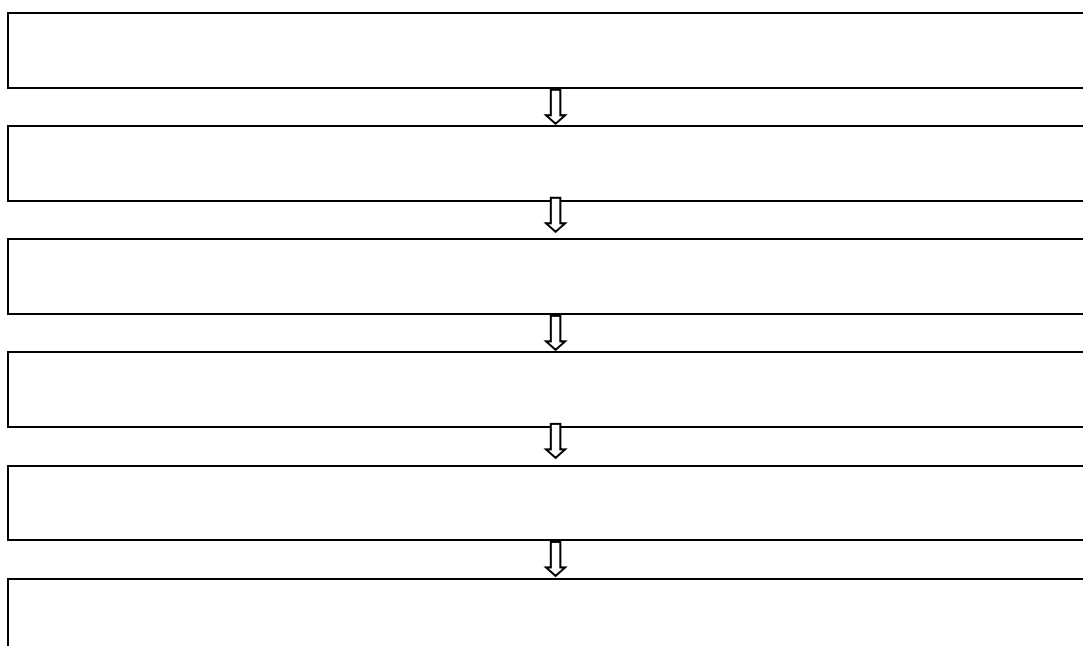
Comparative characteristics of American and Japanese management models

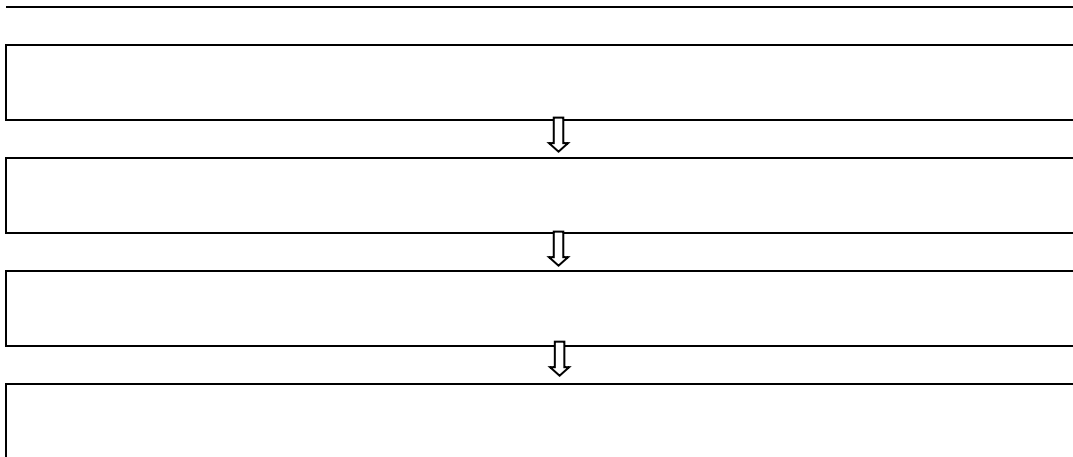
Characteristics	American model	Japanese model
1. Individual decision-making process		
2. Quick assessment and promotion		
3. Temporary employment		
4. Decision-making process based on the principle of consensus		
5. Long-term employment		
6. Collective responsibility		
7. Slow assessment and promotion		
8. Group-oriented leadership style: —I-group		
9. Individual responsibility		
10. Close connection of remuneration with individual results and productivity		

11. Soft informal control		
12. Orientation of management on an individual, attention to a person as an executor		
13. Training of highly specialized managers		
14. Remuneration according to the performance of the group, seniority		
15. The general principle of "Bottom-up" management		

Task 3 . The social orientation of business in Japan is an important component of the national management style. The well-known saying: "A prosperous company is a rich society" is confirmed by the impressive success of the Japanese economy and the high standard of living of the population. From the proposed following arbitrarily placed formulations, which reflect the strategy of the Japanese company "Takeda" and the methods of its implementation, make a logically constructed algorithm that characterizes the socially oriented management of this company:

- income from the buyer is a source of investment in scientific research works and equipment;
- part of the profit is directed to social needs and charity;
- the supplier gets a good buyer;
- the main goal of the company is its development;
- part of the profit in the form of tax will go to the benefit of society;
- the company is respected in the local community;
- production of goods will be of better quality and at lower prices;
- part of the profit is directed to additional payments to the company's employees;
- the development of the company leads to an increase in the employment of the population;
- the buyer gets a reliable supplier.





Task 7.

Pfizer was founded in 1849 in Brooklyn. Starting from a modest enterprise for the production of fine chemicals, Pfizer grew into the largest pharmaceutical company, the leader of the world pharmaceutical market. Today, the company owns a leading portfolio of innovative drugs for the treatment and prevention of various diseases. Pfizer occupies a leading position in the development of new drugs for the treatment of diabetes, oncology and cardiovascular diseases. The company annually invests about 7.5 billion dollars in scientific research aimed at creating new effective drugs. The company operates in more than 150 countries.

Research centers are located in Great Britain and the USA. In November 2008, the independent research unit "Regenerative Medicine" (Pfizer Regenerative Medicine Research Unit) was opened, which will work on studying the nature of stem cells and their potential use.

Pfizer is the developer and manufacturer of the world-famous drug Viagra. The company's drugs with the largest volume of sales in 2015 are:

- Prevnar (Prevnar) - \$ 6.245 billion (diseases caused by pneumococci)
- Lyrica - \$4.838 billion (epilepsy, neuralgia)
- Enbrel (Enbrel) - \$3.333 billion (rheumatoid arthritis, psoriasis)
- Lipitor (Lipitor) - \$1.86 billion (cholesterol lowering)
- Viagra (Viagra) - \$ 1.297 billion (erectile dysfunction)
- Sutent - \$1.12 billion (some forms of cancer)
- Premarin (Premarin) - \$1.08 billion (menopause symptoms)
- Norvasc (Norvasc) - \$ 991 million (hypertension)
- Zyvox (Zyvox) - \$883 million (bacterial infections)
- Celebrex (Celebrex) - \$830 million (arthroid and other types of pain)
- Benefix (BeneFIX) - \$752 million (hemophilia)
- Ibrance - \$723 million (breast cancer)
- Pristiq - \$715 million (depression)

The company plans to focus its efforts on drugs of biological origin - vaccines and means for the treatment of Alzheimer's disease and cancer. In addition, the company intends to actively work in the markets of drugs for older people.

Pfizer is the first pharmaceutical company in the United States to promote the idea of proper corporate social responsibility by forming partnerships between companies, UN agencies, non-governmental organizations, trade unions and educational institutions. To date, Pfizer's largest areas of activity are Enabling Global Access (Improving the availability of medicines on an international scale) and Enabling Global Health (Improving the level of international health care).

The high image of the company is also ensured by highly qualified personnel, who are given the opportunity for development, professional and career growth.

In today's conditions, Pfizer is developing dynamically and tries to respond to the needs of society as quickly as possible. Making an invaluable contribution to the support of people's health around the world, the company at the same time remains faithful to the highest ethical standards of

conducting business at all stages of its activity - from scientific research to marketing and sales.

Organization of free distribution of pharmaceuticals, funding of educational and research programs, construction of medical infrastructure facilities - these are the real actions by which the company expands patient access to quality medicine and solves global health care problems faced by modern society .

Questions about the situation:

1. Formulate the directions of the company's activities.
2. What is the role of management in the company's success?
3. What conditions must be created at pharmaceutical enterprises of Ukraine to use the experience of the corporation's innovative activities?

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, tasks, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
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12. State formulary of medicinal products. The twelfth issue. / Ministry of Health of Ukraine, 2020. – /Internet resource - <http://www.moz.gov.ua/ua/portal/>
13. State Register of Medicinal Products of Ukraine. [Electronic resource]. - Access mode: <http://www.drlz.com.ua/ibp/ddsites/all/shlist?opendocument> .
14. Compendium online. [Electronic resource]. – Access mode: <https://compendium.com.ua/bad/> .
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16. Search database of drugs [Electronic resource]. – Access mode: <https://tabletki.ua/uk/> .

17. Search database of drugs [Electronic resource]. – Access mode: <http://likicontrol.com.ua/> .
18. Medscape search database [Electronic resource]. - Access mode: Medscape <https://www.medscape.com/pharmacists> .

Practical class No. 3

Topic: Concept of organization in management theory, requirements for organization. General features of the organization. The external environment of the organization. General characteristics of the external environment.

Purpose: To consolidate theoretical knowledge about the concept of organization as an object of management and to acquire practical skills in determining internal variables and indicators that characterize the activity of pharmaceutical organizations. Determine the role of environmental factors in ensuring the effective functioning of the organization.

Basic concepts: organization, goals, tasks, technologist, people

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for theoretical readiness of students to perform practical classes (knowledge requirements, list of didactic units)

The student should know:

- essence, classification, general features and stages of the life cycle of organizations;
- collectives (groups) of employees in the organization, peculiarities of their management and influencing factors on their activity ;
- factors of external and internal influence on the pharmaceutical organization;

The student should be able to:

- explain and practically use the essence, elements, stages, forms of the communicative process, characteristics of means of information exchange;
- to acquire knowledge and skills regarding ways to improve the effectiveness of communications;
- apply methodical principles of record keeping, use theoretical knowledge when executing organizational documents

- questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. What is the essence of the concept of "organization" and their classification?

2. What are the properties of an organization as an open system ?
3. What are the general features of the organization ?
4. What are the conditions for the organization's success?
5. What are the stages of an organization's life cycle and their characteristics?
6. What are the reasons for the emergence of formal groups, their main types?
7. What is the essence of the concept of the "Hawthorne" experiment and its conclusions?
8. What is the essence of informal groups. Their characteristics.
9. What common features and differences do formal and informal groups have ?
10. How are groups of employees managed and what factors affect their activities ?
11. What are the factors of the internal environment of a pharmaceutical enterprise?
12. What are the general characteristics of environmental factors?
13. What factors of the external environment affect the activity of the organization ?
14. What are the factors of the external environment that directly affect the organization and what influence does the organization have on them ?
15. What are the factors of the external environment of indirect action and give examples of their influence on the organization?
16. What is the essence of the organization management process ?

3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

- content of tasks (tasks, clinical situations, etc.);

Task 1 . The pharmacy of ready-made medicinal forms with two departments (department of stocks and ready-made medicinal forms with over-the-counter sale) was located in one of the district centers of the region, whose population is characterized by low solvency. The staff of the pharmacy included a manager, his deputy, two pharmacists, three pharmacists, a nurse and a driver. From year to year, it was difficult for the pharmacy to maintain the achieved level of sales, to ensure the stability of activity indicators. Considering the above situation and with the aim of increasing the volume of sales and improving the medical supply of the population of the district, the head of the pharmacy opened a prescription and production department and a pharmacy point in the polyclinic of the central district hospital, providing the latter with a computer and a modem connection with the pharmacy. At the same time, the staff of the pharmacy was changed and adapted accordingly. Describe the internal variables of pharmacies before and after restructuring. Present the results in tabular form.

Pharmacy	Before restructuring	After restructuring
Objectives		
Structure		
task		
Technology		
People		

Task 2. Describe the internal variables of organizations and their relationship using the example of a pharmacy enterprise. The content of internal variables is presented in the form of a table.

