



*Φ A 2.5-32-295-B*

MINISTRY OF HEALTH OF UKRAINE  
NATIONAL UNIVERSITY OF PHARMACY  
Faculty for foreign citizen's education  
Department Pharmaceutical Management and Marketing  
(Name of the Department)

**PHARMACEUTICAL MANAGEMENT AND MARKETING**

**WORK PROGRAM  
of educational component**

training for	<u>second (master's)</u>
in specialty	<u>226 Pharmacy, industrial pharmacy</u>
field of knowledge	<u>22 Health care</u>
of educational program	<u>Pharmacy</u>

**Kharkiv - 2022**

The work program of the educational component “Pharmaceutical management and marketing” in specialty 226 Pharmacy, industrial pharmacy, educational program Pharmacy for applicants for higher education 4, 5 year of study

EDUCATIONAL COURSE TEAM:

MALYI Volodymyr – Head of Department of Pharmaceutical Management and Marketing,  
doctor of pharmaceutical science, professor

PESTUN Iryna - professor of Department of Management and Marketing,  
doctor of pharmaceutical science, professor

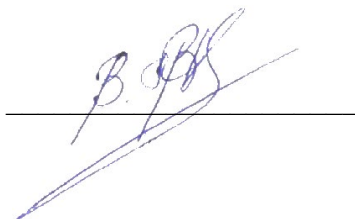
SOFRONOVA Iryna – docent of Department of Pharmaceutical Management and Marketing,  
candidate of pharmaceutical science, docent

TYMANYUK Iryna – docent of Department of Pharmaceutical Management and Marketing,  
candidate of pharmaceutical science, docent

Work program has been considered and approved at the Department meeting  
Pharmaceutical Management and Marketing

Record from « 30» August 2022 № 1

Head of the Department

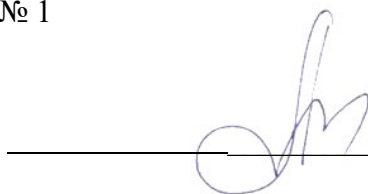


prof. Volodymyr MALYI

Work program has been approved at the meeting of the Methodical Commission of  
of economical-management disciplines

Record from « 30» August 2022 № 1

Head of Specialized Committee



prof. Alla NEMCHENKO

## 1. Description of the educational component

Language of study: English

Status of the educational component: compulsary

### Prerequisites for studying the educational component.

The educational component "Pharmaceutical Management and Marketing" is based on the study by higher education applicants of such social and special disciplines as "Pharmacology", "Technology of drugs in pharmacy production", "Pharmaceutical law and legislation", "Ethics and deontology in pharmacy", "Industrial technology of medicinal products", "Organization and economy of pharmacy" and others. It lays the foundations for the study of "Social Pharmacy", which involves the integration of teaching with these educational components and the formation of skills to apply knowledge of management and marketing in pharmacy in the process of further education and in professional activities.

The subject of educational component study "Pharmaceutical Management and Marketing" is the general processes of pharmaceutical organizations' management, their needs, means of consumers satisfaction, marketing research methods. Knowledge of the theoretical foundations of marketing will enable professionals to stimulate sales of goods and services, study, form and predict demand, develop and analyze marketing and pricing policies of organizations.

**Information content of the educational component.** 8 ECTS credit 240 hours are assigned to the study of the educational component.

## 2. Objectives and tasks of the educational component

**The purpose of teaching the educational component** "Pharmaceutical management and marketing" is to create knowledge about the basic categories of management and marketing, to provide future specialists with the possibility of qualitative performance of functional duties, business activity in the market conditions, as well as the implementation of general and marketing management by pharmaceutical companies, wholesalers and pharmacies with different forms of management.

**The main tasks** of the educational component "Pharmaceutical Management and Marketing" are the study of theoretical concepts, categories, systems, tools, algorithms and trends of modern management and marketing activities in market conditions with adaptation to the specifics of the activities of pharmaceutical enterprises and institutions.

## 3. Competence and planned educational outcomes

Educational component "Pharmaceutical Management and Marketing" ensures the acquisition of applicants for higher education the following **competences**:

### • *Integral:*

Ability to solve typical and complex specialized tasks and critically comprehend and solve the practical problems in the professional pharmaceutical and/or research and innovation activity using provisions, theories and methods of the fundamental, chemical, technological, biomedical, socio-economic science; integrate knowledge and solve complex issues, formulate judgments in the presence of incomplete or limited information, clearly and unambiguously to convey their conclusions and use their knowledge, reasonably substantiating them, to professional and non-professional audience.

### *general:*

GC 5. Ability to show initiative skills and entrepreneurship.

GC 6. Knowledge and understanding of the subject area and understanding of professional activity.

GC 7. Ability to adapt and act in a new situation.

GC 10. Ability to choose communication strategy, ability to work in a team and with experts from other fields of knowledge / types of economic activity.

GC 12. Ability to conduct research at the appropriate level.

*special (professional):*

PC 10. Ability to develop, implement and apply management approaches in the professional activities of pharmacies, wholesalers, manufacturing companies and other pharmaceutical organizations, to argue the principles of HR-management and self-management, to demonstrate leadership skills.

PC 17. Ability to organize and carry out general and marketing management of assortment, commodity-innovative, pricing, sales and communication policies of pharmaceutical market entities based on the results of marketing research and taking into account the market processes in national and international markets, risk management in the pharmaceutical system.

Integrative final program learning outcomes (PLO), the formation of which is facilitated by the educational component

PLO 4. To demonstrate the ability to independently search, analyze and synthesize information from various sources and use these results to solve typical and complex specialized tasks of professional activity.

PLO 5. To position your professional activities and personal qualities in the pharmaceutical labor market; to formulate the purposes of own activity taking into account public and industrial interests.

PLO 6. To argue information for decision-making, to be responsible for it in standard and non-standard professional situations; to adhere to the principles of deontology and ethics in professional activities.

PLO 7. To perform professional activities using creative methods and approaches.

PLO 9. To carry out professional activities using information technologies, "Information Databases", navigation systems, Internet resources, software and other information and communication technologies.

PLO 10. To adhere to the norms of communication in professional interaction with colleagues, management, consumers, work effectively in a team.

PLO 20. To carry out a set of organizational and managerial measures to provide the population and health care facilities with medicines and other products of the pharmaceutical range. To carry out all types of accounting in pharmacies, administrative records, processes of commodity analysis.

PLO 22. To manage pharmaceutical organizations and determine its effectiveness using management functions. To make management decisions based on the formed leadership and communication skills of pharmaceutical personnel for strategic planning of enterprises.

PLO 29. To ensure a competitive position and effective development of pharmaceutical organizations on the basis of research work on all elements of the marketing complex.

As a result of studying the educational component, the applicant for higher education will be *know*

The essence of management. Evolution of administrative theory, approaches to the management, management functions and foreign mechanisms of management.

Levels of managements, market structures of management: associations, holding, joint-stock companies, business concerns, consortia, financial-industrial groups.

Theoretical knowledge about organization in the management theory.

Organizations, their internal environment, external environment of organization, factors of direct and indirect influence and influence of external factors on pharmaceutical enterprises activity.

Legislative acts, that regulate activity of pharmacy enterprises in Ukraine and abroad.

Components of successful management of organization, organization of manager work.

The essence of self- management, duties of manager of pharmacy and his deputy.

System of management methods in pharmacy and social-psychological styles of management by the collectives of pharmacies.

Strategic planning, constituents of process, system of motivation in the system of pharmacy enterprises, control as a management function, constituents of effective control.

Definition and classification of administrative decisions, methods and approaches to decision making.

Communications, their kinds, elements and stages of communicative process, obstacles in organizational communications, ways of increase of communications efficiency, organizational forms of administrative communications.

