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ODESSA NATIONAL MEDICAL UNIVERSITY
DEPARTMENT OF ORGANIZATION AND ECONOMICS OF PHARMACY WITH
POSTDIPLOMA SPECIALIZATION

EDUCATIONAL AND METHODOLOGICAL MANUAL

PHARMACEUTICAL MANAGEMENT AND MARKETING

Part I. MANAGEMENT IN PHARMACY

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TOPIC 1:THEORETICAL FUNDAMENTALS OF MANAGEMENT

The purpose of the lesson. Consolidate theoretical knowledge of concepts and meanings management in the activities of pharmaceutical market entities; define the essence of terms: manager, entrepreneur, businessman; to study the evolution of management theory, features of management in pharmacy, approaches to management, management process. Acquire practical skills in analyzing the levels of management and professional skills of senior, middle and lower management, identifying features of foreign management models.

Control questions:

1. The meaning and concept of management. Evolution of management theory. Trends in theory management of the late XX-early XXI century.
2. Features of management in pharmacy.
3. Approaches to management. Management process. Management levels.
4. Management of the pharmaceutical system at the present stage.
5. Foreign governance models: American, Japanese and European.

PRACTICAL AND SITUATIONAL TASKS

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

Management theories	Definition	Components of the complex theory
Management		
Marketing		
Logistics		

Task 2. Please, 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 company, a pharmacy chain and a pharmacy. Make the result in the form of a table.

Level structure of management

Management levels	Pharmaceutical production enterprise	Wholesale pharmaceutical company	Pharmacy chain	Pharmacy

Task 3. Describe the seven basic principles of modern management Peter F. Drucker. Take into account the following data:

- to ensure the 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 bring to work colleagues the purpose of their activities, the presence of guilt and responsibilities to them, the presence of their guilt and responsibilities to him and expectations from them;
- integral component of the activity, which must be regularly measured and continuously increased;
- to think over, formulate and explain on the available examples the developed values and the purposes of the organization;
- the learning process should be continuous and apply to all levels of government;
- take into account the peculiarities of national traditions, history and culture.

The name of the principle	The essence of the principle
management concerns the person and only the person	
management cannot be separated from the culture of society	
the organization will not succeed if all its employees do not share and strive for common values	

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	
the activities of the organization should be based on the exchange of information and individual responsibility	
the activities of the organization are ultimately evaluated a large number of different ways and means	
the real results of the organization are revealed only externally	

Task 4. Analyze foreign management models. Record the results in the form of a table.

Comparative characteristics of American and Japanese management models

Features	American model	Japanese model
1. Individual decision-making process		
2. Quick assessment and promotion		
3. Temporary employment		
4. Consensus-based decision-making process		
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 wages with individual results and		

productivity		
11. Soft informal control		
12. Orientation of management to the individual, attention to the person as to the executor		
13. Training of highly specialized managers		
14. Remuneration according to the performance of the group, experience		
15. General principle of board "Bottom-up"		

Task 5. Describe the basic professional requirements for managers. Take into account the following data:

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

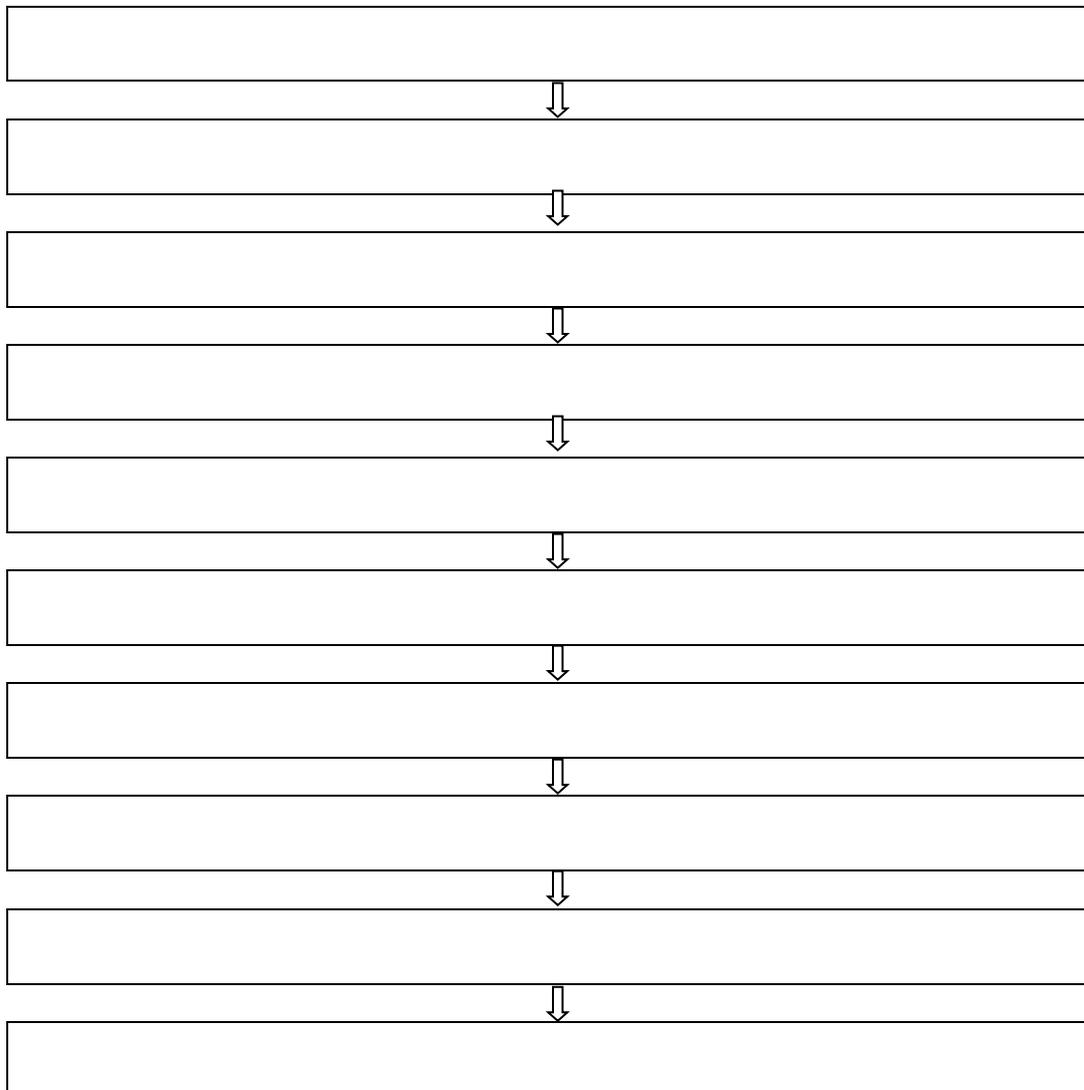
The name of the professional requirement	The essence of the requirement
Analytical	
Communicativeness	
Sociability	
Conceptuality	
Efficiency	
Education	

Task 6.

The social orientation of business in Japan is an important part of the national style of management. The famous saying: "A prosperous company is a rich society" is confirmed by the impressive success of the Japanese economy and high living standards.

From the following randomly arranged formulations, reflecting the strategy of the Japanese company "Takeda" and methods of its implementation, make a logically constructed algorithm that characterizes the socially-oriented management of this company:

- income from the buyer - a source of investment in research and equipment;
- part of the profits goes to social deprivation and charity;
- the supplier gets a good buyer;
- the main goal of the company is its development;
- part of the profits in the form of tax will benefit 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 employees of the firm;
- the development of the firm leads to an increase in employment;
- the buyer gets a reliable supplier.



Task 7.

Pfizer was founded in 1849 in Brooklyn. Starting from a modest factory for the production of fine chemicals, Pfizer has grown into the largest pharmaceutical company, a leader in the global pharmaceutical market. Today the company has a leading portfolio of innovative drugs for the

treatment and prevention of various diseases. Pfizer is a leader in the development of new drugs for the treatment of diabetes, cancer and cardiovascular disease. The company annually invests about \$ 7.5 billion in research aimed at creating new effective drugs. The company operates in more than 150 countries.

Research centers are located in the United Kingdom and the United States. An independent Pfizer Regenerative Medicine Research Unit was opened in November 2008 to study the nature of stem cells and their potential uses.

Pfizer is the developer and manufacturer of the world-famous Viagra. The drugs of the company with the highest sales in 2015 are:

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

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

Pfizer is the first pharmaceutical company in the United States to promote corporate social responsibility through partnerships between companies, UN agencies, NGOs, unions, and educational institutions. To date, Pfizer's main areas of activity are Enabling Global Access and Enabling Global Health.

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

In today's world, Pfizer is evolving and trying to respond to society's needs as quickly as possible. At the same time, making an invaluable contribution to the health of people around the world, the company remains true to the highest ethical standards of doing business at all stages of its activities - from research to marketing and sales.

The organization of free distribution of pharmaceuticals, funding of educational and research programs, construction of medical infrastructure - these are the real actions by which the company expands patients' access to quality medicine and solves global health problems facing modern society .

Questions to the situation:

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

TOPIC 2: ORGANIZATIONS AS OBJECTS OF MANAGEMENT. EXTERNAL ENVIRONMENT OF PHARMACEUTICAL ORGANIZATIONS.