Justify how the internal variables of the pharmaceutical organization may change if the pharmacy plans to:

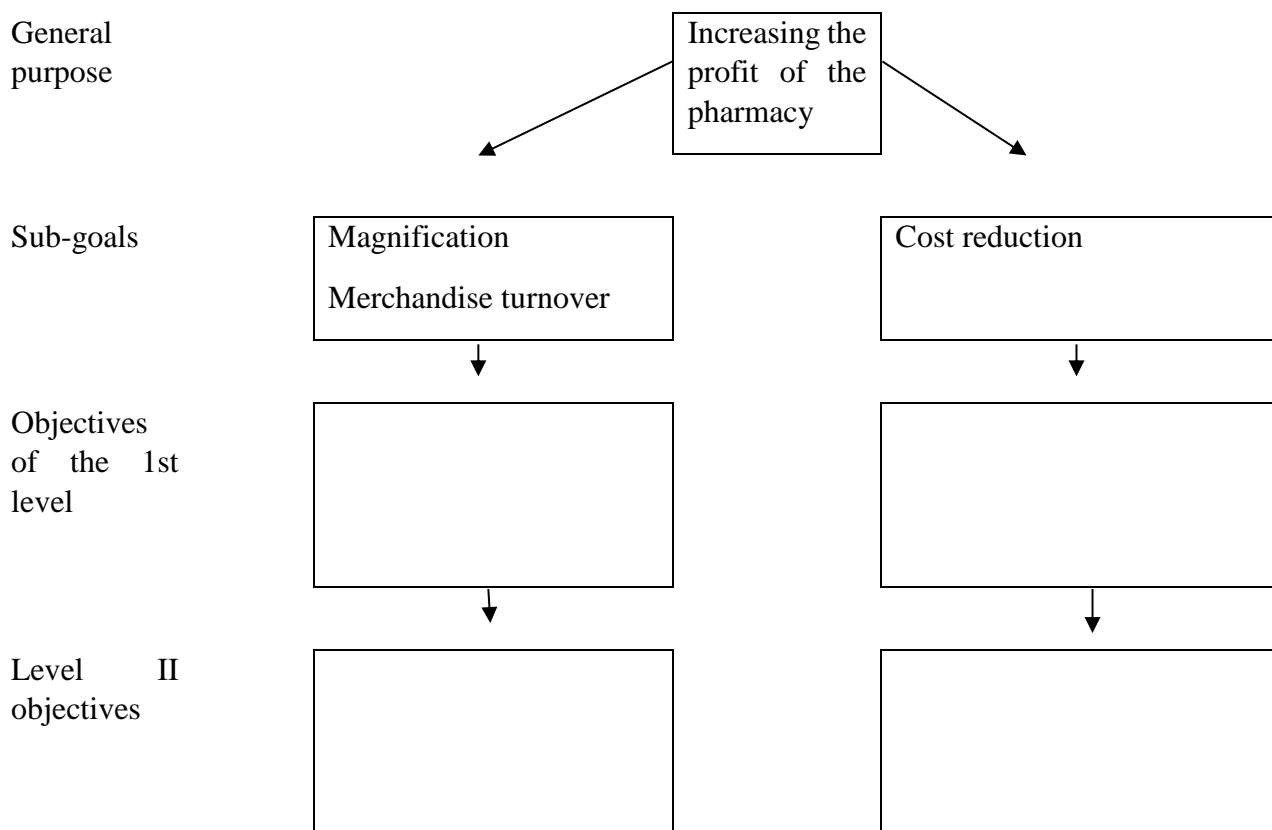
- create a department of optics, therapeutic cosmetics;
- organize a consultation with a nutritionist;
- implement online consultations.

Content of internal variables of the pharmacy enterprise

Objectives	
Task	
Structure	
Technology	
People (cadres)	

Task 3 .

Every organization has certain goals for increasing profitability. Make a de revue of goals for a pharmacy that is faced with the question of increasing profitability in the second half of the current year:



ADDITIONAL INFORMATION

A tree of goals is a structured, hierarchically constructed set of goals of the economic system, program, plan, in which the general goal is highlighted ("the top of the tree"); subordinate to it sub-goals of the first, second and further levels ("branches of the tree").

The name "goal tree" is related to the fact that the schematically presented set of goals divided by levels resembles an upside-down tree.

The concept of the "goal tree" was first proposed by C. Churchman and R. Akoff in 1957. It allows you to organize your own plans and see your goals in a group. Regardless of whether they are personal or professional.

In addition, the goal tree allows you to discover which possible combinations will provide the best return. The term "tree" implies the use of a hierarchical structure (from senior to junior), obtained by dividing the overall goal into sub-goals. The goal tree method is focused on obtaining a relatively stable structure of goals, problems, and directions. To achieve this, when building the initial version of the structure, one should take into account the regularities of the whole formation and use the principles of forming hierarchical structures. This method is widely used for forecasting possible directions of development of science, technology, and technology, as well as for drawing up personal goals, professional goals, goals of any organization. The so-called tree of goals closely links long-term goals and specific tasks at each level of the hierarchy. At the same time, the higher-order goal corresponds to the top of the tree, and local goals (tasks) are located several tiers below, with the help of which the achievement of the upper-level goals is ensured

Task 4. Using the method of environmental profiling, evaluate the relative importance for the organization of three factors of the internal environment and three factors of the external environment.

The method of creating an environment profile is as follows. In the table, each of the factors is assigned:

- assessment of its importance for the industry on a scale: 3 - strong value, 2 - moderate value, 1 - weak value;
- assessment of its impact on the organization on a scale: 3 - strong impact, 2 - moderate impact, 1 - weak impact, 0 - no impact;
- assessment of directionality of influence on a scale: +1 - positive directionality, -1 - negative directionality.

Environment profile

Environmental factors	Importance for the pharmaceutical industry (A)	Impact on the pharmacy as an organization (B)	Direction of influence (C)	Degree of importance $D=A \cdot B \cdot C$
Structure				
Technology				
People				
Consumers				
Suppliers				
Laws				

and state bodies				
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Conclusion: For a pharmacy as an organization, the following environmental factors are more important:

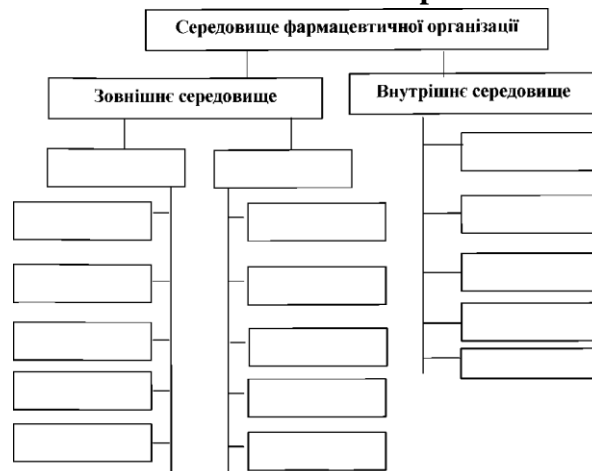
and the following factors deserve less attention:

Task 5 . Determine the type of the most adapted organization for the characteristics of the factors of the external environment and the level of its uncertainty specified below:

No etc.	Characteristic features of factors of the external environment and the level of its uncertainty	Type of organization
1.	The factors of the external environment are dynamic, the level of uncertainty is high	
2.	Environmental factors are stable, uncertainty is at a low level	

Task 6 . Complete the scheme presented in the figure

External and internal environment of pharmaceutical organization



Task 7.

A pharmaceutical organization has a cyclical nature of development, that is, it goes through certain stages of the life cycle, which determine the nature of production, economic, financial and

other types of activity. Fill in the table. 5 stages of the organization's life cycle (birth, rebirth, early maturity, aging , final maturity, childhood, youth) in accordance with the characteristics of its activity

Stages of the life cycle of a pharmaceutical organization

Stages of the organization's life cycle	Peculiarities of the organization's activities
	Penetration into the market, ensuring survival in case of unprofitable activity, provision of sufficient amounts of capital investments to start the organization's activities
	Consolidation in the market or its individual segments, ensuring activity at the break-even level
	Significant expansion of target market segments, ensuring high rates of profit growth, investing in development on the basis of self-financing
	Further expansion of market segments, focus on regional diversification , ensuring stable growth of profits and ensuring them at an optimal level
	Formation of the image of the enterprise, balanced growth, focus on sectoral diversification of activities in order to maintain the level of competitiveness, ensuring the maintenance of the level of profitability at an optimal level
	Preservation of positions or partial reduction of production volumes, curtailment of activities, drop in profitability, financial stability
	Significant renewal of forms, types and directions of activity, provision of conditions for growth of profitability, attraction of significant volumes of

Task 8. Describe the process of managing a pharmaceutical organization.

Stages of the management process	Their essence
The first stage	
II stage	
III stage	
IV stage	

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*

- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, tasks, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.
3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysya. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

1. Information management. Education manual. Recommended by the Ministry of Education and Culture of Ukraine / Kobylin A. M., Samorodov B. V. - 2018. - 216 p.

Electronic information resources:

2. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
3. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)
4. Weekly "Apteka" [Electronic resource]. - Access mode:

Practical session #4: Current test control #1

Practical class No. 5

Topic: Planning as a management function. Organizational process and types of organizational structures. Content and process theories of motivation. The essence, types, stages of control of the organization's activities.

Purpose: To consolidate theoretical knowledge about the functions of organization management and acquire practical skills in strategic planning, selection, implementation and evaluation of strategy, formation of organizational structure, application of concepts of motivation and control of activities of a pharmaceutical organization.

Basic concepts: management functions, classification of management functions, main management functions, organization, motivation, planning, control, coordination

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- system of management methods in pharmacy;
- the modern style of the manager's work. Types of power and influence;
- methods of organizational influence;
- socio-psychological management methods; economic management methods;
- system of management methods in pharmacy;
- socio-psychological aspects of team management;
- leadership styles;
- modern approaches to management;

The student should be able to:

- use theoretical knowledge when executing organizational documents;
 - to form theoretical knowledge and skills, which are necessary for the rational use of modern technical means and information technologies in the process of accumulating, using and exchanging pharmaceutical information.
- questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. Strategic planning, its essence and stages.

2. Organizational process. Formation and development of the organizational structure of pharmaceutical enterprises.

3. Content and process theories of motivation.

4. Motivation in the system of pharmaceutical and pharmacy enterprises.

5. The essence, types, stages of control of the organization's activities.

6. Components of successful control.

3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

- content of tasks (tasks, clinical situations, etc.);

Task 1. Familiarize yourself with the structural and logical scheme "Stages of strategic planning" (fig.) and present it in the form of a table. 12 content of the stages of strategic planning on the example of a pharmacy enterprise. (Print the picture)

Characteristics of the stages of strategic planning of a pharmacy enterprise

Number	The name of the stage	Content of the stage
1.	Defining the organization's mission	
2.	Setting goals	
3.	Assessment and analysis of the external - environment	
4.	Management examination of internal strengths and weaknesses	
5.	Analysis of strategic alternatives	
6.	Choosing a strategy	
7.	Strategy implementation	
8.	Strategy evaluation	

Task 2. Conduct a SWOT analysis of the pharmacy's activity on the market in accordance with the situation. The results are presented in the form of a table.

Situation

Pharmacy "Zhyttia" is located in a big city and has been operating for thirty years (the last ten years as a limited liability company). The pharmacy is located in a large residential neighborhood of the city, where many people live, not far from the regional hospital. The pharmacy has a wide range of domestic and imported medicines and medical products. The qualification of the staff and the quality of information provided by the pharmacists of the pharmacy attract regular customers. The pharmacy is open from 8:00 a.m. to 8:00 p.m. Prices for pharmaceuticals in the pharmacy are quite high, which is associated with significant costs for the labor fund, since after denationalization the extemporaneous production of drugs was preserved in the pharmacy, not a single member of the team was fired. There is no differentiation of prices depending on the demand for medicines and advertising activities of the manufacturing companies.

There are already a significant number of competing pharmacies in the neighborhood, and new pharmacies are expected to open. The main competitors are private pharmacies, which, thanks to a small number of specialists and relatively low costs, can set sufficiently low prices. Some of them work around the clock, offer consumers additional services, in particular, blood pressure measurement, consultation with doctors, home delivery of medicines. The management of the pharmacy is considering the possibility of introducing its own web page of the pharmacy on the Internet, which will allow to better inform consumers about the available assortment and additional services that are planned to be introduced. The management of the pharmacy also became aware that a large foreign pharmaceutical company is searching for a pharmacy with the aim of concluding an agreement on the use of a branded trade brands

Information about the government's intentions to expand the list of medicines and medical products, the prices of which are subject to regulation, constantly appears in the press

SWOT - analysis of the activity of the pharmacy on the market

Внутрішні чинники	Сильні сторони:	Слабкі сторони:
Зовнішні чинники	Можливості:	Загрози:

Task 3. One of the requirements for organizational goals is their orientation in time. Among the indicated goals of the pharmaceutical enterprise, select long- (d), medium- (c) and short-term (k) goals (table).