Task, functions and features of entrepreneurial activity.

Subjects, objects, organizational and law forms of entrepreneurial activity in pharmacy.

Legislative acts, that regulate entrepreneurial activity in the sphere of pharmacy.

Planning of entrepreneurial activity and to develop the elements of business plan.

Enterprise agreement, to use theoretical knowledge for conducting of analysis of economic efficiency of activity of pharmaceutical organizations.

Risk notion, classification of losses and measures of decline of risks.

Notion of labour resources and personnel of organization, to use knowledge in pharmaceutical practice.

Principles of forming and development of labour resources, the structure of pharmaceutical education in Ukraine.

Classification of conflicts and reasons of their origin. Methods of exit from a conflict situation.

Methods and forms of the legislative adjusting of labour relations in organization.

Labour Code of Ukraine in the decision of practical situations.

Estimation of efficiency of activity of organization and management.

Basic constituents of marketing, importance of marketing in modern terms, principles, marketing functions, subjects, task and types of the pharmaceutical marketing.

Basic descriptions of market, component elements of market, market mechanism, its functions.

Principles of management by the pharmaceutical marketing, organizational structure of marketing services, principles of study of pharmaceutical market, needs in medications, quantitative descriptions of market, principles of market segmentation and its main criteria, requirements to the segments of market.

Essences of target market, “market window” and “market niche”.

Marketing strategy and tactic of enterprises.

Descriptions, that determine the consumer value of pharmaceutical commodity, its competitiveness, and also actions of purpose marketing after positioning of commodity at the market.

Stages of life cycle of commodity and use each of them in determination of necessary marketing measures.

Key factors of market success of commodity, notion of original (innovative) medical preparation, generic, brand.

Components of competitiveness of commodity and its quality management.

Marketing strategies of pharmaceutical enterprises.

Practical recommendations of the use of common notions of commodity, assortment policy, innovative activity of pharmaceutical enterprises.

Basic stages of development of medications.

Economic description of price, pattern of prices, classification of pricing factors.

Principles of price policy of enterprises in dependence on the type of market.

Strategies and methods of pricing, stages of establishment of price on a commodity, market mechanism of demand and supply, price elasticity of demand and supply.

Essence of distribution, planning and organization of the system of sale.

Channels of distribution and their function.

Choosing of channel of sale and types of intermediaries.

Principles of organization of control of channel of distribution and estimation of their activity (efficiency).

Methods and systems of sale, notions and types of logistic.

Marketing communications: constituents (forms), task of the use, planning.

Principles of forming of demand for goods and services in the process of marketing activity, features and task of forming of demand on medications.

Principles of sales promotion of products, objects and facilities of sales promotion, features of sales promotion of medications, role of intermediaries in product promotion, “Push” and “Pull” strategies of promotion.

Advertising, its role in activity at the market, classification of advertising, kinds and advertising channels, basic component of advertising.

Planning of publicity campaigns, forming of publicity budget, efficiency of promotional purposes.

Packing of pharmaceutical commodity and firm style in promotion.

Principles of caring out of presentation.

Advertising law, advertising of medications, merchandizing, its substantive provisions and laws, essence of "public relation" in management and marketing system.

Planning and realization of marketing researches on separate directions, creation and use of the marketing informative systems of pharmaceutical organizations.

Marketing control system as a finishing phase of cycle of marketing management, control of marketing activity of enterprise on separate directions and indexes.

Environment of the international marketing and expedience of going into an external market.

Principles of management by international marketing activity of pharmaceutical enterprises.

*be able to:*

- formulate purposes and tasks of the pharmaceutical organization, its subdivisions, and personal;
- assess the factors of the external and internal environment and their mutual influence on the activities of the pharmaceutical organization,
- assess the impact of the environment on pharmaceutical companies
- investigate the impact of effective labor organization on the economic performance of pharmaceutical companies, organizational impact on the staff of an enterprise or subdivision, and also to determine the functional responsibilities of workers of pharmaceutical companies
- compile functional and job descriptions;
- draw up a strategic plan, use organizational methods, elements of motivation and control as functions of management in pharmaceutical practice;
- make a rational decision in conditions of uncertainty;
- manage the communicative process in the organization and its environment, increase the efficiency of organizational communications;
- use theoretical knowledge when performing organizational documents
- use modern information technologies in the process of collecting, accumulation, analysis and circulation of pharmaceutical information in the management process;
- develop elements of a business plan for a pharmaceutical company;
- enter into a business agreement;
- identify possible risks of the pharmaceutical organization and ways to reduce them;
- identify the causes of conflicts in the organization, apply methods to resolve the conflict situation;
- apply knowledge of the Code of Labor Laws of Ukraine in solving practical situations;
- evaluate the effectiveness of the organization and management;
- assess the current state, structure and trends of the world pharmaceutical market;
- develop a marketing plan for the pharmaceutical organization;
- solve practical tasks concerning the research of the market of medicines, market segmentation, selection of target markets and the ratio of supply and demand
- to research drug users;
- apply methods for determining the need for medicines and use quantitative characteristics of the market;
- to plan and organize marketing research in specific areas;
- develop organizational structures for marketing services for pharmaceutical companies.
- explain the stages of the product life cycle and use each of them in determining the necessary marketing activities;
- determine the criteria for the formation of the optimal range;
- calculate the critical volume of sales as a pricing method;
- determine the elasticity of demand;
- determine the efficiency of the distribution channels;
- to form optimal channels for the distribution of products of the pharmaceutical profile;
- determine the marketing decisions of the relevant pharmaceutical organizations;
- plan and organize marketing communications in pharmacy;
- to develop a presentation of a pharmaceutical product;
- work with remarks in the process of personal sale of goods;
- analyze directions, methods, basic principles and functions of PR;

- organize merchandising at places of sale of goods;
- control the marketing activity of the enterprise in certain areas and indicators.
- determine the expediency of entering the external market.

*possess:*

- the basics formulation of purposes and tasks of the pharmaceutical organization, creation their structure;
- methodology for assessing the factors of the external and internal environment;
- methodology for evaluating the components of the successful operation of the pharmaceutical organization;
- methodology for drawing up a strategic plan for a pharmaceutical organization;
- methods of motivation of personnel depending on the needs of employees and the use of different theories of motivation;
- making a rational decision in conditions of uncertainty;
- approaches to improving the effectiveness of organizational communications;
- methodology for the creation and implementation of organizational documents;
- modern information technologies for the collection, accumulation, analysis of pharmaceutical information in the management process;
- the methods of getting out of a conflict situation;
- knowledge of the use of the basis of labor law in solving practical situations;
- methodology for assessing the effectiveness of organization and management;
- the method of creating a marketing plan for a pharmaceutical organization;
- methods of marketing research of the market of medicines, compiling questionnaires for consumers and experts in the pharmaceutical market;
- methodology of research of consumers of medicinal products;
- methods for determining the need for medicines and calculating quantitative market characteristics;
- the methodology for the establishment and organization of the pharmaceutical marketing services market;
- basics of marketing activities at different stages of the product's life cycle;
- criteria for forming the range of goods in the pharmacy;
- method of calculating the critical volume of sales;
- methodology for the formation and assessment of commodity distribution channels;
- methodology of planning and organizing marketing communications in pharmacy;
- knowledge of the structure and process of presentation of a pharmaceutical product;
- methods of work with objections in the process of personal sale of goods;
- PR technology of pharmaceutical companies;
- basics of pharmacy design according to general approaches of merchandising;
- methodology for conducting the control of the marketing activity of the enterprise and the calculation of indicators characterizing its activities;
- knowledge of foreign trade activities of pharmaceutical organizations.