The purpose of the lesson. Consolidate theoretical knowledge about the concept of organization as an object of management and acquire practical skills to determine internal variables and indicators that characterize the activities of pharmaceutical organizations. Identify the role of environmental factors in ensuring the effective functioning of the organization.

Control questions:

1. The concept of organization in management theory.
2. Internal variables of pharmacy enterprises and their relationship.

3. Goals and objectives of pharmaceutical and pharmaceutical companies.
4. The structure of the organization. Technologies.
5. People. Basic aspects of human variable and individual characteristics of personality.
6. The external environment of the organization. General characteristics of the external environment
7. Factors of direct action of the external environment. The environment for the organization of indirect action.
8. The influence of external factors on the activities of pharmaceutical companies.
9. The environment of pharmaceutical organizations operating at the international level.

PRACTICAL AND SITUATIONAL TASKS

Task 1. Pharmacy of finished dosage forms with two departments (department of stocks and finished dosage forms with over-the-counter sales) was located in one of the district centers of the region, whose population is characterized by low solvency. The staff of the pharmacy included the head, his deputy, two pharmacists, three junior pharmacists, a nurse and a driver. From year to year the pharmacy was difficult to maintain the achieved level of sales, ensure consistency of performance. Given this situation and for the purpose of increase sales and improving the supply of medicines to the population of the district, the head of the pharmacy opened a prescription and production department and a pharmacy in the polyclinic of the central district hospital, providing the latter with a computer and modem connection to the pharmacy. At the same time, the staff of the pharmacy was changed and adapted accordingly. Describe internal variable pharmacies before and after restructuring. The results are presented in tabular form.

Pharmacy	Before restructuring	After restructuring
Objectives		
Structure		
Tasks		
Technology		
People		

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

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

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

The content of internal variables of the pharmacy

Objectives	
Task	
Structure	
Technology	
People (frames)	

Task 3.

Every organization has certain goals to increase profitability. Make some goals for the pharmacy, which was faced with the question of increasing profitability in the second half of this year:

The overall goal

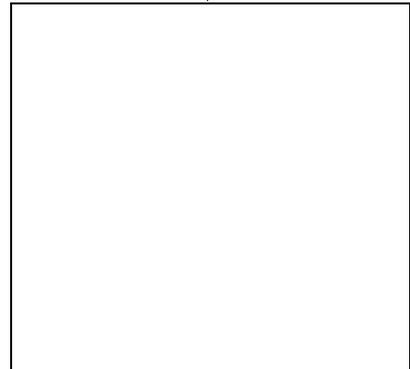
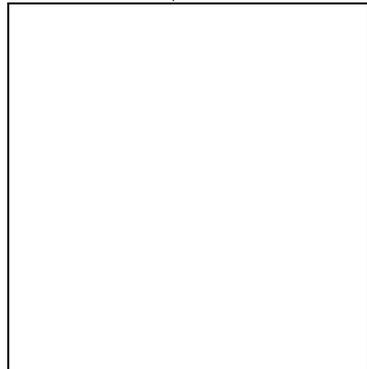
Increasing
the profits of
the pharmacy

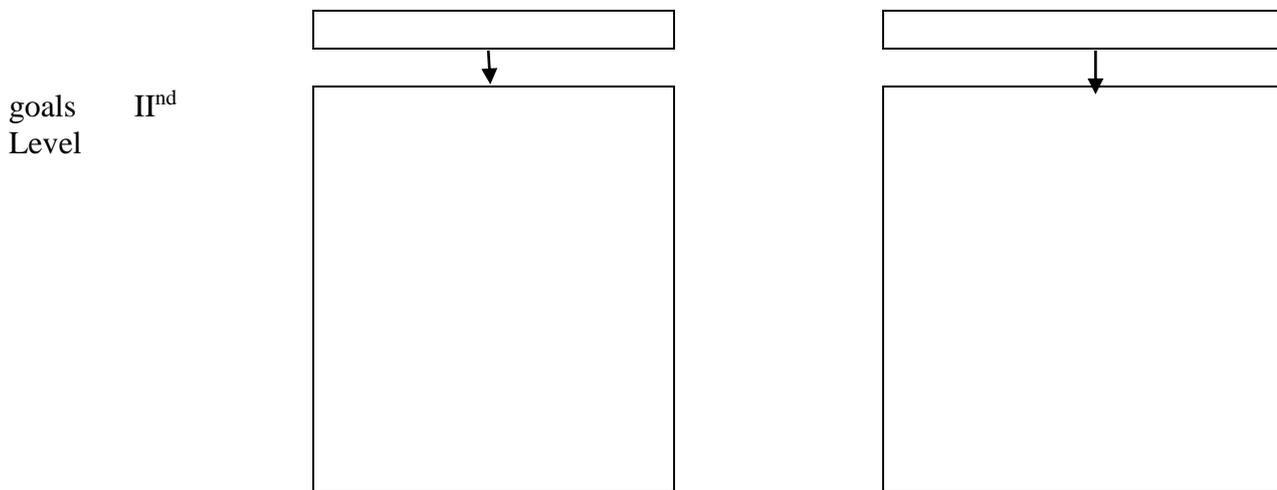
Sub-goals

Magnification
Turnover

Cost reduction

goals Ist
Level





ADDITIONAL INFORMATION

The goal tree is a structured, built on a hierarchical principle (distributed by levels) set of goals of the economic system, program, plan, which highlights the overall goal ("top of the tree"); subordinate goals of the first, second and subsequent levels ("tree branches") are subordinated to it.

The name "goal tree" is due to the fact that schematically presented a set of goals distributed by levels resembles an inverted tree.

The concept of the "goal tree" was first proposed by Charles Churchman and R. Akoff in 1957. It allows you to put in order their own plans, to see their goals in the group. Whether they are personal or professional.

In particular, the goal tree allows you to identify which possible combinations will provide the best return. The term "tree" involves 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, directions. To achieve this, when constructing the first initial version of the structure should take into account the laws of the whole formation and use the principles of formation of hierarchical structures. This method is widely used to predict possible directions of development of science, technology, as well as to compile personal goals, professional, goals of any organization. The so-called goal tree closely links long-term goals and specific tasks at each level of the hierarchy.

Task 4. Using the method of compiling an environmental profile to assess the relative importance for the organization of three factors of the internal environment and three factors of the external environment.

The method of compiling the profile of the environment 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 of: 3 - strong influence, 2 - moderate influence, 1 - weak influence, 0 - no influence;
- assessment of the direction of the impact on the scale: + 1- positive orientation, -1 - negative orientation.

Environment profile

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

Suppliers				
Laws and government agencies				

Conclusion: The following environmental factors are more important for the pharmacy as an organization:

and the following factors deserve less attention:

Task 5. To establish for the following characteristic features of factors of external environment and level of its uncertainty type of the most adapted organization:

№	Characteristic features of environmental factors and the level of its uncertainty	Type of organization
1.	Environmental factors are dynamic, the level of uncertainty is high	
2.	Environmental factors are stable, uncertainty is low	

Task 6.

The pharmaceutical organization has a cyclical nature of development, ie goes through certain stages of the life cycle, which determine the nature of production, economic, financial and other activities. Fill in the table. 5 stages of the life cycle of the organization (birth, rebirth, early maturity, aging, final maturity, childhood, adolescence) according to the peculiarities of its activities

Stages of the life cycle of a pharmaceutical organization

Stages of the life cycle of the organization	Features of the organization
	Market penetration, ensuring survival in unprofitable activities, providing sufficient capital investment to start the organization
	Consolidation in the market or its individual segments, ensuring break-even
	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 revenue growth and ensuring them at the optimal level
	Formation of the company's image, balanced growth, focus on sectoral diversification of activities in order to maintain the level of competitiveness, ensuring the maintenance of profitability at the optimal level

	Retaining positions or partial reduction of production volumes, closure of activities, falling profitability, financial stability
	Significant renewal of forms, types and directions of activity, providing conditions for growth of profitability, attraction of considerable volumes of

Task 7. Describe the process of managing a pharmaceutical organization.

Stages of the management process	Their essence
Stage I	
Stage II	
Stage III	
Stage IV	

TOPIC 3. MANAGEMENT AND SUCCESSFUL MANAGEMENT. POWER AND LEADERSHIP

The purpose of the lesson. Consolidate theoretical knowledge about the components of successful activities of the pharmaceutical organization, areas of effective organization of work in pharmacies, the system of management methods in pharmacy. Acquire practical skills in the principles of self-management, defining approaches to the concept of leadership, forms of government, leadership styles.

Control questions:

1. Components of successful activity of a pharmaceutical organization.
2. Activities of the head. Requirements for a successful manager. Self-management.
3. Functions and organization of the pharmacy manager.
4. Management methods system. Methods of direct and indirect influence.
5. Power. Leadership. Forms of power. Approaches to the concept of the essence of leadership.
6. Socio-psychological styles of leadership teams of pharmaceutical organizations

PRACTICAL AND SITUATIONAL TASKS

Task 1. Develop a list of criteria requirements and skills that a modern manager of a pharmaceutical organization should have.