Organizational goals

List of goals of the organization	Type of target - organization
entry into the top twenty Eastern European pharmaceutical generic companies by 2025.	
unification of software of all structural divisions of the company	
development and introduction into production of five new generic medicines	
development of a new packaging design for medicinal products of herbal origin	
increase in sales in the current year by 10%	
organization of own production of substances for medicinal products	
launch of a new automated tablet production line	
development of a new design of the company's website	
exit with a generic version of the original drug to foreign markets	
formation of a new corporate culture of the enterprise	
creation of own representative office and distribution company abroad	

Task 4. Compare the content theories of motivations given below and their characteristics, which are presented in the table.

Theory "Z" by U. Ouchi	low's hierarchy of needs	Theory of needs by D. Mac Clelland Two-factor theory of needs by F. Herzberg
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M. Tugan-Baranovsky's theory of needs	Theory of K. Alderfer	D. McGregor's theory
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A brief description of content theories of motivation

No	Definition	Theories motivation (enter)
1	Physiological, sexual, symptomatic needs and needs of a practical nature are distinguished. Belonging to nationalities, moral and religious views play a special role.	
2	Needs are divided into primary and secondary. People's behavior is determined by lower-order needs. After the satisfaction of needs, their motivating action stops.	
3	Three needs that motivate a person: power, success, involvement. Attention to higher-order needs, because lower-order needs are already met.	
4	Hygienic and motivational factors are distinguished. Hygienic factors (lower order) prevent job dissatisfaction from appearing. Motivational (higher order) influences on behavior.	
5	The main groups of needs that motivate a person are recognized as: existence, connection, growth. When it is impossible to satisfy the needs of a higher level, efforts are being made to better satisfy the needs of the lower level.	
6	Theory "X" predicts that employees tend to avoid work and responsibility, so it is necessary to use control and threats to stimulate them. Theory U appeals to higher-order needs: affiliation needs, high goals, autonomy, and self-expression. Employees are more inclined to theory "Y", but organizational conditions and the behavior of managers determine their choice of theory "X".	
7	The "Z" theory determines that the basis of employees' success is belief in common goals. Strong incentives are trust relations and mutual support, complete coordination of actions.	

Task 5. Compare the procedural theories of motivations given below and their characteristics, which are presented in the table.

Theory of material stimulation	Complex theory of Porter-Lawler	Theory of moral stimulation
V. Vroom's theory of expectations	S. Adams' theory of justice	

A brief description of procedural theories of motivation

No	Definition	Theories motivation (enter)
1	It involves the following expectations: "efforts expended - Expectation of	

	a certain level of results", "results obtained - expectation of a certain kind of reward ", "expectation of a valuable reward that can satisfy needs". The integrality of taking into account all types of expectations.	
2	Adherence to the principles of fairness and objectivity when setting and distributing rewards. Taking into account the possible reaction of employees to unfair motivation.	
3	Includes elements of expectation theory and equity theory. It predicts the employee's satisfaction or dissatisfaction as a result of the received reward for the level of results achieved when performing specific tasks, which in turn is determined by the efforts, abilities, character and evaluation of the employee's role.	
4	Focuses on meeting higher-order needs (recognition, equality , respect, etc.). It is based on the use of non-material incentives (benefits for medical and sanitary-resort services, transportation, diplomas, medals, orders, titles, thanks).	
5	It provides for the formation and use of systems of material incentives and the distribution of wages in accordance with the law of distribution according to the quantity and quality of products. It is based on the use of material incentives (forms and systems of remuneration, bonuses, allowances, extra payments, gifts). It is the most effective from the point of view of motivation.	

Task 6. According to the stages of production and economic activity, control is divided into preliminary, current and final. Compare the types of control by types of resources (table)

Type of control over types of resources

Kinds resources	Characteristics of types of control	Type control (enter)
Labor	It is implemented in the organization due to the analysis of professional business skills of applicants for work in the organization, qualifications, personal traits that satisfy the organization and are necessary for the performance of certain jobs. At the same time, the minimum level of requirements for employees is established, which refers to professional education, work experience, skills, etc.	
	It is implemented in the process of direct implementation of production and economic activity. It is carried out in the form of regular inspections of the work of employees, discussion of problems arising in the process of work, periodic attestation of employees, etc.	
	Compliance of employees' qualifications with the position, their productivity, ability to constantly improve professional skills is checked.	
Informational	The completeness, reliability and objectivity of the information - necessary for the performance of the assigned tasks are checked.	
	External and internal information, which comes from all possible - information channels, is checked for reliability and objectivity. For this, a system of information collection, processing and verification is being formed.	
	The operation of the information processing system, grouping is	

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.
3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysha. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

3. Audit Education manual. Recommended by the Ministry of Education and Culture of Ukraine / Sukha O.R.-2018.-284 p.
4. Information management. Education manual. Recommended by the Ministry of Education and Culture of Ukraine / Kobylin A. M., Samorodov B. V. - 2018. - 216 p.

Electronic information resources:

4. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
5. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: <http://mozdocs.kiev.ua>
6. State formulary of medicinal products. The twelfth edition. / Ministry of Health of Ukraine, 2020. – /Internet resource - <http://www.moz.gov.ua/ua/portal/>
7. State Register of Medicinal Products of Ukraine. [Electronic resource]. - Access mode: <http://www.drlz.com.ua/ibp/ddsite.nsf/all/shlist?opendocument> .
8. Compendium online. [Electronic resource]. – Access mode: <https://compendium.com.ua/bad/> .
9. Weekly "Apteka" [Electronic resource]. – Access mode: <https://www.apteka.ua/> .
10. Search database of drugs [Electronic resource]. – Access mode: <https://tabletki.ua/uk/> .
11. Search database of drugs [Electronic resource]. – Access mode: <http://likicontrol.com.ua/> .
12. Medscape search database [Electronic resource]. - Access mode: Medscape <https://www.medscape.com/pharmacists> .

Practical class No. 6

Topic: General characteristics of management decisions. Stages of making and implementing a management decision. Delegation of authority and responsibility.

Purpose: To consolidate theoretical knowledge of approaches to the process of managerial decision-making and of the main provisions of the theory of decision-making, as well as to acquire practical skills in the technology of the process of making and implementing managerial decisions, delegation of authority and overcoming obstacles and blocking the delegation process

Basic concepts: management decisions, management decision-making models, stages of implementation of management decisions

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- system of management methods in pharmacy;
- socio-psychological aspects of team management;
- leadership styles;
- modern approaches to management;

The student should be able to:

- apply methodical principles of record keeping;
- use theoretical knowledge when executing organizational documents;
- to form theoretical knowledge and skills, which are necessary for the rational use of modern technical means and information technologies in the process of accumulating, using and exchanging pharmaceutical information.

- questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. General characteristics of management decisions.
2. Requirements for management decisions.
3. Approaches, models and methods of decision-making.
4. Stages of making and implementing a management decision.
5. Delegation of authority and responsibility

3. *Formation of professional skills, skills (mastery of skills, conducting*

curation, determining the treatment regimen, conducting laboratory research, etc.):

- content of tasks (tasks, clinical situations, etc.);

Task 1. Analyze the stages of management decision-making and determine management actions to improve pharmacy operations.

From the list of management actions, choose those that are most typical for each of the stages of development of management solutions (variants of management solutions: expanding the pharmacy network, reducing the pharmacy staff, optimizing the assortment, reducing prices, opening a new structural unit, etc.). Provide the results in the form of a table.

Stages of making a management decision to improve pharmacy operations

Stages of development of a rational management solution	Management actions and their justification
I. Diagnosis of the problem	
II. Formulation of limitations and decision-making criteria	
III. Definition of alternatives	
IV. Evaluation of alternatives	
V. Selection of alternatives	
VI. Feedback	

List of management actions

The first stage. Diagnosis of the problem

1. Collection of relevant information (pharmacy turnover; redistribution of market shares between drug manufacturers; trade allowances; appearance of new drugs on the market; area of the pharmacy; rent; advertising activity of manufacturers of drugs, VMP and other products; frequency of visits by medical representatives to the pharmacy; number of doctors in pharmaceuticals; pharmacy staff; terms of product delivery; general pharmacy expenses; labor fund; population morbidity rate; number of foreign pharmaceutical manufacturers)
2. Awareness and establishment of symptoms of complications (pharmacy expenses; level of qualification of employees; average check amount; profitability; number of regular customers; frequency of product deliveries; staff turnover)

II stage. Formulation of limitations and decision criteria

1. Legislation of Ukraine as a limiting factor (Economic Code of Ukraine; Civil Code of Ukraine; Customs Code of Ukraine; Labor Code of Ukraine; Tax Code of Ukraine; other Laws of Ukraine)
2. Compliance with the rules of professional ethics for all pharmaceutical market participants.
3. Centralized supply from the pharmacy warehouse.
4. Use of innovative technologies in the production of drugs;
5. Purchase of drugs, VMP and other goods from several wholesale pharmaceutical companies.

6. Striving for a rational pharmacy structure.
7. Justification of the size of the pharmacy staff.
8. Increasing the level of qualification of employees.

III stage. Determination of alternatives (change the organizational structure of the pharmacy; review the list of suppliers (in terms of price, completeness of the assortment, reliability); rent free space; expand the number of additional services (consultation of a doctor, measurement of blood pressure, etc.); reduce the staff of the pharmacy; more efficiently use equipment; increase the number of highly qualified workers; implement strict economy of resources, energy).

IV stage. Evaluation of alternatives

1. Changing the organizational structure of the pharmacy will free up a part of the space that can be rented out.
 2. An increase in the number of additional services will lead to an increase in the number of buyers.
 3. Reducing the staff of the pharmacy will lead to a decrease in the wage fund.
 4. Increasing the number of highly qualified employees will improve the level of customer service.
 5. Reviewing work with suppliers will lead to improved procurement
 - of goods
 6. Supplies of medical equipment and medical supplies of increased demand increase the turnover of working capital, accordingly, the process of forming gross profit is accelerated.
 7. Provision of marketing and/or other services to manufacturers/importers of pharmaceutical products
- will increase the income of the pharmacy.

V stage. Choice of alternatives

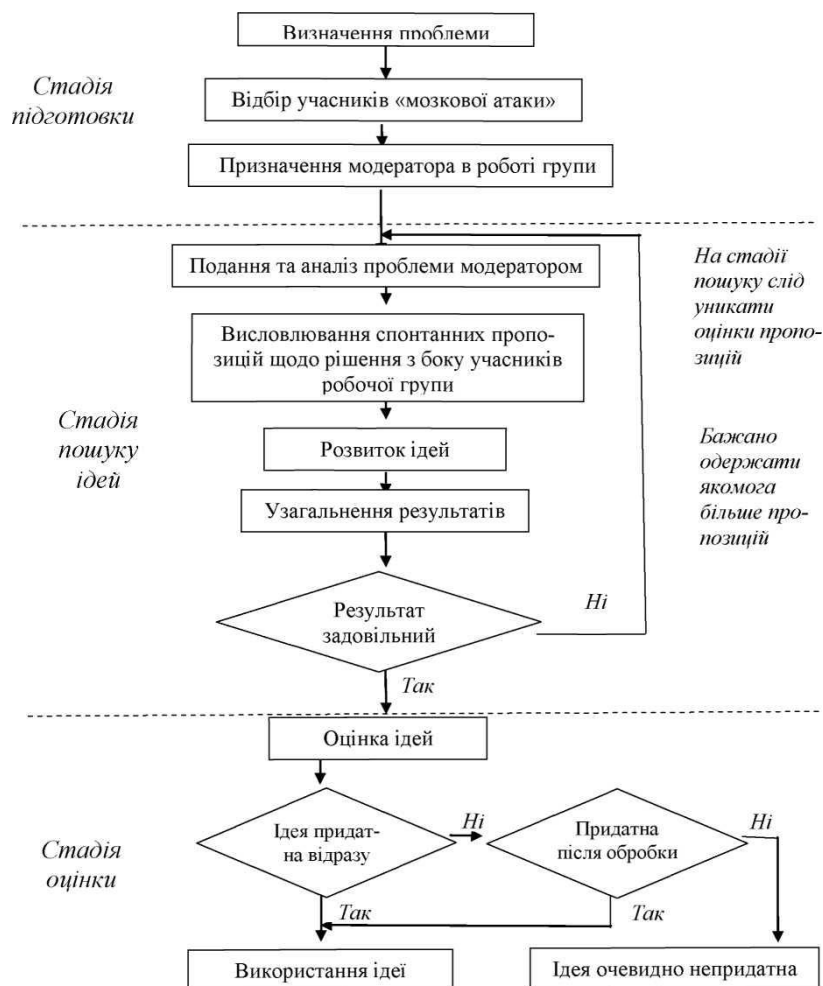
If the problem is complex and its solution requires taking into account many trade-offs, one alternative may not be the best choice. In this case, the manager chooses not an alternative, but a course of action that will be more acceptable, but not necessarily the best possible.