#### 4. The educational component structure

Names of content modules and topics	The amount of hours										
	full time study					part time study					
	the whole amount	including				the whole amount	including				
		l.	Practical lessons	se m	lab		self-study	l.	Practical lessons	se m	la b

1	2	3	4	5	6	7	8	9	10	11	12	13
<b>Module 1. Management in Pharmacy. Marketing as integrative function of management</b>												
<b>Content module 1. Management as science and practice for organizations management</b>												
Topic 1. Theoretical bases of management in pharmacy.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 2. Organization as a management object. External environment of pharmaceutical organizations.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 3. Successful management. Power. Leadership	6,5	1	2,5			3	-	-	-	-	-	-
Topic 4. Functions of management .	6,5	1	2,5			3	-	-	-	-	-	-
Topic 5. Management of decision making process.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 6. Communication processes in management.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 7. Management and office work. Management and informatics.	6,5	1	2,5			3	-	-	-	-	-	-
Control of CM 1				-	-		-	-	-	-	-	-
The whole amount of hours for the content module 1	45,5	7	17,5	-	-	21	-	-	-	-	-	-
<b>Content module 2. Management and Entrepreneurship. Management by labor resources and personnel of pharmaceutical organization.</b>												
Topic 8. Management and entrepreneurship.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 9. Management by labor resources and personnel.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 10. Group dynamics and management. Management by conflicts, stresses	6,5	1	2,5			3	-	-	-	-	-	-
Topic 11. Labor relations at market conditions.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 12. Estimation of management and organization's efficiency.	4,5	1	2,5			1	-	-	-	-	-	-
Control of CM 2							-	-	-	-	-	-
The whole amount of hours for the content module 2	30,5	5	12,5			13	-	-	-	-	-	-

<b>Content module 3. Bases of the pharmaceutical marketing. Process of management by the pharmaceutical marketing.</b>												
Topic 13. Fundamentals of pharmaceutical marketing.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 14. Management by the pharmaceutical marketing.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 15. Marketing research and information	6,5	1	2,5			3	-	-	-	-	-	-
Topic 16. Study of market of medicines.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 17. Product in the system of marketing. Assortment policy of pharmaceutical enterprises and pharmacies.	6,5	1	2,5			3	-	-	-	-	-	-
Topic 18. Product and innovation policy of pharmaceutical enterprises	6,5	1	2,5			3	-	-	-	-	-	-
Control of CM 3	2,5		2,5	-	-		-	-	-	-	-	-
The whole amount of hours for the content module 3	41,5	6	17			18	-	-	-	-	-	-
<b>Semester credit from module 1.</b>	2,5		2,5									
<b>Total hours for module 1.</b>	<b>120</b>	<b>18</b>	<b>50</b>	-	-	<b>52</b>	-	-	-	-	-	-
<b>Module 2. Marketing in Pharmacy</b>												
<b>Content module 4. Marketing aspects of pricing of pharmaceutical enterprises and pharmacy. Sales activity in the pharmaceutical marketing system</b>												
Topic 19. Marketing aspects of pricing of pharmaceutical enterprises and pharmacy	11	2	6			6	-	-	-	-	-	-
Topic 20. Distribution activity of pharmaceutical enterprises.	14	2	3			6	-	-	-	-	-	-
Control of CM 4	9		3			5	-	-	-	-	-	-
The whole amount of hours for the content module 4	<b>33</b>	<b>4</b>	<b>12</b>			<b>17</b>	-	-	-	-	-	-
<b>Content module 5. System of marketing communications in pharmacy</b>												
Topic 21. Marketing policy of communications.	8	2	3			3	-	-	-	-	-	-
Topic 22. Advertising in the system of pharmaceutical	8	2	3			3	-	-	-	-	-	-

marketing. Advertising of medicines.												
Topic 23. Sales promotion and other tools of marketing communications.	14	2	6			6	-	-	-	-	-	-
Topic 24. "Public relations" as a mean of marketing communications. Merchandizing in pharmacies.	7	1	3			3	-	-	-	-	-	-
Control of CM 5	9	-	3			6	-	-	-	-	-	-
The whole amount of hours for the content module 5	<b>46</b>	<b>7</b>	<b>18</b>			<b>21</b>	-	-	-	-	-	-
<b>Content module 6. Marketing control. International marketing in pharmacy</b>												
Topic 25. Marketing control.	5	1	3			1	-	-	-	-	-	-
Topic 26. International marketing in pharmacy	6	2	3			1	-	-	-	-	-	-
Control of CM 6	4,5		3			1,5	-	-	-	-	-	-
The whole amount of hours for the content module 6.	<b>15,5</b>	<b>3</b>	<b>9</b>			<b>3,5</b>	-	-	-	-	-	-
<b>Semester credit from module 2.</b>	<b>3</b>		<b>3</b>									
<b>Total for Module 2</b>	<b>97,5</b>	<b>14</b>	<b>42</b>	-	-	<b>41,5</b>	-	-	-	-	-	-
<b>Semester exam</b>	22,5					22,5	-	-	-	-	-	-
<b>The whole amount of hours for the course</b>	<b>240</b>	<b>32</b>	<b>92</b>			<b>116</b>	-	-	-	-	-	-

## 5. Contents of the educational component

### *Module 1. Management in Pharmacy. Marketing as integrative function of management*

#### *Content module 1.*

#### **Management as science and practice for organizations management**

##### **Topic 1. Theoretical bases of management.**

Meaning and concepts of management. The evolution of management theory: D. Wharton's management course, the essence of F. Taylor's theory, A. Fayol's school of administrative management, E. Mayo's "human relations" school. Development directions and trends in management theory of the 21st century. Peculiarities of management in pharmacy. Approaches to management: approach from the positions of selection of different schools in management, process, system, situational. Management process. Management levels: institutional, managerial, technical. Management of the pharmaceutical system at the modern stage. Foreign management models: American, Japanese and European.

##### **Topic 2. Organization as a management object. External environment of pharmaceutical organizations.**

Concept of organization in management theory, requirements for organization. General features of the organization. Types of organizations. The life cycle of a pharmaceutical organization: stages and their characteristics.

The internal environment of pharmaceutical organizations. Internal variables of pharmaceutical organizations and their relationship. Goals of the organization, types of goals, requirements for goals.

Structure of the organization, requirements for organizational structures. Tasks, categories of tasks. Technologies. People, main aspects of the human variable and individual personality characteristics.

The external environment of pharmaceutical organizations. General characteristics of the external environment: interrelationship of factors, complexity, mobility, uncertainty. Factors of the external environment of direct influence: consumers of pharmaceutical products, suppliers, intermediaries, competitors, contact audiences. Legislative acts and state bodies regulating the activities of pharmaceutical organizations in Ukraine. Factors of the external environment of indirect influence: political, economic, demographic, socio-cultural, scientific and technical, international factors. The influence of external factors on the activity of pharmaceutical organizations.

### **Topic 3. Successful management. Power. Leadership.**

Components of successful activity of a pharmaceutical organization. Effective organization of work in pharmacy enterprises. Manager's activities. Requirements for a successful manager. Self-management. Time management. Functions and organization of work of the head of the pharmacy. A system of management methods. Methods of direct and indirect influence. Power. leadership Approaches to the concept of the essence of leadership. Classification of forms of power. Socio-psychological styles of management of collectives of pharmaceutical enterprises and pharmacies. Building a highly effective team.

### **Topic 4. Management functions.**

Management functions, management cycle. Planning as a function of management, types and principles of planning. Strategic planning, its essence and stages. Mission and vision of the pharmaceutical organization. The essence of SWOT analysis. Types of strategic alternatives. Concept of tactics, policy, procedures, rules. Criteria for assessing the strategic plan.

Organization as a function of management. Organizational process: its aspects, sequence of organizational structure development. Organizational management structure, its types: linear, functional, linear-staff, linear-functional, divisional, matrix, network.