Requirements for the manager:

1. *Professional:* _____

2. *Requirements for the identity of the manager:* _____

3. *Socio-psychological (relationships with subordinates):* _____

Task 2.

Imagine that you are a manager (head of department) and you have several subordinates. Your director calls you to his office and sets you a task. Leaving the director's office, you are confident to pass it on to your subordinate, which you do. After a while the subordinate comes to you with the question: "We have a problem, the fact is ..." You understand that you can help the subordinate, but at the moment you do not have time. You answer, "I'll think, come in after dinner." The subordinate with a clear conscience went to wait for the appointed afternoon, and you deprived yourself of this very dinner, because now you have to deal with the problem of the subordinate.

The director, meanwhile, is already demanding tasks that you had to do in person, but you never had, you solved other tasks. After a while, subordinates will come for the promised help, they will remind you, well, you promised...

What is the manager's mistake. What actions had to be taken in a similar situation. Justify your answer.

Task 3.

Depending on the nature of the leader's influence on the activities of the organization, there are methods of direct (direct) and indirect (indirect) influence. Analyze the characteristics of the methods listed in the table, and determine the name of the methods and the nature of their impact.

Characteristics of management methods

Name of methods	The nature of the impact	Levers of influence
		They are widely used in the study of demand for pharmaceuticals, consumer preferences, competitiveness of pharmaceutical organizations, in the study of management processes and socio-psychological climate in the teams of pharmacies or pharmaceutical companies, and others.
		ways to influence the work of people based on the conscious use of the whole system of economic laws and categories
		used for modeling and creation of information systems, automated workstations, computer networks

		these are methods based on the power of the leader, on his rights, on the discipline and responsibility inherent in the organization
		necessary for the collection and processing of information on the consumption of drugs, the activities of the pharmaceutical market, etc.
		the necessary measure of normative regulation, formal certainty and ordering is brought in management, the scope of powers and responsibility is fixed links of management, as well as a clear order of their relationship
		formation of labor collectives taking into account socio-psychological characteristics; establishment and development of social norms of behavior
		evaluation of pharmaceutical companies is based on economic and mathematical methods of analysis

Task 4.

Analyze the characteristics of the main socio-psychological styles of the head in the following areas of comparison (Table) and draw appropriate conclusions: 1 - authoritarian style; 2 - democratic style; 3 - liberal style.

The main styles of work of the head

Directions of comparison	Characteristics of management styles		
Method of decision making	The manager demands that all cases be reported to him personally.	Trying to solve everything together with subordinates, solves only the most urgent and operational issues alone	Based on instructions from above or the opinion of the group. Some important cases are resolved virtually without the involvement of the
Method of bringing decisions to the executor	Offer; orders so that you want to do	Order, instruction; never asks	Please, he can't order
Principles of personnel selection	There is no clear orientation in recruitment	Focus on business, knowledgeable employees and help them in their careers	Getting rid of strong competitors
Division of responsibilities	It is completely in the hands of the leader, because he makes his own decisions or cancels them	According to the authority, ie responsibility is shared between the leader and subordinates	Responsibility is entirely in the hands of performers; it seems that the leader is afraid to take responsibility for his actions, wants to reduce his responsibility
Attitude to new knowledge	Indifferently	Constantly learns and demands the same from subordinates	He believes that he knows everything himself

Attitude to communication	Negative, keeps his distance	He does not show initiative	Positive, goes to contacts
Attitude towards subordinates, climate of joint work with subordinates	The mood is uneven, often tactless and even rude; in the presence of the head subordinates constantly have to work in tension	Equal, friendly, demanding; addresses subordinates politely; it is interesting to work with the head	The attitude is soft, not demanding; often shows indifference in communication with subordinates; subordinates are practically given to
Control over the work of subordinates	Controls work from case to case	Monitoring the results always notices the positive side and praises subordinates	Always very strictly controls the work of subordinates and staff in

Directions of comparison	Characteristics of management styles		
Attitude to the initiative of subordinates	The initiative is encouraged and used	Initiative is allowed, but not always accepted	Usually conservative because he is afraid of the new; the initiative is completely passed on to subordinates
Stimulation of subordinates	Punishment with rare encouragement	Encouragement with rare punishment	There is no clear orientation
They demanded news	Not a very demanding leader	Demanding, but at the same time fair	Sometimes very strict and even picky
Impact on discipline	He often makes remarks and reprimands to	Cannot affect discipline	Is able to maintain discipline and order
Attitude to criticism	He does not like to be criticized and does not try to hide it	He is usually not offended by criticism, he listens to it	He listens to criticism, even going to take action, but does nothing

TOPIC 4.MANAGEMENT FUNCTIONS. DECISION-MAKING PROCESS MANAGEMENT.

The purpose of the lesson. Consolidate theoretical knowledge of the management functions of the organization 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 the pharmaceutical organization. Consolidate theoretical knowledge of approaches to management decision-making and the basic tenets of decision-making theory, as well as acquire practical skills in the technology of management decision-making and implementation, delegation of powers and overcoming obstacles and blocking the delegation process.

Control questions:

1. Strategic planning, its essence and stages.

2. Organizational process. Formation and development of the organizational structure of pharmaceutical enterprises.
3. Substantive and procedural theories of motivation.
4. Motivation in the system of pharmaceutical and pharmaceutical companies.
5. The essence, types, stages of control of the organization.
6. Components of successful control.
7. General characteristics of management decisions.
8. Requirements for management decisions.
9. Approaches, models and methods of decision making.
10. Stages of making and implementing management decisions.
11. Delegation of authority and responsibility

PRACTICAL AND SITUATIONAL TASKS

Task 1. Get acquainted with the structural and logical scheme of "Stages of strategic planning" And present in the form of table. content of stages of strategic planning on the example of a pharmacy.

Characteristics of the stages of strategic planning of the pharmacy

Number	The name of the stage	Contents of the stage
1.	Defining the mission of the organization	
2.	Setting goals	
3.	Assessment and analysis of the external environment	
4.	Management survey of internal strengths and weaknesses	
5.	Analysis of strategic alternatives	
6.	Choice of strategy	
7.	Implementation of the strategy	
8.	Strategy evaluation	

Task 2. Carry out a SWOT analysis of the pharmacy's activity in the market according to the situation. Present the results in the form of table.

Situation

Pharmacy "Life" is located in a large 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 district of the city, where many people live, not far from the regional hospital. The pharmacy has a wide range of domestic and imported drugs and medical devices. Qualification of staff and quality of information provided by pharmacists attract regular customers. The pharmacy is open from 8-00 to 20-00. Prices for drugs in the pharmacy are quite high, which is associated with significant costs for the payroll, because after the privatization in the pharmacy remained extemporaneous production of drugs, was not fired any member of the team. There is no differentiation of prices depending on the demand for drugs and promotional activities of manufacturers.

There are already a number of competing pharmacies in the district, and new pharmacies are expected to open. The main competitors are private pharmacies, which due to the small number of specialists and relatively low costs can set fairly low prices. Some of them work around the clock, offering consumers additional services, including blood pressure measurement, consulting 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 better inform consumers about the range and additional services to be implemented. brands.

The press constantly publishes information about the government's intentions to expand the list of medicines and medical devices, the prices of which are subject to regulation.

SWOT - analysis of the pharmacy in the market

	Strengths	Weak sides
Internal factors		
	Opportunities	Threats
External factors		

Task 3. One of the requirements for the goals of the organization is their time orientation. Among the stated goals of the pharmaceutical company, choose long- (l), medium- (m) and short-term (s) goals (Table).

Goals of the organization

List of goals of the organization	The type of goal of the organization
joining the top twenty Eastern European pharmaceutical generics companies by 2025	
unification of software of all structural divisions of the company	
development and introduction into production of five new generic drugs	
development of a new packaging design for herbal medicines	
increase in sales this year by 10%	
organization of own production of substances for medicines	
launch of a new automated tablet production line	
development of a new design of the company's website	
release with a generic version of the original drug on foreign markets	
formation of a new corporate culture of the enterprise	
creation of own representative office and distribution company abroad	

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

Theory "Z" U. Ouchi	Hierarchy of needs A. Maslow	D. McClelland's theory of needs F. Herzberg's two-factor theory of needs
M. Tugan-Baranovsky's theory of needs	K. Alderfer's theory	D. McGregor's theory

Brief description of semantic theories of motivation

№	Definition	Theories motivation
1	Physiological, sexual, symptomatic needs and needs of practical character are allocated. Of particular importance is belonging to nationalities, moral and religious views.	
2	Needs are divided into primary and secondary. People's behavior is determined by the needs of the lower order. Once the needs are met, their motivating effect ceases.	
3	Three needs that motivate a person: power, success, involvement. Attention to the needs of the high order, because the needs of the lower order are already met.	
4	Hygienic and motivational factors are distinguished. Hygienic factors (lower order) do not allow dissatisfaction with work. Motivational (higher order) affect behavior.	
5	The main groups of needs that motivate a person are recognized: existence, connection, growth. When it is impossible to meet the needs of the higher level, efforts to better meet the needs of the lower level are growing.	
6	Theory "X" assumes that employees tend to avoid work and responsibility, so it is necessary to use control and threats to stimulate them. Theory "B" appeals to the needs of the highest order: the need for involvement, high goals, autonomy and self-expression. Employees are more inclined to theory "B", but the organizational conditions and behavior of managers determine their choice of theory "X".	
7	Theory "2" defines that the basis of employee success is the belief in common goals. Significant incentives are trust and mutual support, full	