1. Change in the organizational structure of the pharmacy with a corresponding reduction in staff and the possibility of subleasing free space.
2. Changing the organizational structure of the pharmacy to increase the number of pharmacy staff.
3. Purchase of pharmaceuticals that are in high demand and have a significant trade mark-up.
4. Use of decentralized supplies simultaneously with centralized ones.
5. Purchase of drugs and VMP from several wholesale pharmaceutical companies.
6. Provision of marketing services to drug manufacturers.

Task 2. Simulate the process of collective decision-making using the "brainstorming" technique (fig.) for the following situations:

1. Development of a new product by the manufacturer.
2. Diversification of the company's activities.
3. Expansion of the assortment.
4. Your version of the problem that needs to be solved.

Algorithm for carrying out the procedure of collective preparation of management decisions by the "brainstorming" method



ADDITIONAL INFORMATION

Among the collective methods of discussion and decision-making, we distinguish "brainstorming", or "brain attack", the Delphi method, and the Japanese system of decision-making "kingishyo".

The method of collective preparation of management decisions "brainstorming" ("brain attack") is the most widespread. "Brainstorming" is the joint generation of new ideas and subsequent decision-making. The main point in the process of collective work on the adoption and implementation of management decisions is the definition of the circle of persons participating in such a procedure. The criteria for the formation of a temporary working group are competence, the ability to solve creative tasks, constructive thinking and sociability. If it is necessary to solve a complex problem, then a group of people is gathered who offer different solutions to a certain problem. The main requirement of "brainstorming" is to create conditions that are as favorable as possible for the free generation of ideas. To achieve this, it is forbidden to reject or criticize any idea. All ideas are noted down and then analyzed by experts.

Task 3. Consider the functions of the head of the pharmacy and analyze the possibilities of their delegation .

Delegation of functions of the head of the pharmacy

Functions of the head of the pharmacy	Opportunities delegation
Ensuring the fulfillment of licensing requirements for the conduct of economic activities for the retail sale of medicinal products and the provision of appropriate pharmaceutical assistance to the population, medical and preventive care and other institutions	
Planning, organization and control over the effectiveness of the activity of the pharmacy and its structural divisions, determination of their functions, organizational and management structure, work schedule, staffing	
Organization and control of work on receiving prescriptions, manufacturing, quality control, pharmaceutical supervision, dispensing of drugs and pharmacy products, procurement of medicinal raw materials	
Organization of information for medical workers, provision of pre-hospital first aid and public education	
Ensuring the availability of an assortment of medicines, medical products , and other goods	
Control over the implementation of the rules for dispensing medicinal products from a pharmacy, including on preferential terms	
Creating the necessary storage conditions for medicines, medical products , and other goods in accordance with their properties and regulatory requirements	
Organization of work with personnel (development of job instructions, selection, -training, placement, motivation), control over the quality of employees' performance of their duties, ensuring their professional development	
Bringing to the staff the requirements of regulatory documents regulating the activities of enterprises for the retail sale of medicinal products and monitoring their implementation	
Creation of appropriate, safe working conditions in the pharmacy, organization of timely medical examination by employees	

Ensuring the correctness of accounting and reporting on the economic activity of the enterprise, personnel documentation	
Control of the rationality of the use of the pharmacy's material resources and their condition, ensuring the preservation of property, merchandise and monetary values	
Implementation of the achievements of pharmaceutical science, promising forms of medical provision of the population, modern and efficient work organization in the work of the pharmacy	

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, tasks, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.
3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysha. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

5. Conflictology and the theory of negotiations Study guide recommended by the Ministry of Education and Culture of Ukraine / Yakhno T.P.-2018. 168 p.

Electronic information resources:

4. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
5. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)
6. State formulary of medicinal products. The twelfth edition. / Ministry of Health of Ukraine, 2020. – /Internet resource - <http://www.moz.gov.ua/ua/portal/>
7. State Register of Medicinal Products of Ukraine. [Electronic resource]. - Access mode: <http://www.drlz.com.ua/ibp/ddsite.nsf/all/shlist?opendocument> .
8. Compendium online. [Electronic resource]. – Access mode: <https://compendium.com.ua/bad/> .
9. Weekly "Apteka" [Electronic resource]. – Access mode: <https://www.apteka.ua/> .
10. Search database of drugs [Electronic resource]. – Access mode: <https://tabletki.ua/uk/> .
11. Search database of drugs [Electronic resource]. – Access mode: <http://likicontrol.com.ua/> .

12. Medscape search database [Electronic resource]. - Access mode: Medscape
<https://www.medscape.com/pharmacists> .

Practical class No. 7

Topic: Concepts and types of communications. The main elements and stages of the communicative process. Concept, purpose and classification of documents as sources of management information. The role of clerical work in management.

Purpose: To consolidate theoretical knowledge about the essence of communications, their types, the characteristics of means of information exchange, ways to overcome communication obstacles, and to acquire practical skills regarding ways to improve the effectiveness of organizational and interpersonal communications. Consolidate theoretical knowledge about methodical principles of record keeping and modern technical tools in management, familiarize yourself with the main types of management documents in pharmaceutical organizations and acquire practical skills in drafting, design and application of various types of documents, determining the degree of their implementation and the possibilities of using ACS, IUS in pharmacy.

Basic concepts: communication, communication process, components of communication

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- essence, principles, main features of entrepreneurial activity;
- classification features of pharmaceutical enterprises;
- advantages and disadvantages of small enterprises and other organizational and legal forms of entrepreneurship and associations of enterprises;
- the procedure for registering an enterprise and obtaining a license for pharmaceutical activity;

The student should be able to:

- draw up functional and job instructions;
- justify the stages of strategic planning, be able to use organizational methods, elements of motivation and control as management functions in pharmaceutical practice;

- to explain the criteria for the successful operation of enterprises, the directions of effective labor organization, the system of management methods in pharmacy.

- questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. Concepts and types of communications.
2. Main elements and stages of the communicative process.
3. Obstacles in organizational and interpersonal communications Ways to overcome communication obstacles.
4. Forms and organization of business communication.
5. Organization of business meetings and business discussions. Business negotiations and organization of reception of visitors.
6. Specifics of the pharmacist's (pharmacist's) business communication with the client.
7. Concept, purpose and classification of documents as sources of management information. The role of clerical work in management.
8. Document circulation of pharmaceutical organizations. Stages of document flow.
9. Storage of documents.
10. Accounting and consideration of proposals, statements and complaints.
11. Modern technical means in management. Management and informatics.
12. Possibilities of using ATM in the activities of pharmacy enterprises.

3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

- content of tasks (tasks, clinical situations, etc.);

Task 1 . Classify management documentation pharmaceutical organization. At the same time, use a list of the following elements:

Administrative	External	Internal
Secondary	Entrance	Individual
Day off	Copied	personal
Primary	Printed	Simple
Management	Handwritten	Complicated
Official	Service and information	Special
Standard	Technical	Typical
Stencil	Financial	Electronic

Classification features	Documentation group
<i>According to sources of origin</i>	

<i>By place in management</i>	
<i>By place of creation</i>	
<i>By appointment</i>	
<i>In the direction of movement</i>	
<i>By difficulty</i>	
<i>By its content</i>	
<i>According to the manufacturing method</i>	
<i>According to the status of the person who produced the document</i>	
<i>By form</i>	

Task 3. To characterize the connection of information with goals and decisions. At the same time, use the following data:

- quasi-unique
- ambiguous
- uncertainty
- unequivocal
- with uncertainty
- with certainty
- with risk
- certainty

The connection between the nature of information and the completeness of the decision

State of information	Full	Incomplete
Decision		
Objective expectations		
Subjective feelings		

Task 4 . An outpatient visited the pharmacy in order to purchase the medicine prescribed by the doctor. When dispensing the medicinal product, the pharmacist informed the patient about the rules of administration, method of use, and side effects of the drug.

Make a diagram (fig.) of a model of the communication process between a pharmacy pharmacist and a patient. Identify possible obstacles that may arise during communication and ways to overcome them.

A model of the communication process between a pharmacy pharmacist and a patient

Task 5. Specify the documents accompanying the external and internal communication exchange of information (upward and downward) in the activity of the pharmacy. Present the results in the form of a table.

Type of communications	Documents
Between the organization and the external environment	
Organizational (internal) communications:	
- ascending	
- descending	

Task 6 . To classify the documents of the pharmaceutical enterprise according to their types. Present the results in the form of a table. At the same time, use the following documents:

Acts of inspections.	Commercial letters.	Order.
Business contract.	Copies of suppliers' organizational documents.	Certificate of state registration.
Reference literature.	Licenses.	Certificate for the diploma on the assignment of qualifications in the relevant specialty.
Agreement on property liability.	Methodical recommendations and instructions.	Quality certificates.
Agreement on material responsibility.	Orders.	Regulations.
Supply contracts.	Personnel registration card.	Goods and transport invoices.
Documents on the organization of foreign economic relations.	Complaints.	Trade patent.
Authorization.	Position.	Employment history.
Application for employment.	Resolutions.	Employment contract.
Report on the result of economic and financial activity.	Protocols.	Take decisions.
Instructions	Complaints.	Checkbook.
Cash book.	Recipes.	

	Type of documents	Their list
1.	Organizational	
2.	Managers	
3.	Personnel	
4.	Economic and contractual activities	
5.	Accounting and financial	
6.	Economic claims activity	
7.	Reference and informational	
8.	Foreign economic activity	

ADDITIONAL INFORMATION

An act is a document drawn up by several persons to confirm any facts and events established by them (for example, when inventorying the commodity and material values of a pharmacy, transferring it to another manager, checking the pharmaceutical order in a pharmacy, department of a medical and preventive institution, withdrawing dosage forms for control , write-off of goods and material values stored in the pharmacy and damaged in an accident).

The resolution is a legal act adopted by higher and some central bodies of collegial management to solve the most complex and fundamental tasks facing them and to establish stable norms and rules of conduct.

A plan is a document that establishes an exact list of works or measures to be performed, their sequence, volume (in one form or another), and time coordinates of managers and specific executors.

The charter is a legal act that defines the structure, functions, and rights of an institution, organization, or enterprise.

An order is a legal act issued, in particular, by the heads of pharmacy institutions acting on the basis of single leadership, with the aim of solving the tasks facing this institution.

A certificate is a document containing a description and confirmation of certain factors and events.

A transcript is a verbatim recording of reports, speeches and other speeches at meetings, meetings and meetings of collegial bodies, which is carried out using the shorthand method.

A regulation is a legal act that regulates the main aspects of the organizational activity of institutions, divisions and officials, defines their structure, functions, tasks, duties, rights, responsibilities, etc.

A contract is a document that records the agreement of the parties to establish any relationship and regulates these relationships.

An instruction is a legal act created by a state administration body (or approved by its head) to establish rules regulating organizational, scientific and technical, technological, financial and other special aspects of the activities of institutions, enterprises, their individual divisions and services, as well as officials or citizens

A letter is a generalized name for documents of different content that are sent by mail.

Job instructions — developed by institutions, organizations, enterprises for officials, engineering and technical workers, etc. Such instructions regulate their rights and obligations, tasks, personal responsibility, etc.

The protocol is a document in which the course of discussion of issues at meetings, meetings, conferences and meetings, as well as the decisions made on these issues, are recorded precisely or in a short form.

A list is a document containing a list of persons or objects in a certain order, drawn up for the purpose of information or registration.

An order is a legal act issued individually by the head, mainly of a collegial body of state administration, for the purpose of solving operational issues.

A service note is drawn up if a written record of decisions on operational issues is necessary. The requirements for its preparation and design are the same as for the report note. However, official memos can also be drawn up by hand.

A decision is a legal act adopted by local Councils of People's Deputies or their executive committees in a collegial manner to resolve the most important issues within their competence. Decisions are also called compatible acts issued by several heterogeneous bodies.

A statement is a document containing a request or proposal addressed by a person or a group of persons to an institution or an official.

An instruction is a legal act issued by a state administration body mainly on issues of an informational and methodological nature, as well as on issues related to the organization of the execution of orders, instructions and other acts of this body and higher management bodies.