Motivation as a function of management. Model of motivation through needs. Content and process theories of motivation: M. Tugan-Baranovsky's theory of needs, A. Maslow's hierarchy of needs, K. Alderfer's ERG theory, D. McClelland's theory of needs, F. Herzberg's two-factor theory, theories "X" and "Y" D. McGregor, "Z" theory by U. Ouchi; the theory of expectation of V. Vroom, the theory of justice of J. Adams, the complex model of L. Porter and E. Lawler, Motivation in the system of pharmaceutical and pharmacy enterprises.

Control as a function of management, types and stages of the process of controlling the activities of a pharmaceutical organization.

### **Topic 5. Management of decision making process.**

Management decisions, general characteristics and classification. Approaches to making managerial decisions, stages of the process of making and implementing a rational decision. Requirements for management decisions. Factors affecting the decision-making process. Models and methods of decision-making in pharmacy.

Delegation of authority and responsibility.

### **Topic 6. Communication processes in the management**

Concepts and types of communications. The main elements and stages of the communicative process. Obstacles in organizational and interpersonal communications and ways to overcome them. Forms and organization of business communication. Organization of business meetings and business discussions. Business negotiations and organization of reception of visitors. The specifics of the pharmacist's business communication with the client.

### **Topic 7. Management and office work of pharmaceutical organizations. Management and informatics.**

Concept, purpose and classification of documents as sources of management information. The role of clerical work in management. Document circulation of pharmaceutical organizations. Stages of document flow: drafting and registration of business papers, their registration and execution control. Storage of documents. Accounting and consideration of proposals, applications. Modern technical means in management. Management and informatics: automated control systems and information and management systems in pharmacy, the main areas of use of AMS in the health care system and in pharmacy, automated workplace. Possibilities of using APM in the activity of pharmacy enterprises. CRM systems: characteristics, purpose.

**Content module 2.**

**Management and Entrepreneurship.**

**Management by labor resources and personnel of pharmaceutical organization.**

**Topic 8. Management and entrepreneurship**

Economic and entrepreneurial activity. Principles and organizational forms of entrepreneurship. Types and forms of entrepreneurial activity. Peculiarities of entrepreneurial activity in pharmacy. Stages of organization of a pharmaceutical (pharmacy) enterprise. Stages of a business agreement. State regulation and deregulation of business activity. Organizational and legal forms of associations of enterprises: association, corporation, concern, consortium. Business planning. The structure of the business plan. Business risk and ways to reduce it. Types of damages. Social activity of the enterprise. Business ethics.

**Topic 9. Management of human resources and personnel of the organization.**

Characteristics of labor resources and personnel of the organization. HR policy in pharmacy. Problems of personnel employment. Employment services of the population in Ukraine. Principles and tasks of personnel management. Controlling personnel. Personnel marketing. Recruitment and selection of personnel. Personnel movement and accounting. Personnel turnover. Rotation of pharmaceutical personnel. Management of the development of labor resources of the organization.

**Topic 10. Group dynamics and management. Management by conflicts, stresses**

Group dynamics in the system of pharmaceutical and pharmacy enterprises. Formal and informal groups. Factors affecting the effectiveness of group work. Conflict management: the concept of conflict and its causes, types of conflicts and methods of their management. Changes within the organization and their management. Nature of stress, means of its reduction.

**Topic 11. Labor relations in market conditions**

Code of Labor Laws of Ukraine. Basic labor rights and responsibilities of employees. Collective agreement: content, registration, monitoring of obligations. Employment contract. Contract. Grounds for termination of the employment contract. Working time and rest time. Labor discipline. Labor protection of employees of pharmaceutical enterprises. Legal regulation of women's work and youth work. Individual labor disputes. Labor relations in foreign countries: collective agreement, obligations of employees and employers, types of labor contracts and disciplinary sanctions.

**Topic 12. Estimation of management organization's efficiency**

Evaluation of the organization's activity: criteria of economic efficiency, approaches to the study of organizational efficiency. Business activity, profitability assessment indicators of economic activity. Organizational management effectiveness: approaches and mechanisms, components of effective management, corporate culture. Criteria and approaches (behavioral, compositional, multiple) to the assessment of management efficiency. Key performance indicators KPI.

**Content module 3.**

**Bases of the pharmaceutical marketing. Process of management by the pharmaceutical marketing.**

**Topic 13. Fundamentals of pharmaceutical marketing.**

The importance of marketing in modern conditions. Definition and main components of marketing. Peculiarities of pharmaceutical marketing. Stages of evolutionary development of marketing. The main elements of the marketing complex: product, price, sales, promotion. Principles of marketing. Marketing functions: analytical, production, sales, management and control. Types, subjects and tasks of pharmaceutical marketing. The market as an object of marketing: concepts, conditions of existence, classification criteria, infrastructure, conjuncture. The main elements of the market. State, structure and trends of the pharmaceutical market. Socio-economic aspects of the pharmaceutical market. General characteristics of the world pharmaceutical market.

**Topic 14. Management by the pharmaceutical marketing.**

Management of pharmaceutical marketing. Marketing concepts. The concept of social and ethical marketing. Planning of marketing activities of the enterprise. Marketing plan: essence, options, sections. in pharmacy. Organizational structure of marketing services. Organizational models of marketing services: functional, commodity, regional, segmental, matrix. Stages of organization of marketing services. Tasks and functions of the pharmaceutical marketing service.

**Topic 15. Marketing research and information.**

Purpose, objects and methods of marketing research. The main directions of marketing research. Research methods in marketing. Stages of marketing research. The value of pharmaceutical marketing information. Directions of information marketing activities in the pharmaceutical industry. General requirements for marketing information. Principles of formation of marketing information at pharmaceutical enterprises. Sources and structure of marketing information at the enterprise. Marketing information system (MIS), structure and principles of operation. Features of pharmaceutical information marketing systems.

**Topic 16. Study of the market of medicines.**

Study of the drug market. The value of market research. Content and direction of comprehensive market research. Marketing environment of the enterprise: micro- and macro-environmental factors. Quantitative characteristics of the market: conjuncture, capacity, market share, market saturation, dynamics and average consumption of goods. Market segmentation: meaning, concepts, criteria, main methods. Requirements for market segments. The peculiarity of the segmentation of consumers of medicinal products. Target market, "market window" and "market niche". Research of consumers and typology of drug consumption. Factors influencing consumer behavior. Characteristics of the concepts "need", "demand", "consumption". Study of drug consumption. Retail audit, its essence and purpose. Methods of determining the need for medicinal products. Study of product demand and supply. Types of demand: negative, absent, hidden, decreasing, irregular, full, excessive, irrational. Demand for medicinal products: realized, unsatisfied, emerging demand.

**Topic 17. Product in the system of marketing. Assortment policy of pharmaceutical enterprises and pharmacies.**

Marketing concept of the product. Classification of goods. Classification of medicines, medical products. Consumer value of the goods. Consumer properties of medicinal products. Key factors of market success: individualization of goods, "critical mass of goods", multifunctionality of goods, technical package. Life cycle of the product. Stages of the product life cycle and their characteristics: stage of development and testing, market entry, growth, maturity, saturation, decline. Marketing activity at the stages of the product life cycle. Positioning of goods. Criteria for positioning medicines. Competitiveness of the product: the concept, the main components, the methods of evaluation. Product quality management. Certification of medicines. Assortment policy of pharmaceutical and pharmaceutical companies. Ingredients and Principles of Assortment Policy. Product range, its main characteristics: width, depth, alignment, saturation. Product nomenclature. Areas of analysis of the product range. Formation of the product range of production and trading enterprises. Features of the formation of a range of pharmaceutical products of pharmaceutical companies.