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

Theory of material incentives	Complex Porter-Lawler theory	Theory of moral incentives
V. Vrum's theory of expectations	Theory of Justice S. Adams	

Brief description of procedural theories of motivation

№	Definition	Theories motivation
1	Provides for the following expectations: "effort expended - Expectations of a certain level of results", "results obtained - expectations of a certain reward", "expectation of a valuable reward that can meet the needs." Integrity of all types of expectations.	
2	Adherence to the principles of fairness and objectivity in the establishment and distribution of rewards. Taking into account the possible reaction of employees to unfair motivation.	
3	Includes elements of the theory of expectations and the theory of justice. Provides satisfaction or dissatisfaction of the employee as a result of the reward for the level of results achieved in performing specific tasks, which in turn is determined by the efforts, abilities, nature and assessment of the role of the employee.	
4	Focuses on meeting the needs of the highest order (recognition, involvement, respect, etc.). It is based on the use of intangible incentives (benefits for medical and health care, transportation, diplomas, medals, orders, titles, thanks).	
5	Provides for the formation and use of systems of material incentives and the distribution of wages in accordance with the law of distribution of quantity and quality of products. It is based on the use of material incentives (forms and systems of remuneration, bonuses, allowances, surcharges, gifts). Is the most effective from the standpoint of motivation.	

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

Type of control over the types of resources

See resources	Characteristics of types of control	Type control (enter)
Labor	Implemented in the organization through the analysis of business professional skills of applicants for work in the organization, qualifications, personal traits that satisfy the organization and are necessary to perform certain tasks. This sets the minimum level of requirements for employees, which relates to professional education, work experience, skills, etc.	
	Implemented in the process of direct implementation of production and economic activities. It is carried out in the form of regular inspections of employees, discussion of problems that arise in the process of work, periodic certification of employees and more.	

	The conformity of the qualification of employees to the position, their productivity, ability to constantly improve professional skills is checked.	
Information	Completeness, reliability and objectivity of the information necessary for performance of the set tasks are checked.	
	External and internal information coming from all possible information channels is checked for reliability and objectivity. To do this, a system of collecting, processing and verifying information is formed.	
	The work of the information processing system, grouping is checked	

Task 7. Analyze the stages of management decisions and identify management actions to improve the pharmacy.

From the list of management actions, choose the ones that are most characteristic of each stage of development of management decisions (management options: expanding the pharmacy network, reducing pharmacy staff, optimizing the range, lowering prices, opening a new unit, etc.). Provide the results in the form of a table.

Stages of making a management decision to improve the pharmacy

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

List of management actions

And the stage. Diagnosis of the problem

1. Collection of relevant information (pharmacy turnover; redistribution of market shares between drug manufacturers; trade margins; appearance of new drugs on the market; pharmacy area; rent; advertising activity of drug manufacturers, other goods; frequency of visits of medical representatives to pharmacies; number of doctors in drugs, staff of the pharmacy, terms of delivery of goods, total costs of the pharmacy, wage fund, the level of morbidity, the number of foreign manufacturers of drugs)

2. Awareness and establishment of symptoms of complications (pharmacy costs; level of qualification of employees; average check amount; profitability; number of regular customers; frequency of deliveries of goods; staff turnover)

Stage II. Formulation of restrictions and decision-making criteria

1. Legislation of Ukraine as a limiting factor (Commercial Code of Ukraine; Civil Code of Ukraine; Customs Code of Ukraine; Labor Code of Ukraine; Tax Code of Ukraine; other Laws of Ukraine)

2. Adherence to the rules of professional ethics for all participants in the pharmaceutical market.

3. Centralized supply from the pharmacy warehouse.
4. The use of innovative technologies in the production of drugs;
5. Purchase of drugs, and other goods from several wholesale pharmaceutical companies.
6. The desire for a rational structure of the pharmacy.
7. Justification of the size of the pharmacy staff.
8. Improving the level of qualification of employees.

Stage III. Identification of alternatives(change the organizational structure of the pharmacy; review the list of suppliers (price, completeness, reliability); rent vacant space; expand the number of additional services (doctor's consultation, blood pressure measurement, etc.); reduce the staff of the pharmacy; use equipment more efficiently increase the number of highly skilled workers; implement austerity, resources).

Stage IV. Evaluation of alternatives

1. Changing the organizational structure of the pharmacy will free up part of the area that can be leased.
2. Increasing the number of additional services will increase the number of customers.
3. Reducing the staff of the pharmacy will reduce the payroll.
4. Increasing the number of highly qualified employees will improve the level of customer service.
5. Reviewing work with suppliers will improve procurement goods.
6. Deliveries of drugs of increased demand increase the turnover of working capital, respectively, accelerates the process of formation of gross profit.
7. Provision of marketing and / or other services to manufacturers / importers of drugs increase the income of the pharmacy.

Stage V. Choice of alternatives

If the problem is complex and its solution requires a lot of compromises, it may be that one alternative will not be the best choice. In this case, the leader chooses not an alternative, but a course of action that will be more acceptable, but not necessarily the best possible.

1. Changing 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 drugs in high demand and significant trade margins.
4. Use of decentralized supplies simultaneously with centralized ones.
5. Purchase of drugs and VMPs from several wholesale pharmaceutical companies.
6. Provision of marketing services to manufacturers of medicines.

Task 8. 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 compliance with licensing requirements for business activities for the retail sale of medicines and providing appropriate pharmaceutical assistance to the population, treatment and prevention and other institutions	
Planning, organization and control over the efficiency of the pharmacy and its structural units, definition of their functions, organizational and managerial structure, work schedule, staffing	
Organization and control of work on prescribing, manufacturing, quality control, pharmaceutical care, release of medicines and pharmaceutical products, procurement of medicinal raw materials	
Organization of informing medical workers, providing first aid and educating the population	

Ensuring the availability of a range of medicines, medical devices and other goods	
Monitoring compliance with the rules of release of medicines from the pharmacy, including on preferential terms	
Creating the necessary storage conditions for medicines, medical devices and other goods in accordance with their properties and regulatory requirements	
Organization of work with personnel (development of job descriptions, selection, training, placement, motivation), control over the quality of employees' performance of their duties, providing them with advanced training	
Bringing to the staff the requirements of regulatory documents governing the activities of enterprises for the retail sale of medicines and control over their implementation	
Creation of proper, safe working conditions in the pharmacy, organization of timely medical examination by employees	
Ensuring the correctness of accounting and reporting on economic activities of the enterprise, personnel documentation	
Control of rational use of material means of a drugstore and their condition, maintenance of safety of property, commodity and monetary values	
Introduction of achievements of pharmaceutical science, perspective forms of medical maintenance of the population, modern and effective organization of work in work of a drugstore	

TOPIC 5. COMMUNICATIVE PROCESSES IN MANAGEMENT, ACCOUNTING, DOCUMENT FLOW OF PHARMACEUTICAL ORGANIZATIONS.

The purpose of the lesson. Consolidate theoretical knowledge about the essence of communications, their types, characteristics of information exchange, ways to overcome communication barriers and acquire practical skills on ways to improve the effectiveness of organizational and interpersonal communication. Consolidate theoretical knowledge of methodological principles of office work and modern technical means in management, get acquainted with the main types of management documents in pharmaceutical organizations and acquire practical skills in drafting, design and application of various types of documents.

Control questions:

1. The concept and types of communications.
2. The main elements and stages of the communicative process.
3. Barriers to organizational and interpersonal communication Ways to overcome communication barriers.
4. Forms and organization of business communication.
5. Organization of business meetings and business conversations. Business negotiations and organization of reception of visitors.
6. Specifics of business communication of the pharmacist (pharmacist) with the client.
7. The concept, purpose and classification of documents as a source of management information. The role of record keeping in management.
8. Document flow of pharmaceutical organizations. Stages of document flow.
9. Storage of documents.
10. Accounting and consideration of proposals, applications and complaints.
11. Modern technical means in management. Management and computer science.
12. Possibilities of using workstations in the activities of pharmacy enterprises.

PRACTICAL AND SITUATIONAL TASKS

Task 1. Carry out the classification of management documentation of the pharmaceutical organization. Use the list of the following elements:

Administrative	External	Internal
Secondary	Entrance	Individual
Outgoing	Copied	Personal
Primary	Printed	Simple
Administrative	Handwritten	Difficult
Office	Service and information	Special
Standard	Technical	Typical
Stencil	Financially	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 complexity</i>	
<i>By its content</i>	
<i>By method of manufacture</i>	
<i>By the status of the person who produced the document</i>	
<i>By shape</i>	

Task 2.