A memorandum is a document addressed to the head of an organization or a structural unit, containing a detailed statement of any issue with conclusions and proposals.

An explanatory note is drawn up by an employee of the institution and is provided at the request of management, in some cases — at the initiative of a subordinate.

A report is a document that contains information on the implementation of a plan, tasks, preparation of activities, assignments and the implementation of certain activities. It is given to an official or to a higher institution.

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, tasks, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.

3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysha. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

6. Conflictology and the theory of negotiations Study guide recommended by the Ministry of Education and Culture of Ukraine / Yakhno T.P.-2018. 168 p.

Electronic information resources:

4. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
5. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)
6. State formulary of medicinal products. The twelfth edition. / Ministry of Health of Ukraine, 2020. – /Internet resource - <http://www.moz.gov.ua/ua/portal/>
7. State Register of Medicinal Products of Ukraine. [Electronic resource]. - Access mode: <http://www.drlz.com.ua/ibp/ddsite.nsf/all/shlist?opendocument> .
8. Compendium online. [Electronic resource]. – Access mode: <https://compendium.com.ua/bad/> .
9. Weekly "Apteka" [Electronic resource]. – Access mode: <https://www.apteka.ua/> .
10. Search database of drugs [Electronic resource]. – Access mode: <https://tabletki.ua/uk/> .
11. Search database of drugs [Electronic resource]. – Access mode: <http://likicontrol.com.ua/> .
12. Medscape search database [Electronic resource]. - Access mode: Medscape <https://www.medscape.com/pharmacists> .

Practical class #8. Current test control #2

Practical class #9-10

Topic: Principles and organizational forms of entrepreneurship. Types and forms of entrepreneurial activity. Peculiarities of entrepreneurial activity in pharmacy. Business planning. Development of a business plan. Business risk and ways to reduce it.

Purpose: To consolidate theoretical knowledge about tasks, functions, legislative regulation and peculiarities of entrepreneurial activity in pharmacy, allocation and grouping of risks at the levels of quality assurance of medicinal products, and to acquire practical skills in planning entrepreneurial activity, developing projects and components of a business plan, analyzing the effectiveness of investment contributions .

Basic concepts: entrepreneurship, entrepreneur, risk, forms of entrepreneurial activity

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose classes, motivation of higher education seekers to study the topic).*
2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- essence, principles, main features of entrepreneurial activity;
- classification features of pharmaceutical enterprises;
- advantages and disadvantages of small enterprises and other organizational and legal forms of entrepreneurship and associations of enterprises;
- the procedure for registering an enterprise and obtaining a license for pharmaceutical activity;
- possible business risks of pharmaceutical organizations and ways to reduce them;
- the procedure for liquidation of the enterprise in case of inadequate response to changes in the external and internal environment.

The student should be able to:

- explain tasks, functions and peculiarities of entrepreneurial activity;
 - to identify subjects, objects, organizational and legal forms of entrepreneurial activity in pharmacy;
 - analyze legislative acts regulating entrepreneurial activity in the field of pharmacy;
 - justify the planning of business activities and develop elements of a business plan.
- questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.
1. The essence and classification of management functions, their relationship.
 2. The essence and principles of classification of pharmaceutical management methods.
 3. Characteristic features of economic methods of pharmaceutical management.
 4. Characteristic features of technological and socio-psychological methods of pharmaceutical management.
 5. Economic and entrepreneurial activity. Principles and organizational forms of entrepreneurship.
 6. Types and forms of entrepreneurial activity.
 7. State registration and licensing of entrepreneurship. Peculiarities of entrepreneurial activity in pharmacy. Stages of organization of a business entity in pharmacy.
 8. State regulation and deregulation of business activity.
 9. Planning of business activities. Development of projects and business plans in pharmacy.
 10. Entrepreneurial risk and ways to reduce it. Types of damages.
 11. Peculiarities of risks in pharmacy. Risks at the levels of quality assurance of medicinal products.
 12. Grouping of risks by degree of threat. Risk management methods.
 13. Business and social responsibility. Forms of manifestation of social responsibility of an entrepreneur. Business ethics.
 14. Social activity of the enterprise and directions of implementation of the organization's social policy. Social packages: peculiarities of formation, components, groups and financial support

3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

- content of tasks (tasks, clinical situations, etc.);

Task 1. In the pharmaceutical sector of the economy, the main types of activity are subject to state control, and such activity is possible only with a special permit (license).

Record and analyze licensable pharmacy activities. Select the types of activities for which business entities - legal entities or individual entrepreneurs - can apply for licenses.

Determine the cost of the license.

Conclusion:

Task 2. Specify the sequence of stages and executive bodies of registration of a pharmaceutical enterprise and obtaining permission to start work. At the same time, use the following elements:

Bank

Registration as a VAT taxpayer

Opening a bank account

State registration of a pharmaceutical enterprise

State Committee of Ukraine for Supervision of Labor Protection

Permission to start work

State Fiscal Service

State registration body

State statistics body

Bodies of the Ministry of Internal Affairs

Obtaining permission for the right to manufacture seals and stamps
pension fund

Registration in the SFS of the district (city)

Social insurance funds

No	The name of the stage	State agency
1		
2		
3		
4		
5		
6		

Task 3. Indicate the main characteristics by which pharmaceutical enterprises are classified and list their types. Present the results in the form of a table.

A sign of classification	Types of pharmaceutical enterprises

Task 4. To characterize enterprises according to the method of formation . At the same time, take into account the following data: business association; state; collective; communal; cooperative; corporate; private (two or more people); private (one founder); unitary
Present the results in the form of a table.

Enterprise by way of formation	Its definition	Types of enterprises
	an enterprise created by one founder, who allocates the necessary property, forms in accordance with the law a statutory fund, not divided into shares (units), approves the statute, distributes income, directly or through a manager appointed by him, manages the enterprise and forms its workforce on the basis of employment, resolves the issue of reorganization and liquidation of the enterprise.	
	an enterprise created by two or more founders by their joint decision (agreement) operates on the basis of the pooling of property and/or entrepreneurial or labor activities of the founders (participants), their joint management of affairs, on the basis of corporate rights, as well as through bodies that they are created, the participation of the founders (participants) in the distribution of income and risks of the enterprise.	

Task 5. To characterize the possible risks of a wholesale pharmaceutical enterprise.

Possible risks of a wholesale pharmaceutical enterprise

<i>Anticipation of competitors</i>	
<i>Risk of withdrawal of partners from joint activities</i>	
<i>Risk of loss of profit</i>	
<i>Risk of theft</i>	
<i>The risk associated with the functioning of technical and technological systems</i>	
<i>Social risks</i>	
<i>Transport risks</i>	

- Present the results in the form of a table. At the same time, use the following data:
- Transportation routing using special computer support
- Development of an alternative development strategy for such cases
- Prediction of the possible reaction of competitors to the business activity of the enterprise, development of a package of countermeasures
- Backup capacity, special service personnel, equipment prevention and equipment to prevent failures
- Creation of reserve and insurance funds, insurance
- Accident insurance and medical insurance of highly qualified specialists; providing employees with appropriate working conditions and forms of payment; the effectiveness of the public relations service; resolving conflicts at the initial stage by identifying the needs of conflicting parties; implementation of an effective motivation system
- Improvement of the system of competitive recruitment of employees, conclusion of an agreement on material responsibility with an indication for employees of the pharmacy composition of the point on responsibility for a certain direction of work; creation of a risk fund at the company, implementation of a system of control over the movement of products at the enterprise

Task 6. Analyze and draw up in the work log the list of documents that are submitted to the licensing body (State Service of Ukraine for Medicinal Products and Drug Control) for the production of medicinal products, wholesale and retail trade of medicinal products in accordance with the Resolution of the CMU dated 30.11. 2016 No. 929.

Conclusion

Task 7. Entrepreneurial activity in pharmacy, as a type of economic activity, requires constant attention of the management regarding the planning of the main indicators of work, control over their implementation and the search for reserves for improving the quality of providing the population with pharmacy products, strengthening consumer loyalty, optimizing the main indicators of work, increasing economic indicators and profitability of the organization. Theoretical and practical knowledge and skills of masters of pharmacy in the development of

projects and components of a business plan, business analysis and analysis of the effectiveness of investment contributions become important.

7.1. Determine the funds needed to finance the opening of a pharmacy based on the cost structure:

	The name of the type of expenses	Average market cost, games	It is possible to adjust the cost of expenses, games	Note ka
	Premises (rent or own)			
	Commercial equipment			
	Special equipment			
	Computer and cash register complex			
	License			
	Advertising is external			
	Advertising company			
	Other expenses (household equipment, household appliances, communication, etc.)			
	Primary assortment formation			
	Remuneration of the manager of the pharmacy before the opening of the			
	In total			

7.2. In order to ensure the functioning of the pharmacy establishment that is being opened, as the manager of the pharmacy, calculate the total necessary amount of the forecast volume of sales of goods (medicines, cosmetics, nutritional supplements and other products of the pharmacy assortment) per month to ensure all costs of the pharmacy and profitability at the level of 3% .

Audit

Conclusions

Task 8. Analyze and graphically present the risks typical of the pharmaceutical industry.

Task 9. Describe the expediency of using the divisional organizational management structures specified below. Present the results in the form of a table.

The organizational structure	Expediency of use
Product	
Consumer	

Territorial	
-------------	--

Task 10. To carry out the classification of the tasks of the national pharmaceutical enterprise of the manufacturer.

By importance

By duration

short-term

medium-term

long-term

The main ones

Subcontractors

At the same time, use the list of such elements:

- The organization of the contractual vertical marketing pharmaceutical system in the next year.
- Reduction of receivables of the pharmacy warehouse in the next quarter.
- Search by the marketing department of pharmacies to create a licensed pharmacy network next year.
- Implementation of proper pharmaceutical practices in order to increase the share of exports in the total volume of sales to 15% in five years.

Task 11 . Reproduce the pyramid of Maslow's hierarchy of needs (fig.) and use it to analyze what consumer needs the producers of the products (services) indicated in the table are trying to satisfy.

No. z.p.	Enterprises	Product
1.	Bayer company	Aspirin "Bayer"
2.	SC "Johnson Kyiv Corporation"	"Jubilee" starching agent

3.	"High Castle"	Newspaper
4.	"Oriflame" company	Moisturizing cream
5.	Odessa National Medical University	Correspondence study in the "Pharmacy" specialty program
6.	JSC "Lviv Confectionery Factory"	Constellation candies

At the same time, use the list of such elements:

Safety, security.

Recognition from society, environment.

Hunger, thirst, sex, etc.

The need for respect.

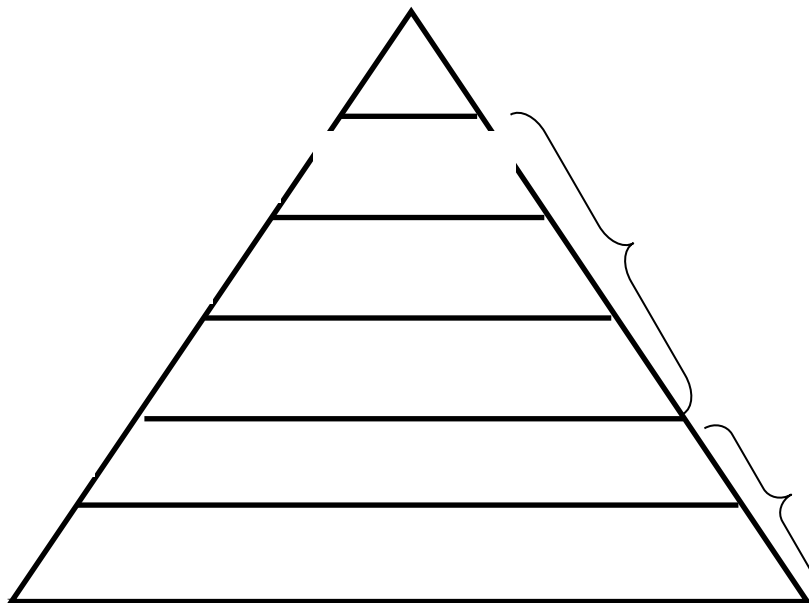
The need for self-affirmation, self-realization.

The need for self-preservation.

Involvement in events, feelings of closeness, love.

Social needs.

Physiological needs.



Task 12. Indicate what categories motivation as a management function is based on, and reveal their content.