**Topic 18. Product and Innovation Policy of Pharmaceutical Enterprises**

General concepts of commodity policy, its tasks. Areas of implementation of the product policy of pharmaceutical enterprises. Marketing strategy and tactics of enterprises. The main models of strategic decision-making: product / market development matrix (I. Ansoff), competition matrix (M. Porter), growth / market share matrix (Boston Consulting Group - BKG matrix), "attractiveness - competitiveness" model (McKinsey matrix). Basic strategies of market coverage: undifferentiated marketing, differentiated marketing, concentrated (targeted) marketing. Trademark: concept, main types, functions. Trademark, its role in forming the image of the enterprise. Brand. Packaging of pharmaceutical products from the point of view of marketing. Corporate style, its elements. Innovative policy of pharmaceutical enterprises. Technological and marketing orientation of innovations in pharmacy. A new product in the marketing system. The process of developing a new product. Peculiarities of positioning of original and generic medicines.

**Semester module supervision 1.****Module 2. Marketing in pharmacy*****Content module 4*****Marketing aspects of pricing of pharmaceutical enterprises and pharmacy. Sales activity in the pharmaceutical marketing system****Topic 19. Marketing aspects of pricing of pharmaceutical enterprises and pharmacy**

Theoretical foundations of market pricing. Characteristics of the price from the point of view of marketing. The main functions of the price from the point of view of marketing: accounting, stimulating, distributive, the function of balancing demand and supply, the price function as a criterion for the rational placement of production. Pricing factors: internal and external. Types of markets: market of pure free competition, market of monopolistic competition, oligopolistic market, market of pure monopoly. Price and non-price competition. Demand, supply and price. Price elasticity of supply and demand. Factors affecting the elasticity of demand for medicinal products. Factors affecting the amount of product supply. Pricing policy of the enterprise. Pricing strategies. Stages of the pricing process. Pricing objectives of pharmaceutical enterprises. Pricing methods. Peculiarities of determining the price of new goods, including new medicines. The influence of state regulation on the firm's marketing strategies.

### **Topic 20. Distribution activity of pharmaceutical enterprises**

The concept of product distribution (sales). Sales policy of enterprises. The reasons for the existence and development of sales activity, its tasks. Product distribution (sales) channels, their functions. The structure of distribution channels. Efficiency of distribution channels. Approaches to choosing the number of intermediaries at each level of the distribution channel: intensive distribution, exclusive distribution, selective distribution. Principles of selection of sales agents. Advantages of cooperation between product manufacturers and intermediaries. Reasons for using intermediaries in the pharmaceutical market. Management of sales channels. Types of conflicts arising in product distribution channels: vertical, horizontal, multi-channel. Ways of conflict resolution in product distribution channels. Sales methods and systems. Vertical marketing systems (VMS): corporate (integrated), contractual, managed. Horizontal marketing systems, multi-channel marketing systems. The system of sales of pharmaceutical products in Ukraine: compliance with international guidelines. Marketing tasks of wholesale and retail trade of medicines. Concepts, types and rules of logistics. Functions and principles of logistics. Peculiarities of the logistic approach to the management of production and sales activities in pharmacy.

### ***Content module 5.***

### **Promotion of the goods. Strategy of marketing communications.**

### **Topic 21. Marketing policy of communications.**

Push Strategy and Pull strategy of attracting consumer to the product. A complex of marketing communications and its formation. Marketing communications planning. Features of the target audience of pharmaceutical manufacturing and wholesale and retail enterprises. Features and tasks of the formation of demand for medicines. Means of marketing communications at the stages of product life cycle. Basic ethical criteria for the promotion of medicines by WHO. WHO requirements to medical representatives of the firm.

### **Theme 22. Advertising in the system of pharmaceutical marketing**

Advertising and its role in the communication policy of enterprises. Main areas and roles of advertising. The task of product advertising. Classification of advertising, types and means (channels) of advertising. Requirements for advertising. Components of the advertising process. Functions and features of advertising. Features of drug advertising. The task of advertising in the pharmaceutical industry. Advertisement of non-prescription drugs. Advertising role of packaging. Digital marketing. Regulation of advertising of medicinal products. Peculiarities of regulating the advertising of medicinal products in Ukraine and the world. Stages of planning and organizing an advertising campaign. Advertising budget planning methods. Evaluation of the effectiveness of advertising measures.

### **Topic 23. Sales promotion and other means of marketing communications.**

Sales promotion of pharmaceutical products. Objects of stimulation: buyers, intermediaries, sellers. Goals and means of sales promotion for pharmaceutical buyers. Goals and means of stimulating intermediaries and sellers. Monitoring and evaluation of the results of sales promotion. Personal Sales, its benefits. Stages of the effective sales process. Presentation: approaches to implementation, main tasks and principles. The role of resellers and medical (pharmaceutical) representatives in promoting the product. Net and direct marketing. Branding.

**Topic 24.** "Public relations" as a means of marketing communications. Merchandising in pharmacies. Concept and essence of public relations. Goals, main functions and principles of public relations. The main activities of public relations. Public relations in the management and marketing system.

Exhibitions and fairs, the significance of their holding. Advertising at the point of sale. Merchandising in pharmacies and enterprises: the basic provisions for the design of the pharmacy, its sales hall, the rules for displaying pharmaceutical products, the principles of product placement in showcases and on shelves.

**Content module 6.**

**Marketing control. International marketing.**

**Topic 25. Marketing control.**

Marketing control system. The purpose and main objects of marketing control. Components of marketing control systems. The directions and stages of the marketing control at the enterprise. Non-economic indicators of marketing control. Strategic control and marketing audit. Components of marketing audit. Stages of marketing audit (audit).

Differences in internal and external audit of marketing activity of the enterprise.

**Topic 26. International marketing in pharmacy**

The essence and specifics of international marketing. Main functions of international marketing. Tasks of international marketing in the field of pharmacy. Stages of international marketing policy formation by a national company. The environment of international marketing. Forms of entry of enterprises to foreign markets: export, joint venture, direct investment. Types of joint ventures. Expediency and methods of entering the foreign market. Strategies of international marketing. Stages of international marketing strategy development. Marketing research of foreign markets. Stages, typology and methods of international marketing research of medicines. Information provision of marketing research of the foreign pharmaceutical market. International Code of Marketing and Social Research. International complex of marketing. Management of international marketing. Control of international marketing.

**Semester module supervision 2.**

**Exam**

**6. Topics of lectures**

No	Name of topic	The amount of hours
1	Theoretical bases of management in pharmacy.	1
2	Organization as a management object. External environment of pharmaceutical organizations.	1
3	Successful management. Power. Leadership	1
4	Functions of management.	1
5	Management of decision making process.	1
6	Communication processes in management.	1
7	Management and office work. Management and informatics.	1
8	Management and entrepreneurship.	1
9	Management by labor resources and personnel.	1
10	Group dynamics and management. Management by conflicts, stresses	1
11	Labor relations at market conditions.	1
12	Estimation of management and organization's efficiency.	1
13	Fundamentals of pharmaceutical marketing.	1
14	Management by the pharmaceutical marketing.	1
15	Marketing research and information	1
16	Study of market of medicines.	1
17	Product in the system of marketing. Assortment policy of pharmaceutical enterprises and pharmacies.	1
18	Product and innovation policy of pharmaceutical enterprises	1
19	Marketing aspects of pricing of pharmaceutical enterprises and pharmacy	1
20	Distribution activity of pharmaceutical enterprises.	1

21	Marketing policy of communications.	2
22	Advertising in the system of pharmaceutical marketing. Advertising of medicines.	2
23	Sales promotion and other facilities of marketing communications.	2
24	"Public relations" as a mean of marketing communications. Merchandizing in pharmacies.	2
25	Marketing control.	2
26	International marketing in pharmacy	2
	<b>TOTAL</b>	<b>32</b>