Describe the relationship of information with goals and decisions. Use the following data:

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

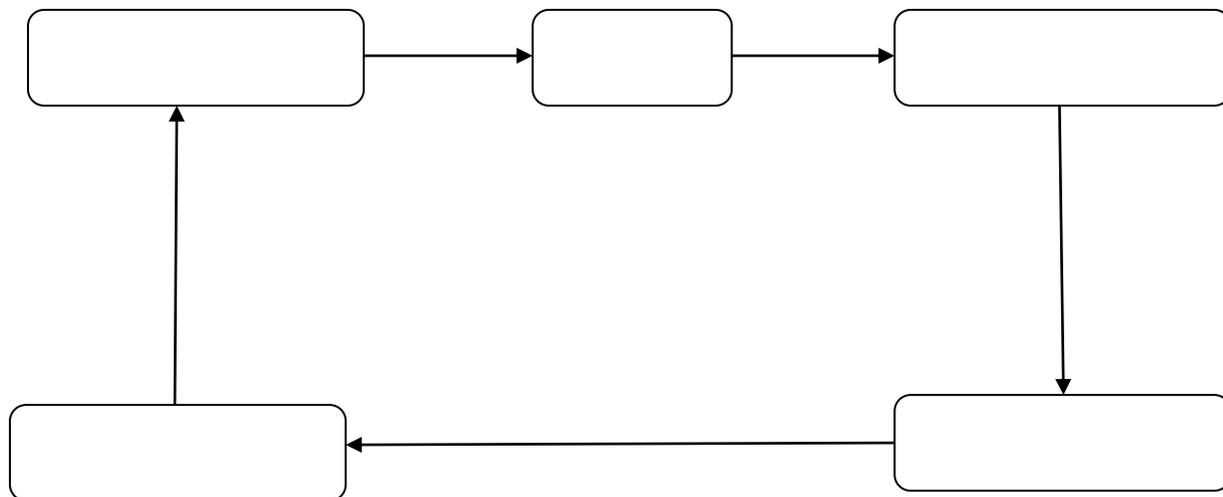
Relationship between the nature of information and the completeness of the decision

Status of information	Complete	Incomplete
Decision		
Objective expectations		
Subjective feelings		

Task 3. The pharmacy was visited by an outpatient in order to purchase a medicine prescribed by a doctor. When dispensing the drug, the pharmacist informed the patient about the rules of administration, method of use, side effects of the drug.

To make in the form of the scheme. Model of communicative process between the pharmacist of the drugstore and the patient. Identify possible obstacles that may arise in communication and ways to overcome them.

Model of the communicative process between the pharmacist and the patient



Task 4. Indicate the documents accompanying the external and internal communication exchange of information (ascending and descending) in the activities 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 5. To classify the documents of the pharmaceutical company by their types. Present the results in tabular form. Use the following documents:

Acts of inspections.	Commercial letters.	Order.
Business contract.	Copies of organizational documents of suppliers.	Certificate of state registration.
References.	Licenses.	Certificate to the diploma of qualification in the relevant specialty.
Property liability agreement.	Methodical recommendations and instructions.	Quality certificates.
Liability agreement.	Punishments.	Regulations.
Supply contracts.	Personnel ID card.	Consignment notes.
Documents on the organization of foreign economic relations.	Statements of claim.	Trade patent.
Authorization.	Position.	Employment history.
Application for employment.	Resolutions.	Employment contract.
Report on the results of economic and financial activities.	Protocols.	Decisions.
Instructions	Complaints.	Checkbook.
Cash book.	Recipes.	

№	Type of documents	Their list
1.	Organizational	
2.	Administrative	
3.	Personnel	
4.	Economic and contractual activities	
5.	Accounting and financial	
6.	Economic and claim activities	
7.	Reference and information	
8.	Foreign economic activity	

ADDITIONAL INFORMATION

Act- a document drawn up by several persons to confirm any facts and events established by them (for example, when inventorying the inventory of the pharmacy, transferring it to another

manager, checking the pharmaceutical order in the pharmacy, department of treatment and prevention, withdrawal of dosage forms for control, write-off of inventory stored in the pharmacy and come into disrepair, accident).

Decree- a legal act adopted by the highest and some central bodies of collegial government to address the most complex and fundamental tasks facing them, and the establishment of stable norms and rules of conduct.

Plan- a document establishing the exact list of works to be performed or measures, their sequence, scope (in one form or another), temporary coordinates of managers and specific executors.

Regulations - legal act that defines the structure, functions and rights of the institution, organization, enterprise.

Order - a legal act issued, in particular, by the heads of pharmacy establishments acting on the basis of single-headedness, in order to solve the tasks facing this institution.

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

Transcript - verbatim recording of reports, speeches and other speeches at meetings, conferences and meetings of collegial bodies, carried out by stenography.

Position - is a legal act that regulates the main aspects of organizational activities of institutions, departments and officials, determines their structure, functions, tasks, responsibilities, rights, responsibilities, etc.

Contract - is a document that records the agreement of the parties to establish any relationship and regulates this relationship.

Instruction - a legal act created by a public administration body (or approved by its head) to establish rules governing organizational, scientific, technical, technological, financial and other special aspects of institutions, enterprises, their individual units and services, as well as officials or citizens .

Letter - generalized name of documents of different content, which are sent by mail.

Job descriptions - are developed by institutions, organizations, enterprises for officials, engineers, etc. Such instructions regulate their rights and responsibilities, tasks, personal responsibilities, etc.

Protocol- a document in which the course of discussion of issues at meetings, conferences, conferences and meetings, as well as decisions made on these issues are recorded in accurate or concise form.

List- a document containing a list of persons or objects in a certain order, drawn up for information or registration purposes.

Order- a legal act issued solely by the head, mainly of a collegial body of public administration in order to resolve operational issues.

Memo is made if written fixation of decisions of operational questions is necessary. The requirements for its compilation and design are the same as for the report. However, memos may also be handwritten.

Decision - a legal act adopted by local councils of people's deputies or their executive committees in a collegial manner to address the most important issues within their competence. Decisions are also called joint acts issued by several heterogeneous bodies.

Statement - a document containing a request or proposal addressed to a person or group of persons to an institution or official.

Note - a legal act issued by a public administration body mainly on issues of information and methodological nature, as well as on issues related to the organization of execution of orders, instructions and other acts of this body and higher government bodies.

Memorandum - a document addressed to the head of the organization or structural unit, which contains a detailed statement of any issue with conclusions and proposals.

Explanatory note is made by an employee of the institution and is provided at the request of management, in some cases - at the initiative of the subordinate.

Report - a document containing information on the implementation of the plan, tasks, preparation of activities, assignments and the implementation of certain activities. It is provided to an official or to a higher education institution.

Bank
 Registration as a taxpayer
 Opening a bank account
 State registration of a pharmaceutical company
 State Committee of Ukraine for Labor Protection Supervision
 Permission to start work
 State Fiscal Service
 State registration body
 State Statistics Authority
 Bodies of the Ministry of Internal Affairs
 Obtaining a permit for the right to make seals and stamps
 pension fund
 Registration in the SFS (State Fiscal Service) of the district (city)
 Social insurance funds

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

Task 3. Indicate the main characteristics of pharmaceutical companies and list their types. Present the results in tabular form.

Sign of classification	Types of pharmaceutical companies

Task 4. Describe enterprises by 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 tabular form.

Enterprise by method of formation	Its definition	Types of enterprises
	an enterprise established by one founder who allocates the necessary property, forms in accordance with the law the statutory fund, not divided into shares (units), approves the charter, distributes income, directly or through a head appointed by him, manages the enterprise and forms its staff on the basis of employment, decides on the reorganization and liquidation of the enterprise.	
	an enterprise established by two or more founders by their joint decision (agreement) operates on the basis of combining the property and / or business or employment of the founders (participants), their joint management, on the basis of corporate rights, and through bodies they create the participation of the founders (participants) in the distribution of income and risks of the enterprise.	

Task 5. Describe the possible risks of a wholesale pharmaceutical company.

Possible risks of the wholesale pharmaceutical company

<i>Opposition 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>Risk associated with the operation of technical and technological systems</i>	
<i>Social risks</i>	

<i>Transport risks</i>	

Present the results in the form of a table. Use the following data:

- Transportation routing with the use of special computer software
- Elaboration of an alternative development strategy for such cases
- Anticipation of a possible reaction of competitors to the business activity of the enterprise, development of a package of countermeasures
- Reserve facilities, special service personnel, prevention of equipment 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; efficiency of the public relations service; conflict resolution at the initial stage by identifying the needs of the conflicting parties; introduction of an effective system of motivation
- Improving the system of competitive recruitment of employees, concluding an agreement on liability with an indication for employees of the pharmacy staff item on liability for a particular area of work; creation of a risk fund at the firm, introduction of a system of control over the movement of products at the enterprise

Task 6. Entrepreneurial activity in pharmacy, as a type of economic activity, requires constant attention of management to plan key performance indicators, control their implementation and find reserves to improve the quality of pharmacy supply, increase consumer loyalty, optimize performance, improve economic performance and profitability organizations. Theoretical and practical knowledge and skills of masters of pharmacy in the development of projects and components of the business plan, business analysis and analysis of the effectiveness of investment deposits are important.