Management category	Its content
<i>Need:</i>	
- primary	
- secondary	
<i>Rewards:</i>	

- internal	
- external	

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
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Additional:

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6. State formulary of medicinal products. The twelfth edition. / Ministry of Health of Ukraine, 2020. – /Internet resource - <http://www.moz.gov.ua/ua/portal/>
7. State Register of Medicinal Products of Ukraine. [Electronic resource]. - Access mode: <http://www.drlz.com.ua/ibp/ddsitesite.nsf/all/shlist?opendocument> .
8. Compendium online. [Electronic resource]. – Access mode: <https://compendium.com.ua/bad/> .
9. Weekly "Apteka" [Electronic resource]. – Access mode: <https://www.apteka.ua/> .
10. Search database of drugs [Electronic resource]. – Access mode: <https://tabletki.ua/uk/> .
11. Search database of drugs [Electronic resource]. – Access mode: <http://likicontrol.com.ua/> .

12. Medscape search database [Electronic resource]. - Access mode: Medscape
<https://www.medscape.com/pharmacists> .

Practical class No. 11

Topic: Characteristics of labor resources and personnel of the organization. Personnel management. Controlling personnel.

Purpose: To consolidate theoretical knowledge about the principles of formation and development of labor resources, the structure of pharmaceutical education in Ukraine, and to acquire practical skills in the development of areas of personnel management.

Basic concepts: labor resources, personnel, personnel management, personnel controlling, personnel turnover, personnel rotation.

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- essence, classification, general features of personnel policy;
- components of the personnel strategy of the enterprise;
- tactics of the pharmaceutical enterprise in solving personnel issues;
- basic principles of personnel management;
- features of the stages of management of labor resources;
- formation of personnel management potential;
- the structure of personnel service of enterprises of the pharmaceutical industry and its main functions;
- the main functions of personnel services of pharmaceutical enterprises;
- evaluation of the personnel of the pharmaceutical enterprise;
- the main types of employee behavior;
- sources of obtaining information about potential employees of the pharmaceutical enterprise.

The student should be able to:

- draw up a business agreement, use theoretical knowledge to analyze the economic efficiency of pharmaceutical organizations;

- explain the concept of risk, classify losses and apply risk reduction measures;
- interpret the concepts of labor resources and personnel of the organization, use knowledge in pharmaceutical practice.

➤ questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. Characteristics of labor resources and personnel of the organization. Personnel classification.
2. Problems of personnel employment. Personnel policy. Personnel management.
3. Planning of labor resources. Recruitment, selection, recruitment of personnel.
4. Drawing up a resume. Staff survey and interview.
5. Movement and accounting of personnel. Personnel turnover. Rotation of pharmaceutical personnel.
6. Training of pharmaceutical personnel in Ukraine.
7. Personnel management. Controlling personnel. Personnel marketing.
8. Training of pharmaceutical personnel in Ukraine, improving the qualifications of pharmacists.
9. Group dynamics in the system of pharmaceutical and pharmacy enterprises.
10. Changes within the organization and their management. Nature of stress, means of its reduction
11. Code of Labor Laws of Ukraine.
12. Collective agreement. Employment contract. Contract.
13. Working time and rest time. Legal regulation of wages. Guarantee and compensation payments.
14. Evaluation of personnel of a pharmaceutical enterprise and basic requirements for personnel evaluation technologies.
15. Peculiarities of resume preparation, testing, interviews.
16. Sources of obtaining information about potential employees of the pharmaceutical enterprise.

3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

➤ content of tasks (tasks, clinical situations, etc.);

Task 1. Analyze the stages of selection of a candidate for the position of manager of procurement of medicines and medical products of a pharmaceutical organization. Discuss the list of questions that may arise between the employer and the job applicant during the interview.

Task 2. Carry out a comparative analysis of collective and labor contracts.

Aznyk	Contract
-------	----------

	Collective	Labor
Between whom it is arranged		
Laying form		
Term of arrangement		
Start of action		
Content		

Task 3. Identify the reasons for staff turnover in the pharmaceutical organization according to the following groups:

professional qualifications:

organization and working conditions:

personal:

level of satisfaction with material goods:

attitude in the team:

Task 4. The PharmLife wholesale pharmaceutical company has 1,040 customers, including:

- 70 pharmacies of the " A " type (large pharmacies with high sales potential that pay their bills on time);
- 320 pharmacies of the "B " type (medium-sized pharmacies, sufficient sales potential, pay their bills on time or with a slight delay);
- 650 pharmacies of the "B" type (small pharmacies or medium and large pharmacies with 100% communal ownership, which have a low sales potential for the company's products, serve consumers with low incomes, rarely pay their bills on time). The planned number of visits by the company's medical representatives to pharmacies of each type is 35, 15, and 8 visits per year, respectively. One medical representative makes 9 visits in one working day; the working week is 5 days; 8 weeks a year comes for vacations, holidays and days of temporary incapacity.

Determine the number of medical representatives that a pharmaceutical company needs for a given customer base.

Conclusion:

Task 5. Using the method of analysis of hierarchies, select a candidate for the position of marketing director of a pharmaceutical company from two applicants (K1 and K2). At the same time, use the following data:

Selection criteria	The degree of importance of the criterion
A - the makings of a leader; B – educational level and experience; C – ability to do administrative work.	B>A: advantage is weak (3); C>A: preference between weak and strong (4); B>C: preference between weak and indifferent (2).

Scale of benefits	
Feeling	The rank of sensations
Extremely strong	9
Between extremely strong and very strong	8
Very strong	7
Between very strong and strong	6
strong	5
Between strong and weak	4
weak	3
Between weak and indifferent	2
Indifferently	1

The advantage of one or another candidate from each of the criteria is defined as:

A: $K1 > K2$: advantage is strong (5);
A: $K2 > K1$: the advantage is very strong (7);
C: $K1 > K2$: preference between weak and indifferent (2).

Preference matrix for evaluating the importance of criteria

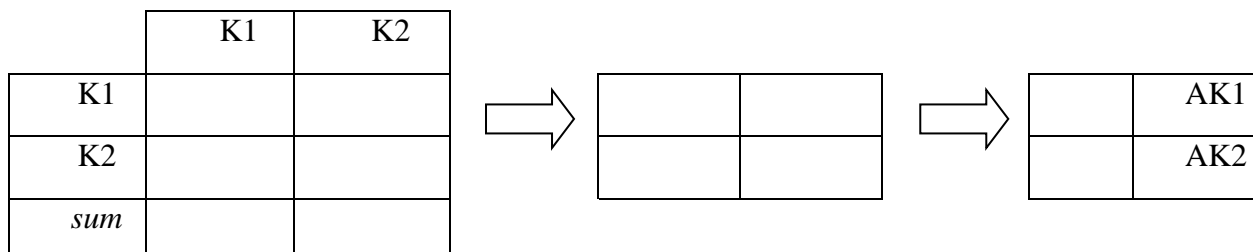
	AND*	IN	WITH		**	Sum	Average
AND				→			
IN							
WITH							
Sum							

* Row elements are compared with column elements according to the criteria. When comparing an element with itself, a rank equal to one is taken. When comparing column elements with row elements - the reverse value. The last value in the column is the sum of the elements.

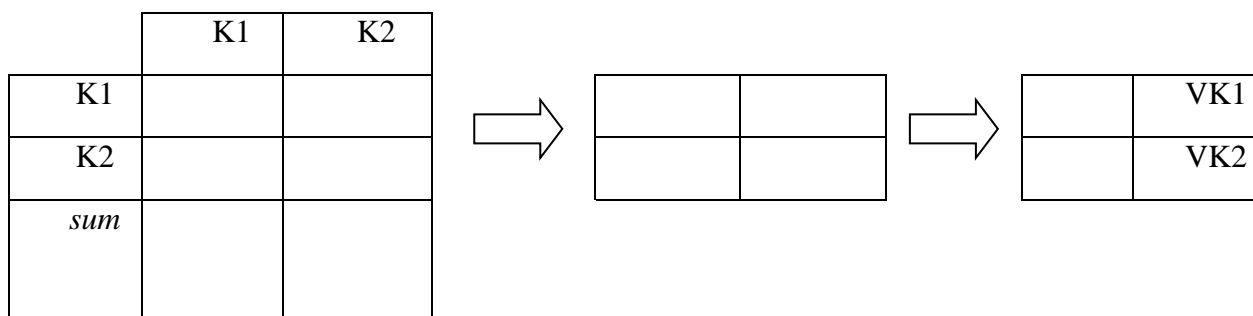
**The column element is the result of dividing the value of the cell from the previous step by the sum of the elements in the column.

Candidate preference matrices for each criterion

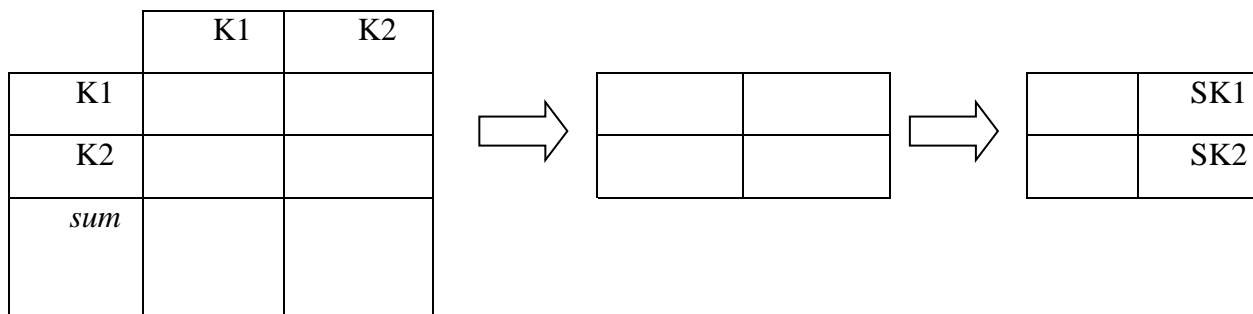
The first criterion (A)



The second criterion (B)



The third criterion (C)



Rating of each candidate

$P(K1) = RA*AK1 + RV*VK1 + RS*SK1 =$
$P(K2) = RA*AK2 + RV*VK2 + RS*SK2 =$

Conclusions:

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*

- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.
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Additional:

8. Conflictology and the theory of negotiations Study guide recommended by the Ministry of Education and Culture of Ukraine / Yakhno T.P.-2018. 168 p.

Electronic information resources:

4. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
5. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)

Practical class No. 12

Topic: Conflict management, the concept of conflict and its causes, types of conflicts and methods of their management. Nature of stress, means of its reduction.

Goal: Consolidate theoretical knowledge about the main concepts of group dynamics, the causes and significance of formal and informal groups in pharmaceutical and pharmacy enterprises, the causes and consequences of conflicts, organizational changes and stresses, study the role of pharmaceutical ethics and deontology and acquire practical skills in working out areas of personnel management, factors impact on the effectiveness of the group's work and determination of methods of exiting the conflict situation.

Basic concepts: conflicts, leadership, power, influence, formal groups, informal groups, classification of conflicts.

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

The student should know:

- methods of evaluating the effectiveness of enterprise management;
- to determine the essence of the concept of the effectiveness of management of the enterprise's activities;
- analyze the existing methods of evaluating the efficiency of enterprise management;
- criteria for evaluating the effectiveness of enterprise management;
- determine the compliance of existing methods with the specified criteria.

The student should be able to:

- classify conflicts and be able to note the reasons for their occurrence;
 - determine and apply methods of exiting a conflict situation;
 - to form theoretical knowledge regarding the methods and forms of legislative regulation of labor relations in the organization;
 - apply knowledge of the Labor Code of Ukraine in solving practical situations;
 - to evaluate the effectiveness of the organization and management.
- questions (test tasks, tasks, clinical situations) to check basic knowledge on the subject of the class.

1. Group dynamics in the system of pharmaceutical and pharmacy enterprises.

2. Formal and informal groups. Factors affecting the effectiveness of group work.

3. Conflict management: the concept of conflict and its causes.

4. Types of conflicts and methods of their management.

5. Changes within the organization and their management.

6. Nature of stress,

3. *Formation of professional skills, skills (mastery of skills, conducting*

curation, determining the treatment regimen, conducting laboratory research, etc.):

- content of tasks (tasks, clinical situations, etc.);

Task 1. Team building training

1. Exercise "Dream".

Purpose: formation of trusting relationships in the group, awakening of interest in the topic of professional self-determination. Each participant has three minutes to write on a card what he wanted to be as a child and why. Then the anonymous cards are given to the moderator, who shuffles them and distributes them again to the participants in random order. Each participant must "get used to" the received image of the unknown author, read what was written, and guess whether his opinion has changed now that he has become an adult. If it has changed, why? The rest of the participants listen carefully and ask questions.