## 7. Topics of seminars

*They are not provided for by the working curriculum.*

## 8. Topics of practical lessons

№	Topic	The amount of hours
1	Theoretical bases of management in pharmacy.	2,5
2	Organization as a management object. External environment of pharmaceutical organizations.	2,5
3	Successful management. Power. Leadership	2,5
4	Functions of management .	2,5
5	Management of decision making process.	2,5
6	Communication processes in management.	2,5
7	Management and office work. Management and informatics. Control of CM1.	2,5
8	Management and entrepreneurship.	2,5
9	Management by labor resources and personnel.	2,5
10	Group dynamics and management. Management by conflicts, stresses/	
11	Labor relations at market conditions.	2,5
12	Estimation of management and organization's efficiency. Control of CM 2	2,5
13	Fundamentals of pharmaceutical marketing.	2,5
14	Management by the pharmaceutical marketing.	2,5
15	Marketing research and information	2,5
16	Study of market of medicines.	2,5
17	Product in the system of marketing. Assortment policy of pharmaceutical enterprises and pharmacies.	2,5
18	Product and innovation policy of pharmaceutical enterprises.	2,5
19	Control of CM3	2,5
20	<b>Semester credit from module 1</b>	2,5
21	Marketing aspects of pricing of pharmaceutical enterprises and pharmacy	3
22	Distribution activity of pharmaceutical enterprises.	6
23	Control of CM4	3
24	Marketing policy of communications.	3
25	Advertising in the system of pharmaceutical marketing. Advertising of medicines.	3
26	Sales promotion and other facilities of marketing communications.	6
27	"Public relations" as a mean of marketing communications. Merchandizing in pharmacies.	3
28	Control of CM5	3

29	Marketing control.	3
30	International marketing in pharmacy	3
31	Control of CM6	3
31	<b>Semester credit from module 2</b>	3
	<b>The whole amount of hours</b>	<b>92</b>

## 9. Topics of laboratorial lessons

*They are not provided by the working curriculum*

## 10. Self-study work

№	Name of topic	The amount of hours
1	Theoretical bases of management in pharmacy.	3
2	Organization as a management object. External environment of pharmaceutical organizations.	3
3	Successful management. Power. Leadership	3
4	Functions of management.	3
5	Management of decision-making process.	3
6	Communication processes in management.	3
7	Management and office work. Management and informatics.	3
	Control of CM 1	
8	Management and entrepreneurship.	3
9	Management by labor resources and personnel.	3
10	Group dynamics and management. Management by conflicts, stresses.	3
11	Labor relations at market conditions.	3
12	Estimation of management and organization's efficiency.	1
	Control of CM 2	
13	Fundamentals of pharmaceutical marketing.	3
14	Management by the pharmaceutical marketing.	3
15	Marketing research and information	3
16	Study of market of medicines.	3
17	Product in the system of marketing. Assortment policy of pharmaceutical enterprises and pharmacies.	3
18	Product and innovation policy of pharmaceutical enterprises.	3
19	Control of CM 3	
20	Marketing aspects of pricing of pharmaceutical enterprises and pharmacy	6
21	Distribution activity of pharmaceutical enterprises.	6
22	Control of CM 4	5
23	Marketing policy of communications.	3
24	Advertising in the system of pharmaceutical marketing. Advertising of medicines.	3
25	Sales promotion and other facilities of marketing communications.	6
26	"Public relations" as a mean of marketing communications. Merchandizing in pharmacies.	3
27	Control of CM 5	6
28	Marketing control.	1
29	International marketing in pharmacy. TMC5	1
30	Control of CM 6	1,5
	Semester credit from module 2	-
	Exam	<b>22,5</b>
	<b>The whole amount of hours</b>	<b>116</b>

## 11. Tasks for Self-study work

Preparation of abstract, presentation, work with educational and methodical literature, abstract lectures, Internet resources.

1. Submit management models in different countries of the world (Germany, France, Australia, Spain, etc.).
2. Create an algorithm for analyzing the factors of the external environment of a pharmaceutical organization (manufacturer, wholesale company, pharmacies).
3. Features of the application of situational models of leadership.
4. Submit modern methods for calculating the effectiveness of management solutions.
5. Secrets of oratory.
6. Opportunities and prospects for the use of CRM systems in pharmaceutical organizations.
7. The role of Internet resources in the professional activities of pharmaceutical workers.
8. Risk management leading to professional burnout of pharmacy specialists.
9. Develop a question for the procedure for a pharmaceutical organization personnel set for various positions.
10. Methods of preventing conflict relations in labor collectives.
11. Codes of labor laws from different countries.
12. The use of a balanced system of indicators on the example of a pharmacy institution.
13. Marketing functions of pharmaceutical organizations.
14. Modern trends in the global pharmaceutical market.
15. Marketing management of a pharmaceutical organization.
16. The purpose and objectives of the marketing service of a manufacturing pharmaceutical enterprise.
17. Purpose and objectives of the marketing service of a wholesale pharmaceutical firm, wholesale and retail association.
18. Problems and prospects for conducting marketing research in Me-regime.
19. Principles for building a system of marketing information and databases.
20. Investigation of the behavior of consumers of the pharmaceutical product.
21. Analysis of the decision-making process by the end consumer on the choice of drugs.
22. The competitiveness of pharmaceutical products and the main directions of its increase.
23. Formation of the brand of the pharmaceutical manufacturing enterprise.
24. Branding on the consumer market of pharmaceutical goods.
25. Features of determining the price of new products, in particular on new drugs.
26. Conditions for choosing a sales method.
27. Types of sales systems used in the distribution of pharmaceutical products.
28. The feasibility of the use and effectiveness of elements of a set of marketing communications for various pharmacy assortment products.
29. Create examples of the formation of drug demand for various target audiences in the Ukrainian market.
30. Advertising medicines for the population and medical workers in the EU countries.
31. Development of key clients when promoting medicines.
32. Anti-crisis PR measures to neutralize the impact of negative information on the activities of the pharmaceutical enterprise.
33. Plan of communications in case of a crisis situation for a wholesale pharmaceutical enterprise.
34. Features of the system audit in the organization.
35. Appointment of controlling, its main goal.
36. Problems of adaptation of the marketing activity of a pharmaceutical company to the conditions of foreign markets.
37. International marketing activities of domestic pharmaceutical companies.

## 12. Criteria and evaluation order of educational outcomes

Evaluation of the current educational activity (carried out during each class) - test written control, control of theoretical knowledge, practical skills and abilities. When mastering each topic of the content modules for the current educational activity, higher education applicants s are awarded points for all types of activities, which are added up at the end of studying the content module.

### Module 1

Current testing and independent work																				T ot al	
CM 1							C M 1	CM 2					C M 2	CM 3						CM 3	
T 1	T 2	T 3	T4		T 5	T 6		T7	T 8	T 9	T 1 0	T 1 1		T 1 2	T 1 3	T 1 4	T 1 5	T 1 6	T 1 7		
-	1, 2- 2	1, 2- 2	1, 2- 2	1, 2- 2	1, 2- 2	1, 2- 2	1,2 -2	15, 6- 26	1, 2- 2	1, 2- 2	1, 2- 2	1, 2- 2	1, 2- 2	8,4 -14	1, 2- 2	1, 2- 2	1, 2- 2	1, 2- 2	1,2- 2	18- 30	1 0 0

### Module 2

Current testing and independent work													Cym a
CM 4			CM 4	CM 5				CM 5	CM 6		CM 6		
T19		T2 0		T21	T22	T23			T24	T25		T26	
-	1,8 -3	1,8 -3	14,4 -24	1,8- 3	1,8- 3	1,8 -3	3,6- 6	1,8-3	13,2- 22	1,8-3	1,8-3	14,4-24	100

Note: T1, T2 ... T10 are topics of content modules.