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

№	Name of the type of costs	On average market cost, UAH	It is possible to adjust the cost, UAH	Note
1.	Premises (rent or own)			
2.	Trade equipment			
3.	Special equipment			
4.	Computer and cash register complex			
5.	License			
6.	Outdoor advertising			
7.	Advertising campaign			
8.	Other expenses (household equipment, household appliances, communications, etc.)			
9.	Initial formation of the range			
10.	Remuneration of the head of the pharmacy before the opening of the pharmacy			
	Total			

Territorial	

Task 9. To carry out classification of tasks of the national pharmaceutical enterprise of the manufacturer.

By importance

By duration

By coverage

short-term

medium-term

long-term

The main ones

Total enterprise

Subcontracting

Individual units

Use the list of the following elements:

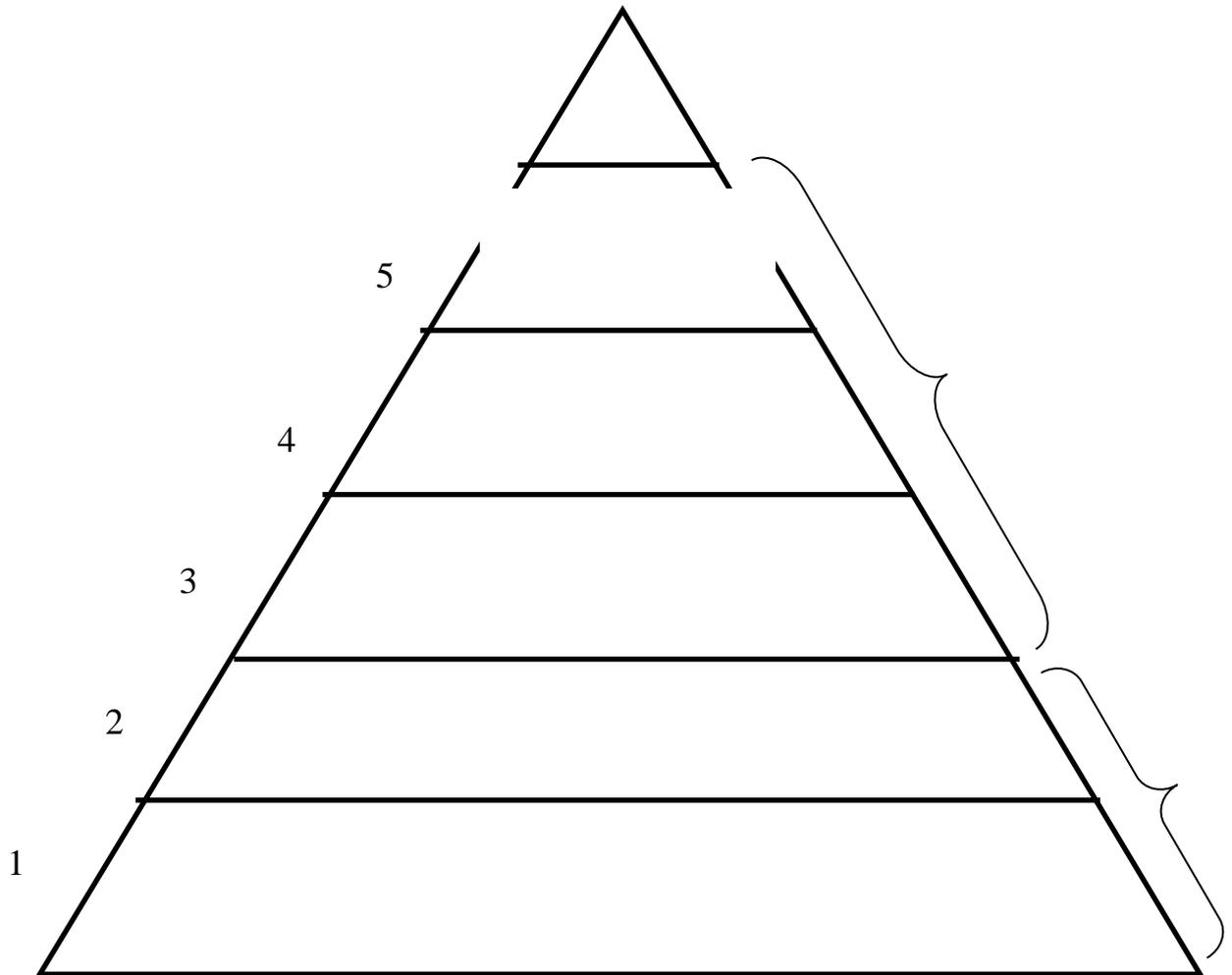
- Organization of a contractual vertical marketing pharmaceutical system next year.
- Decrease in receivables of pharmacy staff in the next quarter.
- Search by the pharmacy marketing department to create a licensed pharmacy network next year.
- Introduction of good pharmaceutical practices so that in five years the share of exports in total sales will increase to 15%.

Task 10. Recreate the pyramid of Maslow's hierarchy of needs And use it to analyze what needs consumers are trying to meet the producers of products (services) listed in the table.

№ z.p.	Enterprises	Product
1.	Bayer	Aspirin "Bayer"
2.	Johnson Kyiv Corporation Insurance Company	Jubilee starching agent
3.	"High Castle"	Newspaper
4.	Oriflame	Moisturizing cream
5.	Odessa National Medical University	Distance learning in the specialty program

		"Pharmacy"
6.	OJSC Lviv Confectionery Factory	Constellation Candy

Use the list of the following elements:
 Security, safety.
 Recognition from society, the 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 intimacy, love.
 Social needs.
 Physiological needs.



Task 11. Indicate on which categories motivation is based as a function of management, and disclose their content.

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

Task 2. Carry out a comparative analysis of collective and employment agreements.

Aznik	Contract	
	Collective	Labor
Between whom it fits		
Form of laying		
Term of laying		
The beginning of the action		
Content		

Task 3. Highlight the motives for staff turnover in the pharmaceutical organization in the following groups:

professional qualifications: _____

organization and working conditions: _____

personal: _____

level of satisfaction with material goods: _____

attitude in the team: _____

Task 4. Wholesale pharmaceutical company "PharmLife" has 1,040 customers, including:

- 70 type A pharmacies (large pharmacies with high sales potential that pay their bills on time);
- 320 pharmacies of type - "B" (medium-sized pharmacies, sufficient sales potential, pay their bills on time or with a slight delay);
- 650 "B" type pharmacies (small pharmacies or medium and large pharmacies with 100% communal ownership, which have low sales potential for the company's products, serve low-income consumers, rarely paying their bills on time). The planned number of visits of medical representatives of the company to pharmacies of each type is 35, 15, 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 on holidays, holidays and days of temporary incapacity for work.

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

Conclusion: _____

Task 5. Using the method of hierarchy analysis, select a candidate for the position of marketing director of a pharmaceutical company from two applicants (K1 and K2). 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 administrative work.	B>A: the advantage is weak (3); C> A: the advantage between weak and strong (4); B> C: the advantage 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 the weak and the indifferent	2
Indifferently	1

The preference of one or another candidate for each of the criteria is defined as:
 A: $K1 > K2$: the advantage is strong (5);
 B: $K2 > K1$: the advantage is very strong (7);
 C: $K1 > K2$: the advantage between weak and indifferent (2).

Matrix of benefits to assess the importance of criteria

	A*	B	C		**	Sum	Average
A				→			
B							
C							
Sum							

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

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

Matrix of preferences of candidates for each criterion

The first criterion (A)

	K1	K2	
K1			→
K2			
sum			

	AK1
	AK2

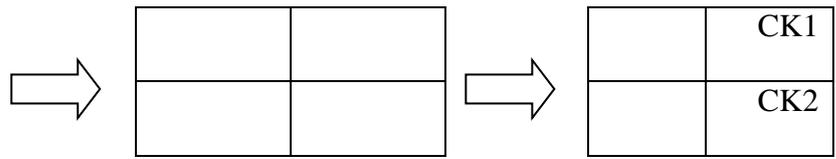
The second criterion (B)

	K1	K2	
K1			→
K2			
sum			

	BK1
	BK2

	K1	K2
K1		
K2		
<i>sum</i>		

The third criterion (C)



Rating of each candidate

$P(K1) = PA * AK1 + PB * BK1 + PC * CK1 =$
$P(K2) = PA * AK2 + PB * BK2 + PC * CK2 =$

Conclusions:

TOPIC 8. GROUP DYNAMICS AND LEADERSHIP. CONFLICT MANAGEMENT.

The purpose of the lesson. Consolidate theoretical knowledge of the basic concepts of group dynamics, causes and importance of formal and informal groups in pharmaceutical and pharmaceutical companies, causes and consequences of conflicts, organizational change and stress, study the role of pharmaceutical ethics and deontology and acquire practical skills in developing areas of personnel management, factors influence on the effectiveness of the group and determine methods of overcoming the conflict situation.

control questions

1. Group dynamics in the system of pharmaceutical and pharmacy enterprises.
2. Formal and informal groups. Factors affecting the effectiveness of the group.
3. Conflict management: the concept of conflict and its causes.
4. Types of conflicts and methods of managing them.
5. Changes within the organization and their management.
6. The nature of stress,

PRACTICAL AND SITUATIONAL TASKS

Task 1. Teambuilding training

1. Exercise "Dream".

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

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

Goal:

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

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

Conducting the game

The trainer asks the participants, "How long have you been working together and knowing each other well?" After the answers of the participants, the following instructions are given: "Please draw your portrait in this team in 5 (10) minutes, as you see yourself in it, to say: " Here I am ". Drawings do not need to be signed. After completing the work, the coach collects the drawings in a common bundle. He then takes each picture out of the pack, attaches it to the board (you can first draw the picture in a circle for everyone to take a closer look at), and discusses it with the group on the following issues:

- What is this person like?
- Who can it be?