2. Exercise "Learn the picture (do you know each other well?)"

Goal:

- help participants get to know each other better;
- create motivation for joint work.

Tools: blackboard; masking tape; markers; sheets of paper;

Conducting the game

The trainer asks the participants a question: "How long have you been working together and know each other well?" After the answers of the participants, the following instruction is given: "Please, in 5 (10) minutes, draw a portrait of yourself in this team, as you see yourself in it, to say: "This is me. Drawings do not need to be signed. After completing the work, the trainer collects the drawings in a general bundle. Then he takes out each drawing from the pack, attaches it to the board (you can pass the drawing around in a circle before that, so that everyone takes a closer look) and discusses it with the group on the following questions:

- Who is this person?
- Who could it be?

Participants guess the author of the picture.

After the group found out who was the author of the picture, the trainer asks him to tell something additional about himself (at the request of the participant). Thus, the drawings of all group members are discussed in turn.

+2 +1 0 -1 -2

Task 2. Complete the exercises for studying and assessing personality.

Exercise 1

In front of you is a sheet for evaluation. Perform the following procedures (work on a separate sheet):

a) put a mark on each line of the differential depending on whether you consider yourself closer to the left or right criterion, then connect all the received dots and get your personal profile:

1.	Optimist						pessimist
2.	Instills trust						causes distrust
3.	Clever						stupid
4.	Tactful						tactless
5.	Relaxed						constrained
6.	Independent						dependent
7.	Confident						not sure
8.	Bold						indecisive
9.	Sociable						close
10.	Active						passive

11.	Sensitive						indifferent
12.	Gullible						suspicious
13.	Compliant						unyielding
14.	Altruist						egoist
15.	Erudite						limited

b) ask your colleagues to evaluate you according to the same procedure;

c) compare two profiles, and you will receive information for reflection.

Exercise 2

There are 12 statements in front of you. Carefully read each of them and decide whether it applies to you personally. If it applies - put - " yes " , if it does not - put - " no " . Do not think for a long time. The best answer will be the one that comes to mind immediately (work on a separate sheet).

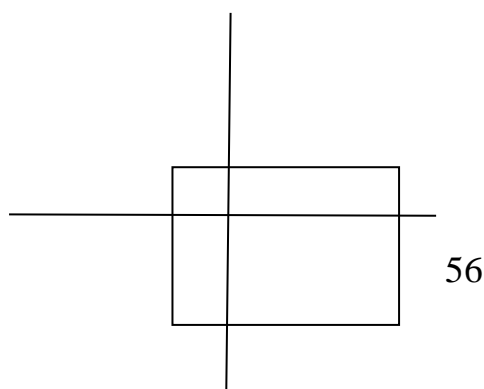
1. Do you carry out activities without prior planning.
2. It happens that you feel happy and unhappy for no apparent reason.
3. You feel happy when you are engaged in a business that requires immediate action.
4. Your mood changes from bad to good for no apparent reason.
5. When making new acquaintances, you are the first to take the initiative.
6. You are often in a bad mood.
7. You have a tendency to act quickly and decisively.
8. Sometimes you try to focus on something, but you can't.
9. You are a passionate person.
10. It often happens that in a conversation with others, you are only physically present, but mentally absent.
11. You feel uncomfortable when you do not have the opportunity to communicate.
12. Sometimes full of energy, and sometimes very passive.

Data Processing

Set aside the number of answers - " yes " to all statements with odd numbers horizontally to the right, answers - " no " - to the left. For statements with even numbers by numbers: the number of answers - " yes " - up, - " no " - down. Swipe through the coordinates of the line parallel to the axes are obtained. Area of the resulting rectangle reflects your temperament.

The location of the area by sectors shows the priority of temperament in your character: sector 1 — choleric, sector 2 — sanguine, sector 3 — phlegmatic, sector 4 — melancholic. Remember that pronounced temperaments are not so common!

Example of design of test results



Conclusions:

ADDITIONAL INFORMATION

Temperament is an individual characteristic of behavior and activity that is constantly repeated from situation to situation. Back in ancient times, the Greek physician Hippocrates assumed that all people can be divided into four types: choleric, sanguine, phlegmatic and melancholic.

A choleric person is characterized by passion, emotionality, which quickly grows, and then uncontrollable excitement, which causes difficulties in inhibiting the started activity. Choleric are full of strength, energetic, but often do not know how to calculate their strength, quickly waste it, and then work with overexertion, getting into stressful situations. They devote themselves to their work with exceptional passion, but are unbalanced and prone to mood swings.

A sanguine is a lively, mobile person who quickly reacts to the surrounding events. She can switch her attention from one subject to another without apparent effort, knows how to allocate attention. Sanguines are easily ignited by interest in a new business, but they also quickly "cool off", often do not complete it, they lack patience and will power to achieve the goal. He experiences failures and troubles relatively easily.

A phlegmatic person is a calm, slow, unmoved person, with stable aspirations and more or less constant moods. Serious in everything, even in recreation and entertainment. Moderately sociable in relations with friends. However, there is a narrow-mindedness. It is difficult to determine whether a phlegmatic person is worried or calm by his appearance.

A melancholic is not a talkative, not sociable, emotionally sensitive and vulnerable person. It is difficult to make new acquaintances. When a melancholic gets into a stressful situation, he fusses, feels confused, sometimes loses his temper, withdraws into himself. People are easily wounded, they deeply experience even minor failures and small troubles. These people are honest, conscientious and loyal to their comrades.

Exercise 3

Below are 25 statements. Decide whether these statements apply to you. If applicable, answer - " yes " , if not - - " no " .

1. I often have a headache.
2. When I work, I get tired quickly.
3. I can't focus on one thing.
4. I am worried about one thing.
5. When I do something, my hands shake.
6. I often worry.
7. I often have nightmares.
8. I sweat even in cold weather.
9. I feel hungry all the time.

10. I often feel bad.
11. I sometimes lose sleep due to anxiety.
12. I am easily distracted.
13. I am more sensitive than others.
14. I often worry about something.
15. What a pity that I am not as happy as others.
16. I can easily cry.
17. I get nervous when I have to wait.
18. Sometimes I feel so happy that I can't sit still.
19. I have a hard time facing difficulties.
20. Sometimes I feel useless.
21. I am a shy person.
22. I believe that everything is difficult for me.
23. I am always tense.
24. Sometimes I feel broken.
25. I avoid difficulties.

Evaluation of results.

If the sum of “ yes ” does not exceed 3, your adaptability is high; if 3-10 - average; more than 10 is low; 20-25 - consult a doctor.

Conclusions:

Task 3 .

Take the test "Assessment of the psychological climate in the team" (table). By each of the points below, on the left and right, determine the degree of expressiveness of this or that statement with numbers from - 3 to + 3. It should be borne in mind that grades mean:

3 - properties are always manifested;

2 - the properties are manifested in most cases;

1 - the properties are manifested, but not often.

Test to determine the psychological microclimate in the team

1.	The team has the advantage of a cheerful and joyful atmosphere.	In the team, the suppressed person has an advantage .
2.	actions, mutual sympathies are preferred .	relationships, aggressiveness, and antipathy are preferred .
3.	Team members like to be together .	Team members express a negative attitude towards joint activities.
4.	The successes or failures of comrades are experienced together.	Success causes envy, failure causes gloating.
5.	Team members respect the opinions of others.	Everyone is intolerant of the opinion of his friends.

6.	One for all and all for one.	Each for himself.
7.	A sense of pride for each team member .	Team members are indifferent to others.
8.	Everyone is active, full of energy.	Everyone is inert, passive.
9.	Compatible affairs fascinate everyone.	It is impossible to raise the collective to compatible matters.
10.	In the team, they treat each other fairly.	The collective is divided into the privileged and the neglected.

To process the results, it is necessary to add up all the positive points, then negative points and subtract the smaller from the larger amount. Next, the obtained result divide by 10. Now you can judge whether the team's psychological climate is favorable (+3, +2, +1) or unfavorable (-1, -2, -3).

Conclusions:

Task 4 . Compare the essence of behavior and interpersonal methods of conflict management:

The essence of behavior	Interpersonal methods - of conflict management
Striving to achieve one's own at the expense of another; involves - focusing attention only on one's own interests, completely ignoring the interests of the partner	
Waiver of responsibility for decisions; characterized by a lack of attention, both to one's own interests and to the interests of the partner.	
Elimination of disagreements at the expense of one's own interests; provides for greater attention to the interests of others, while one's own interests recede into the background.	
Finding solutions through mutual concessions; achievement of "half" benefit by each party.	
Finding a solution that satisfies all participants; is a strategy that allows taking into account the interests of both parties	

Task 5 . The purpose of the presentation is to identify the client's need and its satisfaction. But very rarely a presentation, like any business conversation, goes without objections client side. Objections reflect the client's opposition in verbal form. It is important to remember that by raising objections, the client shows his interest in your offer.

In the right column of the table. give the answer of the medical representative to objection by the doctor using one of the proposed methods.

Characteristics of objections and answers to them

Objection of the client	Answer to the objection
I have been prescribing drug "X" to patients for many years and am confident in its effectiveness	

Your company is not known to any of our colleagues	
I was told that the effect of your drug "U" has no evidence base	
Your drug surpasses all analogues in terms of price	
I am used to working only with original drugs	
I'm not familiar with your company's drugs and I don't want to risk it	
I am not interested in this information	
Visits by medical representatives take too much time	
The drug has many side effects	

ADDITIONAL INFORMATION

Let's consider several methods of working with objections and let's try to apply them in practice.

Method "no fish, no meat"

- 1. Show understanding for your partner's doubts and hesitations and express them in words*
- 2. Consider the problem from a different point of view, give new arguments, trying to gently change the partner's point of view.*

Create the conditions so that he himself recognized the fallacy of his views, corrected him! Refrain from direct contradictions! Instead, let's push the emergence of alternatives thoughts

Example:

- "Thank you for your visit, but working with your company is great not easy"*
- "I understand that you may have encountered certain problems in working with our employees. That is why we are ready to offer you special conditions. Are you interested in what we want to offer you?"*

The "Yes, but..." method

Allows you not to directly contradict your partner, so as not to embitter him and do not turn the presentation into an argument. At the same time, you should not leave objection without answer. Psychologists recommend in this case to answer in agreement: "Yes, it is clear", "Yes, I understand you", "Yes, you are right", while important no only agreement, but also pauses, and then bring your argument in support Your point of view.

Example:

- "Thank you for your visit, but working with your company is great not easy"*

- "Yes, you are right, but agree that our company's drugs are well known to specialists, and their effectiveness is not in doubt. In addition, we are ready to change methods of working with specialists of your level".

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).

Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.
3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysha. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

9. Conflictology and the theory of negotiations Study guide recommended by the Ministry of Education and Culture of Ukraine / Yakhno T.P.-2018. 168 p.

Electronic information resources:

4. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>

Practical class No. 13-14

Topic: Code of Laws of Ukraine on Labor. Basic labor rights and responsibilities of employees. (14) Supervision and control: in compliance with labor legislation. Length of service, its meaning, types, calculation procedure.

Purpose: To consolidate theoretical knowledge regarding the legal regulation of labor relations in a pharmaceutical organization and to acquire practical skills in the implementation of certain provisions of the Code of Labor Laws of Ukraine.

Basic concepts: Labor Code of Ukraine, labor rights, labor duties, length of service, disputes, commission

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose*

classes, motivation of higher education seekers to study the topic).

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements, list of didactic units)

- questions (test tasks, tasks, clinical situations) to check basic knowledge for the subject of the class.

1. Code of Labor Laws of Ukraine.

2. Basic labor rights and responsibilities of employees.

3. Collective agreement: content, registration, control over the fulfillment of obligations.

4. Employment contract. Contract. Grounds for termination of the employment contract.

5. Employment book.

6. Working time and rest time.

7. Labor discipline.

8. Labor protection of employees of pharmaceutical enterprises.

9. Legal regulation of women's work and youth work.

10. Individual labor disputes.

11. Supervision and control over compliance with labor legislation.

12. Mandatory state social insurance and pension provision. Work experience, its meaning, types, enrollment procedure.

13. Labor relations abroad: collective agreement, obligations of employees and employers, types of labor contracts and disciplinary sanctions.

3. *Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):*

- content of tasks (tasks, clinical situations, etc.);

Task 1. In order to consolidate theoretical knowledge about the main provisions of the Labor Code of Ukraine, fill in the table.