The following scoring system is used: according to the calendar, min – 1.2 (2.4) points, max – 2 (4) points.

Evaluation System	Evaluation Criteria
1,2 (1,8)	given to the higher education applicants who: <ul style="list-style-type: none"> <li>• correctly answered 9-10 test tasks;</li> <li>• discovered a comprehensive, systematic, in-depth knowledge of the program material when an oral or written response to theoretical questions, is able to correctly interpret the obtained results; to demonstrate knowledge of the basic and additional literature, provides for creative use;</li> <li>• practical task (design task, the situational task, a graphic task, etc.) performed by the higher education applicants independently without errors</li> </ul>
1,6 (2,4)	given to the higher education applicants who: <ul style="list-style-type: none"> <li>• correctly answered 7-8 of test tasks;</li> <li>• discover a complete knowledge of the program material for oral or written answer to a theoretical question, there is similar to play, but admitted separate insignificant errors;</li> <li>• practical task (design task, the situational task, a graphic task, etc.) performed by the higher education applicants independently without errors;</li> </ul>
2 (3)	given to the higher education applicants who: <ul style="list-style-type: none"> <li>• correctly answered minimum 6 tests;</li> <li>• found lack of in-depth knowledge of the primary program material for oral or written answer to a theoretical question;</li> </ul>

	• practical task completed independently, but made minor errors in arithmetic calculations, etc.
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Note:

For participation in a lecture-conference (presentation with a report, the applicant can additionally receive from 2 to 3.5 points).

Control of mastering content modules 1-6 is carried out in the last classes of studying the topics of content modules. The means of diagnosing the knowledge of the acquirers are test control with the help of a computer program and the solution of a practically-oriented situation with a theoretical justification.

Only those applicants who have completed all types of work provided for in the curriculum (worked out, missed practical classes, etc.)

The structure of the ticket for CM 1-6:

- 20 tests using a computer program, one correct answer to a question is worth 0.1 point: 20 x 0.1 points = 2 points;
- 1 practical situation with theoretical questions - the applicant is graded according to the following scale:

Control of mastering of the content module		
Topic modules	Min points	Max points
Content module 1	15,6	26
Content module 2	8,4	14
Content module 3	18	30
Content module 4	14,4	24
Content module 5	13,2	22
Content module 6	14,4	24

The structure of the ticket:

- 20 tests using a computer program, one correct answer to the question is 0.1 point: 20 x 0,1 points = 2 points;
- 1 case study with theoretical questions, the higher education applicants evaluation scale:

Marks						National scale	Evaluation criteria
CM1	CM2	CM3	CM4	CM5	CM6		
24-20,6	12-10,4	28-24	22-18,8	20-17,4	22-18,8	<i>excellent</i>	is assigned to the higher education applicants whose question revealed a comprehensive, systematic, in-depth knowledge of the program material correctly and fully completed their practical task, is able to correctly interpret the obtained results; to demonstrate knowledge provided at the level of creative use
20,5-17,2	10,3-8,4	23,9-19,9	18,7-15,6	17,3-14,7	18,7-15,6	<i>good</i>	is assigned to the higher education applicants if answers to questions a higher education applicants found to have full knowledge of the program material are provided on the same play, correctly completed the task, showed the

							possession of practical skills, but made a separate insignificant mistakes
17,1-13,6	8,3-6,4	19,8-16	15,5-12,4	14,7-12,1	15,5-12,4	<i>Satisfactory</i>	set when answering the questions, the higher education applicants revealed insufficient knowledge of the primary program material to the extent necessary for further training and work program of the reproductive of reproduction; in General, coped with the task, but some skills possesses insecure
13,5-0	6,3-0	15,9-0	12,3-0	12-0	12,3-0	<i>unsatisfactory</i>	exposed, if the answer to the question, the higher education applicants found serious gaps in knowledge of the basic material, made a fundamental error, could not perform practical tasks, not the problem, the calculations carried out correctly, etc.

Sum of points for the study of CM is the sum of the scores received by the higher education applicants during the study all topic modules.

### Criteria for evaluation at the course exam on discipline "Pharmaceutical Management and Marketing "

The examination ticket consists of 2 theoretical issues and 1 situational tasks that cover the theoretical and practical aspects of the study of modules 1 and 2. For each theoretical question, the higher education applicants is an estimate from 0 to 25, for performing a practical task - from 0 to 50. The results are interpreted by the following scale:

ECTS	Points	National scale	Evaluation criteria
<b>A</b>	<b>90-100</b>	<i>excellent</i>	It is set to a higher education applicants , who, when answering the question, showed comprehensive, systematized, deep knowledge of software, led examples for the pharmaceutical sphere, demonstrated knowledge of the main and additional literature; Correctly and fully completed the practical task, it is able to competently interpret the results obtained; Demonstrate the knowledge provided for at the level of creative use, made appropriate conclusions from the given situation.
<b>B</b>	<b>82-89</b>	<i>very good</i>	It is set to a higher education applicants , who, when answering a question, showed a complete knowledge of the programm material, correctly completed the task, showed possession of practical skills, but allowed separate non-critical mistakes.

<b>C</b>	<b>74-81</b>	<b><i>good</i></b>	It is set to a higher education applicants , who, when answering a question, showed sufficient knowledge of the programm provided for at the level of similar playback, but the answer was not quite complete according to the material studied, there are no examples, the higher education applicants correctly fulfilled the task, showed possession of practical skills, but made separate non-critical mistakes, did not conclusions regarding the practical situation.
<b>D</b>	<b>64-73</b>	<b><i>satisfactory</i></b>	It is set to a higher education applicants , who, when answering a question, showed insufficient knowledge of the main programm material in the amount, which is necessary for further training and work provided for by the program at the level of reproductive reproduction; in general, coped with the task, but at the same time separate skills possesses uncertainty.
<b>E</b>	<b>60-63</b>	<b><i>reasonable</i></b>	It is set to a higher education applicants , who, when answering a question, showed insufficient knowledge of the main programm material in the amount, which is necessary for further training and work provided for by the program at the level of reproductive reproduction; Could not give examples, in general, coped with the task, but made mistakes, while individual skills have uncertain, cannot interpret the results obtained or make certain conclusions from the data obtained.
<b>FX</b> <b>F</b>	<b>35-59</b> <b>1-34</b>	<b><i>unsatisfactory</i></b>	It is set to a higher education applicants , who, when answering a question, showed serious gaps in the knowledge of the main material, made fundamental errors, could not perform practical tasks, did not solve the task, the calculations were carried out incorrectly etc.