Participants guess the author of the picture.

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

Task 2. Perform exercises to study and assess personality.

Exercise 1

Here is an evaluation sheet. Perform the following procedures (work on a separate sheet):

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

1.	Optimist						pessimist
2.	It inspires confidence						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 the two profiles and you will get information for reflection.

Exercise 2

Here are 12 statements. Read each one carefully and decide if it applies to you personally. If applicable - put - "yes", if not - put - "no". Don't think long. The best answer is the one that comes to mind right away (work on a separate sheet).

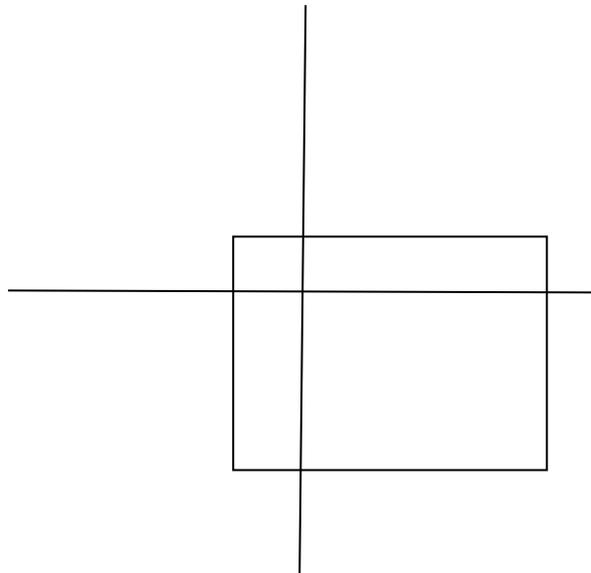
1. Do you carry out activities without prior planning.
2. It happens that you feel happy or unhappy for no apparent reason.
3. You feel happy when you do something that requires immediate action.
4. Your mood changes from bad to good for no apparent reason.
5. When making new acquaintances, you are the 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 an ardent person.
10. It often happens that in conversation with others are present only physically, and mentally absent.
11. Feel uncomfortable when you do not have the opportunity to communicate.
12. Sometimes full of energy, and sometimes very passive.

Data Processing

Postpone 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: the number of answers - "yes" - up, - "no" - down. Draw lines parallel to the axes through the obtained coordinates. The 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 registration of test results



Conclusions:

ADDITIONAL INFORMATION

Temperament - individual characteristics of behavior and activities that are constantly repeated from situation to situation. In ancient times, the Greek physician Hippocrates suggested that all people can be divided into four types: choleric, sanguine, phlegmatic and melancholic.

Choleric is characterized by passion, emotionality, which grows rapidly, and then uncontrollable excitement, which causes difficulties in inhibiting the activity. Choleric are full of energy, energetic, but often do not know how to calculate their strength, quickly waste it, and then work with overexertion, getting into a stressful situation. They deal with extreme passion, but are unbalanced and prone to mood swings.

Sanguine - a person alive, mobile, quick to respond to environmental events. She can easily switch her attention from one subject to another, is able to distribute attention. Sanguine people are easily ignited by interest in a new business, but also quickly "cool down", often do not complete it, they lack patience and willpower to achieve the goal. Relatively easily experiences failures and troubles.

Phlegmatic - a calm, slow, calm person, with strong aspirations and more or less constant mood. Serious in everything, even in recreation and entertainment. In relations with comrades moderately sociable. However, there is a stalemate. Phlegmatics are difficult to tell by their appearance whether they are worried or calm.

A melancholic is not a talkative, not sociable, emotionally sensitive and vulnerable person. It is difficult to make new acquaintances. Getting into a stressful situation, the melancholic fusses, feels confused, sometimes loses self-control, locks himself in. People are easily injured, deeply experiencing even minor setbacks and small troubles. These are people of honor, conscience and loyal comrades.

Exercise 3

Below are 25 statements. Decide if these statements apply to you. If they belong, answer - "yes", if they do not - "no".

1. I often have a headache.
2. When I work, I get tired quickly.
3. I can't focus on anything alone.
4. I'm 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. Periodically, due to anxiety, I lose sleep.
12. It's easy to get mad at me.
13. I am more sensitive than others.
14. I often worry about something.
15. It is a pity that I am not as happy as others.
16. I can easily cry.
17. When I have to wait, I get nervous.
18. At times I feel so happy that I can't sit still.
19. I am very passionate about difficulties.
20. Sometimes I feel useless.
21. I am a shy person.
22. I believe that there are difficulties for me in everything.
23. I am always tense.
24. Sometimes I feel broken.
25. I avoid difficulties.

Evaluation of results.

If the amount - "yes" does not exceed 3 - your adaptability is high; if 3-10 - average; more than 10 - low; 20-25 - see a doctor.

Conclusions:

Task 3. Compare the essence of behavior and interpersonal methods of conflict management:

The essence of behavior	Interpersonal methods of conflict management
The desire to achieve their own to the detriment of others; involves focusing only on their own interests, completely ignoring the interests of the partner	
Avoidance of responsibility for decisions; characterized by a lack of attention, both to their own interests and the interests of the partner.	
Elimination of differences at the expense of own interests; involves increased attention to the interests of others, while their own interests recede into the background.	
Search for solutions through mutual concessions; achieving a "half" benefit by each party.	
Finding a solution that satisfies all participants; is a strategy that takes into account the interests of both parties	

Task 4. The purpose of the presentation is to identify the needs of the client and its satisfaction. But very rarely a presentation, like any business conversation, is without objections from the client. Objections reflect the client's opposition in verbal form. It is important to remember that by giving objections, the client shows interest in your proposal.

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

Characteristics of objections and answers to them

Customer objection	The answer to the objection
I have been prescribing X to patients for many years and I am confident in its effectiveness	
Your company is not known to any of our singing workers	
I was told that the effect of your drug "B" has no evidence	
Your drug is superior in price to all analogues	
I used to work only with original drugs	
I am not familiar with the drugs of your company and do not want to take risks	

I'm not interested in this information	
Visits by medical representatives take too much time	
The drug has many side effects	

ADDITIONAL INFORMATION

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

“Neither fish nor meat” method

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

Create conditions for him to admit the fallacy of his views, to correct it! Refrain from direct contradictions! Instead, give impetus to alternative ideas.

Example:

- "Thank you for visiting, but working with your company is very difficult."*
- "I understand that you may have encountered certain problems in working with our staff. That is why we are ready to offer special conditions for you. Are you interested in what we want to offer you?"*

Method "Yes, but ..."

Allows you not to directly contradict your partner, so as not to anger him and not to turn the presentation into a quarrel. At the same time, the objection should not be left unanswered. Psychologists recommend in this case to agree: "Yes, it's clear", "Yes, I understand you", "Yes, you're right", and it is important not only consent but also pauses, and then present your arguments in support of your point view.

Example: - "Thank you for visiting, but working with your company is very difficult"

- "Yes, you are right, but agree that the drugs of our company are well known to experts, and their effectiveness is beyond doubt. In addition, we are ready to change the methods of working with specialists at your level. "*

TOPIC 9. EMPLOYMENT RELATIONS UNDER MARKET CONDITIONS.

The purpose of the lesson. Consolidate theoretical knowledge on the legal regulation of labor relations in the pharmaceutical organization and acquire practical skills to implement certain provisions of the Labor Code of Ukraine.

control questions

- Code of Labor Laws of Ukraine.
- Basic labor rights and responsibilities of employees.
- Collective agreement: content, registration, control over the implementation of obligations.
- Employment contract. Contract. Grounds for termination of employment contract.
- Workbook.
- Working hours and rest time.
- Labor discipline.
- Labor protection of employees of pharmaceutical companies.
- Legal regulation of women's and youth labor.
- Individual labor disputes.
- Supervision and control over compliance with labor legislation.
- Compulsory state social insurance and pension provision. Work experience, its significance, types, order of enrollment.
- Labor relations abroad: collective agreement, obligations of employees and employers, types of employment contracts and disciplinary sanctions.

PRACTICAL AND SITUATIONAL TASKS

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 fits	Form of laying	Term of laying	Content

Employment contract

Between whom it fits	Term of laying	Recruitment tests			For whom the test is not set
		trial period			
		for employees	for employees		
			in agreement	without the consent	

Temporary transfer to another job in case of downtime

term of transfer	pay

Temporary transfer to another job

- a) does not require the consent of the employee
- b) requires the consent of the employee (emphasis added)

Termination of employment contract

At the initiative of the employee	At the initiative of the owner	Including: reduction of the number or staff	
Deadline for submitting an application for termination of the employment contract	List the possible cases of such termination of the employment contract	Term of warning the employee about dismissal	List the category of persons who have a preemptive right to stay at work (with the same productivity and qualifications)

Working hours

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

Women's work

List the types of work		Holidays					
prohibited by the Labor Code for pregnant women and women with children under 3 years	restrictions for women who have children aged 3 to 14 and children disabled people	Before childbirth	After childbirth	After childbirth with complicated childbirth	After childbirth after the birth of two or more children	additional leave on	
						care age of the child	for the child including for honey. indications

Is it possible to add annual maternity leave to a woman before the end of six months of her work at the enterprise (it is necessary to allocate).