Collective agreement

Between whom it is arranged	Laying form	Term of arrangement	Content

Employment contract

Between whom it is arranged	Term of - conclusion	Tests for employment				For whom the test is not established
		probationary period				
		for the - employee	for employees			
			in agreement with the PC	without PC consent		

Temporary transfer to another job in case of downtime

transfer term	pay

Temporary transfer to another job

- a) does not require the employee's consent
- b) requires the consent of the employee (emphasis required)

Termination of the employment contract

On the initiative of the employee	At the initiative of the owner	Including: downsizing or downsizing	
The deadline for submitting an application for - termination of an employment contract	List the possible cases of such termination of the employment contract	The term of the employee's warning about dismissal	List the category of persons who have a preferential right to stay at work (with the same labor productivity and qualifications)

Working hours

Normal - working hours	Reduction of working hours depending on:			harmful working conditions	Period of time considered "night"	What category of persons			
	age					work is prohibited		allowed with their consent	
	16-18 years old	15-16 years old	14-15 years old			at night time	above the norm	at night time	above the norm

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Women's work

List the types of work		Holidays					
prohibited KZpP for pregnant women and women who have children under 3 years	restrictions for women who have children between the ages of 3 and 14 and children disabled people	Before giving birth	After childbirth	After childbirth with complicated childbirth	After childbirth, after the birth of two or more children	additional leave for	
						care child's age	after the child including for honey testimony

When granting maternity leave to a woman, is it possible to add to it annual leave before the end of six months of her work at the enterprise (must be highlighted).

- a) you can;
- b) can not.

Youth work

The age from which hiring is allowed			The list of works in which it is forbidden to involve minors	Annual vacation time
as a rule	in an exception (with the consent of one of the	in free time from studies (with the consent of one of the		

When is annual leave granted to minors in their first year of employment (emphasis required)?

- a) only after 6 months of continuous work;
- b) at their request and before the end of 6 months of continuous work.

Labor disputes

Bodies that consider labor disputes	Commission on Labor Disputes			The term of appeal to the court
	the deadline for applying for dispute resolution	the term of consideration of the application	the term of execution of the CTS decision	

Task 2. Analyze the situations. Justify your answer with a specific article of the Labor Code of Ukraine.

Situation 1 Provisor T.I. Kravchenko was hired on February 1 to work at pharmacy No. 1 as a pharmacist on a probationary basis. On April 5, the head of the pharmacy broke up with T.I. Kravchenko. employment contract, citing the fact that, according to the results of the test, she is not suitable for the job. Justify whether there is a violation of the Criminal Code of Ukraine in this situation and what actions should be taken by the injured party?

Situation 2 Fasuvalnytsia Nekrasova I.V. On March 1, she submitted an application for voluntary dismissal from March 10 without valid reasons. The head of the pharmacy refused to be dismissed from March 10, citing the fact that there is no other packaging machine in the pharmacy and offered Nekrasova I.V. resign from March 15. Fasuvalnytsia Nekrasova I.V. told the manager of the pharmacy that she did not agree and did not go to work on March 11, considering herself fired. How should the manager of the pharmacy act in this situation? Justify your answer.

Situation 3 In the pharmacy, when the number of employees was reduced, a situation arose when it was necessary to fire one of two employees with the same qualifications and productivity: these are pharmacists-technologists N.I. Derynko. with 20 years of continuous work experience in this pharmacy, her age is 53 and Zuban T.I. with 8 years of work experience and having two dependents. The head of the pharmacy, given that Derynko N.I. pre-retirement age, left her at work, and Zuban T.I. fired her due to downsizing and recommended her to work in another pharmacy, where she was employed. Zuban T.I. the work at another pharmacy #2 was not very suitable, but she had to agree. Justify whether there is a violation of the Code of Criminal Procedure in this situation and what actions the right party may take?

Situation 4 Pharmacist Shevchenko A.M. on the day of her dismissal, she came to the pharmacy for a calculation and a work book. On the basis of the dismissal order from Shevchenko A.M. a full calculation was made, but the work book was not issued to her, citing the fact that the manager of the pharmacy is currently ill, and the work book is kept in his office in a safe, and they offered Shevchenko A.M. to come for the work book in three days. Justify whether there is a violation of the Code of Criminal Procedure of Ukraine in this situation?

Situation 5 Provisor Dymchuk A.P. for three working days in a row, she worked overtime for 2.5 hours each day. The manager of the pharmacy noted the overtime hours in the time sheet and issued an order to pay them. Justify whether there is a violation of the Code of Criminal Procedure of Ukraine in this situation?

Situation 6 Fasuvalnytsia Zhdanova T.I. worked on a public holiday - January 7. According to the results of the work for the month, it turned out that her work exceeded the norm of working hours. The manager of the pharmacy formalized her work on the holiday by ordering the pharmacy and marked the time sheet in the time sheet so that the accounting department would make the payment. A few days later Zhdanova T.I. asked the manager of the pharmacy to give her one day off for working on a holiday. The head of the pharmacy refused her, citing the fact that he had already issued an order for payment in a double amount. Explain how to solve this situation?

Situation 7 A seventeen-year-old high school graduate applied to the pharmacy for employment as a packer. The head of the pharmacy issued an order for employment on a probationary basis with a term of 2 months. Justify whether there is a violation of the Code of Criminal Procedure of Ukraine in this situation?

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).
Tests from the STEP-2 database by topic (included in the class):

4. *Summing up:*

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. *List of recommended literature (main, additional, electronic information resources):*

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. – Uman: Visavy, 2018. – 217 p.
3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysya. – Zaporizhzhia: ZDMU, 2017. – 194 p.

Additional:

10. Information management. Education manual. Recommended by the Ministry of Education and Culture of Ukraine / Kobylin A. M., Samorodov B. V. - 2018. - 216 p.

Electronic information resources:

1. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
2. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)
3. Weekly "Apteka" [Electronic resource]. – Access mode: <https://www.apteka.ua/> .

Practical class No. 15

Topic: Evaluation of the organization's activity: criteria of economic efficiency, approaches to the study of organizational efficiency. Indicators of solvency of the enterprise.

Purpose: To consolidate theoretical knowledge about approaches, mechanisms and components of evaluating the effectiveness of activities and management of a pharmaceutical organization and to acquire practical skills in the analysis of indicators of solvency, business activity, profitability of the enterprise's economic activity.

Basic concepts: efficiency of business activity, criteria, solvency of the enterprise, profitability, effectiveness

Hardware: MS training platform Teams

Plan:

1. *Organizational measures (greetings, verification of those present, notification of the topic, purpose classes, motivation of higher education seekers to study the topic).*

2. *Control of the reference level of knowledge (written work, written test, frontal surveys, etc.) (if necessary).*

- requirements for students' theoretical readiness to perform practical classes

(knowledge requirements , list of didactic units)

The student should know:

- methods of evaluating the effectiveness of enterprise management;
- to determine the essence of the concept of the effectiveness of management of the enterprise's activities;
- analyze the existing methods of evaluating the efficiency of enterprise management;
- criteria for evaluating the effectiveness of enterprise management;
- determine the compliance of existing methods with the specified criteria.

The student should be able to:

- to evaluate the effectiveness of the organization and management.
- questions (test tasks, tasks, clinical situations) to check basic knowledge for the subject of the class.

1. Evaluation of the organization's activity: criteria of economic efficiency.
2. Approaches to the study of organizational effectiveness.
3. Effectiveness of organization management: approaches and mechanisms. Constituents effective management.
4. Criteria and approaches to management efficiency assessment.

3. Formation of professional skills, skills (mastery of skills, conducting curation, determining the treatment regimen, conducting laboratory research, etc.):

- content of tasks (tasks, clinical situations, etc.);

Task 1.

Read the following statements and classify them as advantages or disadvantages of approaches to studying organizational effectiveness. Enter the results in the table. .

- ease of use (the effectiveness of the organization is determined by its ability to achieve the set goal);
- speed;
- what is disputed is the very existence of a common set of "official" goals for everyone members of the organization;
- the impossibility of evaluating the effectiveness of all components at once;

- the possibility of conducting an analysis of the company's activity, taking into account the influence of the external environment on it;
- aimed at the means of achieving the goal, and not at the evaluation of the goal itself;
- emphasis is placed on meeting the requirements of not all interested parties, but only strategic ones that may threaten the survival of the organization;
- a peculiar matrix of goals is formed and the availability of the necessary resources for their achievement is determined;
- achievement of the goal is not a quantitatively easily measured criterion;
- mobility (possibility of input and output of new components).

Advantages and disadvantages of the main approaches to definition

Approach	The essence of the approach	Advantages approach	Disadvantages of the approach
targeted	Emphasizing the central role of goal achievement as a criterion for evaluating efficiency		
Systemic	Determination of the main elements in the organization and the need for its adaptation to the conditions of a higher level system (external environment)		
Selective	The study of individual components of the organization's successful activity (for example, the quality of goods and services, production efficiency, labor productivity, etc.).		

Task 2. The owner of a pharmacy decided to conduct an analysis of the efficiency of the activity of his pharmacy based on the index of turnover of commodity stocks. The amount of goods sold at wholesale prices for the quarter of the year was UAH 325,534, and the average inventory was UAH 43,332. Calculate the inventory turnover ratio and turnover period in days. Draw appropriate conclusions.

Conclusions:

Task 3. Determine whether it would be appropriate to enter into a contract with FF "PharmLife" on the supply of medicines by the company "G1aho", if the financial indicators of FF "PharmLife" in the current year are: cash and their equivalents - UAH 350,000, current liabilities liabilities (loan funds) – 725 thousand UAH, and receivables for goods and services – 490 thousand UAH.

Conclusions:

ADDITIONAL INFORMATION

Task 4. The turnover of the pharmacy enterprise for the quarter amounted to UAH 932,000, while expenses accounted for 23% of the turnover. To improve the efficiency of his enterprise, the owner opened an additional cash desk, introduced the service of ordering medicines by phone and the Internet, and also implemented service standards to improve the quality of service. In the following period, turnover increased by 32%, and expenses increased by 3%. Set the level of profitability of the sale of the enterprise before the introduction of changes and after, if the level of trade overlays for the period under analysis was 37% of the corresponding turnover.

Conclusions:

Task 5. In the previous year, the pharmaceutical company sold goods in the amount of UAH 14.35 million, while the costs for the management staff amounted to UAH 470,000. In the current year, the company carried out measures to improve the efficiency of management, namely: new software worth UAH 110,000 was purchased; the general remuneration fund of management personnel in the current year amounted to UAH 520,000; 5 heads of departments were sent to advanced training courses worth UAH 2,000/person; management personnel have access to closed analytical networks, the annual fee for which is UAH 7,000. Calculate the efficiency of management in the previous and current years, if in the current year the turnover amounted to UAH 22.65 million.

Determine the share of expenses for improving the efficiency of management activities in the organization from turnover (the final result of the organization's activity) during the period under analysis.

Conclusions:

- recommendations (instructions) for performing tasks (professional algorithms, orienting maps for the formation of practical abilities and skills, etc.) : *follow the recommendations specified in the manual for practical classes.*
- requirements for work results, including before registration : *according to the instructions in the workshop for practical classes*
- control materials for the final stage of the class: tasks, assignments, tests, etc. (if necessary).
Tests from the STEP-2 database by topic (included in the class):

4. Summing up:

Take into account the student's activity in pairs during oral answers, writing test tasks and performing practical tasks on the subject of the class.

5. List of recommended literature (main, additional, electronic information resources):

Main:

1. Basics of management and marketing in pharmacy: Teaching method. manual for higher med. (Pharm.) Institutions / Comp. N.M. Kosyachenko, V.P. Gorkusha et al. — K., 2018. — 49 p.
2. Management and marketing in pharmacy. Educational method. manual / comp. O.H. Chirva, O.V. Harmatyuk; MES of Ukraine, UDPU. — Uman: Visavy, 2018. — 217 p.
3. Management in pharmacy. Module 1. Educational method. manual / V.O. Demchenko, N.O. Tkachenko, N.M. Chervonenko, T.P. Annual; edited by G. Knysha. — Zaporizhzhia: ZDMU, 2017. — 194 p.

Additional:

4. Information management. Education manual. Recommended by the Ministry of Education and Culture of Ukraine / Kobylin A. M., Samorodov B. V. - 2018. - 216 p.

Electronic information resources:

5. Legislation of Ukraine [Electronic resource]. - Access mode: <http://zakon.rada.gov.ua/laws>
6. Normative and directive documents of the Ministry of Health of Ukraine [Electronic resource]. - Access mode: [/http:// mozdocs.kiev.ua](http://mozdocs.kiev.ua)
7. Weekly "Apteka" [Electronic resource]. — Access mode: <https://www.apteka.ua/> .

Practical class No. 16. Current test control #3