### **Evaluation of theoretical knowledge**

For 1 theoretical question, the higher education applicants is an estimate from 0 to 25 points on the scale:

<b>Marks</b>	<b>Evaluation criteria</b>
23-25	It is set to a higher education applicants , who, when answering the question, showed comprehensive, systematized, deep knowledge of software, led examples for the pharmaceutical sphere, demonstrated knowledge of the main and additional literature at the level of creative use, gave examples
20-22	It is set to a higher education applicants , who, when answering a question, showed a complete knowledge of the programm material provided for at the level of similar playback,, correctly completed the task, showed possession of practical skills, but allowed separate non-critical mistakes.
16-19	It is set to a higher education applicants , who, when answering a question, showed insufficient knowledge of the main programm material in the amount, which is necessary for further training and work provided for by the program at the level of reproductive reproduction
0-15	Theoretical question did not pass. It is set to a higher education applicants , who, when answering a question, showed serious gaps in the knowledge of the main material, made fundamental errors

### **Evaluation of practical skills and skills**

Evaluation of the practical task - higher education applicants s have from 0 to 50 points:

<b>Marks</b>	<b>Evaluation criteria</b>
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46-50	The practical task (situational task, graphic task, etc.) performed by the higher education applicants independently without errors. He/she knows how to competently justify the results obtained, skillfully operates the terminology based on the deep knowledge of the programm material, can form conclusions.
40-45	Practical (calculated, graphic) task is made by a higher education applicants without errors, the results are substantiated, the higher education applicants has demonstrated knowledge of the programm provided at the level of similar playback, but did certain non-existent mistakes
30-39	The practical task is fulfilled, but the higher education applicants does not know how to competently interpret the results obtained
0-29	Practical task did not pass. The higher education applicants was unable to perform a practical task

### **13. Forms of current and final control of the success learning**

1. Oral control,
2. Written control,
3. Control of practical skills,
4. Didactic tests,
5. Observation, etc.

**Control form** semester credit and semester exam

### **14. Methodical support**

- 1 Working program of the academic discipline.
- 2 Methodical materials for computer presentations of lectures.
- 3 Methodical recommendations for practical classes and independent work of higher education applicants s.
- 4 List of theoretical questions for the final modular control.
- 5 Tickets for content module control 1-6.
- 6 Package of tickets for complex control work.
- 7 Package of tickets for the exam.
- 8 Textbook in 2 parts, study guides, methodical recommendations for the discipline, for preparation for the final module control before course work, a collection of tests for preparing higher education applicants s for the standardized test exam "KROK-2".

### **15. Reading suggestions**

#### **The main reading suggestions**

1. Management and Marketing in Pharmacy [Electronic resource]: the textbook for foreign students of higher pharmaceutical schools : in 2 parts / Z. Mnushko [at al.], ed. by prof. Z. Mnushko ; National University of Pharmacy. – Electronic text data. – Kharkiv: Publishing center “Dialog”, 2016. – Part I : Management in Pharmacy. – 1 electronic opt. disk (CD-R). – 2,5 Mb. – System requirements: Adobe Acrobat Reader. – Title from the disk label.
2. Management and Marketing in Pharmacy [Electronic resource]: the textbook for foreign students of higher pharmaceutical schools : in 2 parts / Z. Mnushko [at al.], ed. by prof. Z. Mnushko ; National University of Pharmacy. – Electronic text data. – Kharkiv : Publishing center “Dialog”, 2016. – Part II : Marketing in Pharmacy. – 1 electronic opt. disk (CD-R). – 3,7 Mb. – System requirements: Adobe Acrobat Reader. – Title from the disk label.
3. Working book. Pharmaceutical marketing and management: educational -methodical manual / V.V. Malyi, I.V. Pestun, I.V. Sofronova, et al. – Kh. : NUPh, 2020. – 276 p.
4. Pharmaceutical marketing and management: educational manual / V. V. Malyi, S. V. Zhadko, I. V. Bondarieva and others; edited by V.V. Malyi. – Kharkiv : NUPh, 2022. – 226 p.

# Supplementary reading suggestions

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2. Alves, Helena; Fernandes, Cristina; Raposo, Mário. Social media marketing: a literature review and implications. *Psychology & Marketing*, 2016, 33.12: 1029-1038.
3. Armstrong, Gary, et al. *Principles of marketing*. Pearson Australia, 2014. 989p.
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5. Bocconcelli, Roberta, et al. Smes and marketing: a systematic literature review. *International Journal of Management Reviews*, 2018, 20.2: 227-254.
6. Boris, Olga A., et al. "Generating models for innovation development strategy of the industrial complex with references to its management, structure and policies." *Growth Poles of the Global Economy: Emergence, Changes and Future Perspectives*. Springer, Cham, 2020. 615-625.
7. Charlesworth, Alan. *Digital marketing: A practical approach*. Routledge, 2014. 326p.
8. Christopher, Martin; Payne, Adrian; Ballantyne, David. *Relationship marketing*. Routledge, 2013. 264p.
9. Delen D., Dorokhov O., Dorokhova L., Dinçer H., Yüksel S. Balanced scorecard-based analysis of customer expectations for cosmetology services: a hybrid decision modeling approach. *Journal of Management Analytics*. 2020. Vol. 7, No 4. P. 532-563.
10. Egan, John. *Marketing communications*. Sage, 2014. 440p.
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Library of NUPh	<a href="http://nuph.edu.ua/ukrayins-ka-biblioteka/">http://nuph.edu.ua/ukrayins-ka-biblioteka/</a>
Business dictionary	<a href="http://www.businessdictionary.com/definition/management.html">http://www.businessdictionary.com/definition/management.html</a>
Management Information and Management News	<a href="http://www.forbes.com/fdc/welcome_mjx.shtml">http://www.forbes.com/fdc/welcome_mjx.shtml</a>
The Wall Street Journal	<a href="http://online.wsj.com/public/page/management.html">http://online.wsj.com/public/page/management.html</a>
Management Issues : News, advice, opinion & resources	<a href="http://www.management-issues.com/">www.management-issues.com/</a>
Free Management Library	<a href="http://managementhelp.org/">managementhelp.org/</a>
Management Science: INFORMS	<a href="http://pubsonline.informs.org/journal/mnsc">pubsonline.informs.org/journal/mnsc</a>
Journal of Management	<a href="http://jom.sagepub.com/http://translate.google.com.ua/translate?hl=ru&amp;sl=en&amp;u=http://jom.sagepub.com/&amp;prev=/search%3Fq%3Dmanagement%2Bjournal%26biw%3D1361%26bih%3D806">jom.sagepub.com/http://translate.google.com.ua/translate?hl=ru&amp;sl=en&amp;u=http://jom.sagepub.com/&amp;prev=/search%3Fq%3Dmanagement%2Bjournal%26biw%3D1361%26bih%3D806</a>
European Management Journal	<a href="http://www.journals.elsevier.com/european-management-journal/http://translate.google.com.ua/translate?hl=ru&amp;sl=en&amp;u=htt">www.journals.elsevier.com/european-management-journal/http://translate.google.com.ua/translate?hl=ru&amp;sl=en&amp;u=htt</a>

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Strategic Management Journal	<a href="http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1467-6486">onlinelibrary.wiley.com/journal/10.1111/(ISSN)1467-6486</a>
Academy of Management	<a href="http://aom.org/Journals%20Publications">aom.org / Journals &amp; Publications</a>
Journals in Business & Management	<a href="http://www.springer.com/business+%26+management/journals?SGWID=0-40528-0-0-0">http://www.springer.com/business+%26+management/journals?SGWID=0-40528-0-0-0</a> <a href="http://www.springer.com/?SGWID=5-102-0-0-0">http://www.springer.com/?SGWID=5-102-0-0-0</a>
International journal of management & information technology	<a href="http://cirworld.org/journals/index.php/ijmit?gclid=CPyS4MfQsMECFamWtAodrUYAyQ">http://cirworld.org/journals/index.php/ijmit?gclid=CPyS4MfQsMECFamWtAodrUYAyQ</a>
American Marketing Association	<a href="https://www.ama.org">https://www.ama.org</a>
Marketing - Strategy, Planning, Careers and News	<a href="http://marketing.about.com">marketing.about.com</a>
Marketing professionals' perceptions of marketing journals	<a href="http://academia.edu/4951332/Marketing...marketing_journals">academia.edu/4951332/Marketing...marketing_journals</a>
Journal of Marketing	<a href="http://ebookbrowse.net/jo/journal-marketing">ebookbrowse.net/jo/journal-marketing</a>
Journal of Marketing Management - ResearchGate	<a href="https://researchgate.net/journal/0267">researchgate.net/journal/0267</a>