- a) it is possible;
- b) can not.

Youth work

Age from which employment is allowed			The list of works in which it is forbidden to involve minors	Time of annual leave
as a rule	except (with the consent of one of the parents)	in free time (with the consent of one of the parents)		

When are minors granted annual leave in their first year of employment (emphasis added)?

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

Labor disputes

Bodies that consider labor disputes	Labor Disputes Commission			Deadline for going to court
	deadline for resolving the dispute	deadline for application	the term of execution of the decision	

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

Situation 1

Pharmacist Kravchenko T.I. was hired on February 1 at the pharmacy № 1 as a pharmacist on probation. On April 5, the head of the pharmacy broke up with Kravchenko T.I. employment contract, citing the fact that it does not correspond to the test. Justify whether there is a violation of the Labor Code of Ukraine in this situation and what actions should be taken by the injured party?

Situation 2

Packer Nekrasova I.V. On March 1, she applied for voluntary dismissal on March 10 without good reason. The head of the pharmacy refused to be fired on March 10, arguing that there was no other packer in the pharmacy and offered Nekrasova I.V. to be released on March 15. Packer Nekrasova I..told the head of the pharmacy that she did not agree and did not go to work on March 11, considering herself fired. How should the head of the pharmacy act in this situation? Justify your answer.

Situation 3

In the pharmacy, when the staff was reduced, a situation arose when it was necessary to dismiss one of two employees of the same qualification and labor productivity: these are pharmacists-technologists Derinko N.I. with continuous experience in this pharmacy 20 years, her age is 53 years and Zuban T.I. with 8 years of experience and two dependents. The head of the pharmacy, given that Derinko N.I. pre-retirement age, left her at work, and Zuban T.I. dismissed on redundancy and recommended to work in another pharmacy, where she was employed. Zuban T.I. work in another pharmacy № 2 was not very suitable, but she had to agree. Justify whether there is a violation of the Labor Code in this situation and what may be the actions of the right side?

Situation 4

Pharmacist of the pharmacy Shevchenko A.M. on the day of her release she came to the pharmacy by calculation and employment record book. On the basis of the order on dismissal from Shevchenko A.M. a full calculation was made, but the employment record was not issued to her, citing the fact that the head of the pharmacy is currently ill, and the employment record is stored in his office in a safe and offered Shevchenko A.M. come for a workbook in three days. Justify whether there is a violation of the Labor Code of Ukraine in this situation?

Situation 5

Pharmacist Dymchuk A.P. for three consecutive working days she worked overtime for 2.5 hours a day. The head of the pharmacy noted overtime hours in the timesheet and issued an order to pay for them. Justify whether in this situation there is a violation of the Labor Code of Ukraine?

Situation 6

Packer Zhdanova T.I. worked on a holiday - January 7. According to the results of work for a month, it turned out that her work exceeded the norm of working hours. The head of the pharmacy issued her work on the holiday with an order from the pharmacy and noted in the timesheet so that the accounting department would make the payment. A few days later Zhdanova T.I. asked the head of the pharmacy to give her one day off for work on the holiday. The head of the pharmacy refused her, citing the fact that he had already issued an order for payment in double the amount. Explain how this situation can be resolved?

TOPIC 10. EVALUATION OF THE EFFICIENCY OF THE ORGANIZATION AND MANAGEMENT

The purpose of the lesson. Consolidate theoretical knowledge about the approaches, mechanisms and components of assessing the effectiveness of management and management of the pharmaceutical organization and acquire practical skills in the analysis of solvency, business activity, profitability of economic activity of the enterprise.

Control questions

1. Evaluation of the organization: criteria of economic efficiency.
2. Approaches to the study of organizational efficiency.
3. The effectiveness of organizational management: approaches and mechanisms. Ingredients effective management.
4. Criteria and approaches to assessing the effectiveness of management.

PRACTICAL AND SITUATIONAL TASKS

Task 1.

Familiarize yourself with the following statements and attribute them to the advantages or disadvantages of approaches to the study of organizational performance. Record the results in table. .

- ease of use (the effectiveness of the organization is determined by its ability to achieve the goal);
- speed;
- the very existence of a common set of "official" goals for all is debatable members of the organization;
- inability to evaluate the effectiveness of all components at once;
- the possibility of analyzing the activities of the enterprise taking into account the impact of the external environment;
- aimed at the means to achieve the goal, not at assessing the goal itself;
- the emphasis is on meeting the requirements of not all stakeholders, but only strategic ones that may threaten the survival of the organization;
- a kind of matrix of goals is formed and the availability of the necessary resources to achieve them is determined;
- achievement of the goal is not a quantitatively easily measurable 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
Target	Emphasizing the central role of goal achievement as a criterion for evaluating effectiveness		
Systemic	Definition of the basic elements in the organization and necessity of its adaptation to conditions of system of higher level (external environment)		
Selective	Study of individual components of the successful operation of the organization (eg, quality of goods and services, production efficiency, productivity, etc.).		

List of practical skills from the discipline

1. Provide in the form of a diagram the organizational structure of the management of the pharmaceutical service in Ukraine in accordance with its levels.
2. Develop a focused list of professional qualities and skills that pharmacy managers should possess depending on management levels Analyze foreign management models.
3. Characterize and present in the form of a diagram of the relationship of internal variables of the pharmacy.
4. Conduct a comparative analysis of organizational structures. Identify organizational changes that have occurred under the influence of internal variables and the external environment.
5. Describe the relationship between the pharmacy and its external environment (suppliers, consumers, competitors, etc.)
6. Identify external factors that affect the achievement of the goals of pharmacies.
7. The classification of management methods is given, to justify the use of a certain style of leadership depending on the specific situation.
8. Determine the functional responsibilities of employees of the pharmacy.
9. Compile functional and job description of an employee of a pharmaceutical company.
10. Distinguish leadership styles: authoritarian, democratic, liberal.
11. Distinguish forms of power and give their characteristics.
12. Analyze leadership styles.
13. Describe the sequence of stages of strategic planning: determine the mission of the organization, set goals, assess and analyze the external environment, management survey of strengths and weaknesses of the enterprise, analyze strategic alternatives.
14. Describe the features of the stages of strategic planning on the example of pharmacies and wholesale pharmaceutical companies.
15. Conduct a comparative analysis of motivation theories.
16. Develop a scheme of the control process as a management function and use all types of organizational control: preliminary, current, final.
17. Be able to analyze the main approaches to the management decision-making process.
18. Build a process diagram of management decisions in certain areas of pharmacy (pharmaceutical) enterprise.
19. Present in the form of a diagram the process of preparation and adoption of rational management decisions.
20. Analyze the main means of stimulating staff activities and types of reinforcements.
21. Identify and characterize ways to motivate employees of pharmaceutical organizations.
22. Submit a communicative feedback process in the form of a diagram.
23. Identify types of organizational communications. Describe possible obstacles to information exchange on the example of pharmaceutical organizations.
24. Develop the technology of holding a business meeting. Determine the conditions for the effectiveness of business meetings.
25. Develop a list of criteria necessary for a reasoned and effective speech at the production meeting.
26. Classify documents by type
27. Draw up a business letter, draw up an agreement on full liability and the minutes of the meeting.
28. Determine the degree of use of documents and make management decisions on the organization of office work.
29. Present in the form of a diagram and analyze the application of automated systems in pharmacy.
30. Identify the components of the process of developing information management systems and automated workplaces.

31. Analyze the stages of organization of a pharmaceutical (pharmacy) enterprise. Know the actions of the company to document its foundation.
32. Be able to hold meetings of the founders of the enterprise, draw up minutes of meetings and decisions on the appointment of the director of the pharmaceutical company.
33. Analyze and draw up the documents required to obtain a license for pharmaceutical activities. Know the requirements for opening a pharmacy.
34. Present in the form of a diagram the structure of the business plan and the main stages of working with it.
35. Develop criteria for assessing the business and personal qualities of employees, criteria for assessing the motives for pursuing a business career of an employee of a pharmaceutical organization.
36. Present in the form of a diagram a model of conflict and their management
37. Develop a model of effective conflict management on the example of situations that arise in pharmacy (pharmaceutical) enterprises.
38. Use the socio-psychological characteristics of the individual to improve the efficiency of the organization.
39. Analyze and draw conclusions about compliance with the main provisions of the Labor Code of Ukraine practical situations on legal relations between employer and employee.
40. Be able to draw up labor and collective agreements, contracts.
41. To determine the system of factors and the level of their influence on the activation of the working group of the pharmaceutical enterprise.
42. Use graphical and analytical methods to determine the total number of staff of the organization, the number of management staff and levels of subordination.