MINISTRY OF HEALTH OF THE REPUBLIC OF BELARUS
Educational Institution
«BELARUSIAN STATE MEDICAL UNIVERSITY»

Контрольный экземпляр

APPROVED
by Rector of the Educational Institution «Belarusian State Medical University»
_____ S.P.Rubnikovich
25.06.2026
Reg. #UD-09-2-01-27/26/edu.

MANAGEMENT AND ECONOMICS OF PHARMACEUTICAL ENTERPRISES

Curriculum of the educational institution in the academic discipline for the specialty

1-79 01 08 «Pharmacy»

2026

Curriculum is based on the educational program «Management and Economics of Pharmaceutical Enterprises», approved 26.06.2025, registration # УД-0912-01-29/2526/уч.; on the educational plan in the specialty 1-79 01 08 «Pharmacy», approved 15.05.2026, registration # 7-07-0912-01/2627/mf

COMPILERS:

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RECOMMENDED FOR APPROVAL:

by the Department of Pharmaceutical Technology with advanced training and retraining course of the Educational Institution «Belarusian State Medical University» (protocol # 11 of 02.06.2026);

by the Scientific and Methodological Council of the Educational Institution «Belarusian State Medical University»
(protocol # 10 of 25.06.2026)

EXPLANATORY NOTE

«Management and Economics of Pharmaceutical Enterprises» is an academic discipline of the module «Management and Economics of Pharmaceutical Enterprises», that contains systematized scientific knowledge on the organization and economics of pharmaceutical production, effective management of resource and scientific-technical potential, as well as innovation and investment activities of a pharmaceutical enterprise in terms of enhancing its economic stability and competitiveness under market conditions.

The aim of the academic discipline «Management and Economics of Pharmaceutical Enterprises» is the formation of specialized competencies for the rational use of resources of a pharmaceutical enterprise, optimization of its performance results and selection of the appropriate strategy and tactics in a changing market environment, taking into account economic laws and the requirements of regulatory legal acts of the Republic of Belarus.

The objectives of the academic discipline «Management and Economics of Pharmaceutical Enterprises» are to develop in student's scientific knowledge regarding:

the organizational, production and economic foundations of the functioning of a pharmaceutical enterprise;

the factors determining the efficiency of a pharmaceutical enterprise in modern economic conditions;

the principles of organizing the production process;

the methods and techniques for evaluating the results of the enterprise's production activities;

the methods for assessing the competitiveness of a pharmaceutical enterprise.

Relations to other academic disciplines

The knowledge, skills and abilities acquired during the study of the academic discipline «Management and Economics of Pharmaceutical Enterprises» are necessary for the successful study of the academic discipline « Pharmaceutical Development with the Fundamentals of Biopharmaceutics».

A student who has mastered the content of the academic discipline should possess the following specialized competency: to participate in the effective management of resource and scientific-technical potential, as well as innovation and investment activities of a pharmaceutical enterprise.

As a result of studying the academic discipline «Management and Economics of Pharmaceutical Enterprises» the student should:

know:

the regulatory legal framework governing the activities of a pharmaceutical enterprise;

the classification of pharmaceutical enterprises by organizational-legal form;

the specifics of organizing the production process at a pharmaceutical enterprise;

the structure and procedure for developing a business plan for a pharmaceutical enterprise;

the essence of innovation and investment activities of a pharmaceutical enterprise;

be able to:

identify directions for the most efficient functioning of a pharmaceutical enterprise;

determine sources of financing and material-technical support for production;

master:

skills in forming the management and production structure of a pharmaceutical enterprise;

methods for calculating the main financial and technical-economic performance indicators of a pharmaceutical enterprise;

techniques for improving product competitiveness.

Total number of hours for the study of the discipline is 90 academic hours, of which 45 classroom hours and 45 hours of student independent work. Classroom hours according to the types of studies: lectures – 9 hours (including 3 hours of supervised student independent work (SSIW)), laboratory classes – 36 hours.

Form of higher education – full-time.

The intermediate assessment is carried out according to the syllabus of the specialty in the form of a credit (9 semester).

ALLOCATION OF ACADEMIC TIME ACCORDING TO SEMESTERS OF STUDY

Code, name of the specialty	Semester	Total number of academic hours	Number of classroom hours				Out-of-class self-studies	Form of intermediate assessment
			Number of classroom hours	including				
				class lectures	SSIW	laboratory classes		
1-79 01 08 «Pharmacy»	9	90	45	6	3	36	45	credit

THEMATIC PLAN

Section (topic) name	Number of class hours	
	lectures (incl. SSIW)	laboratory
1. Pharmaceutical enterprise as a business entity. Pharmaceutical industry of the Republic of Belarus. Organization of production processes at a pharmaceutical enterprise. Good Distribution Practice	1,5	4
2. Human and intellectual resources of a pharmaceutical enterprise. Organization, standardization and remuneration of labor at a pharmaceutical enterprise	1,5	4
3. Formation of production and sales costs; pricing policy of a pharmaceutical enterprise	-	4
4. Product quality, competitiveness of goods and the pharmaceutical enterprise	-	4
5. Accounting and reporting. Fundamentals of effective use of financial resources and analysis of the financial condition of a pharmaceutical enterprise	1,5	4
6. Analysis of the efficiency of economic activity of a pharmaceutical enterprise	1,5	4
7. Management activities at a pharmaceutical enterprise	1,5	4
8. Planning at a pharmaceutical enterprise. Entrepreneurial risk management	-	4
9. Innovation and investment activities of a pharmaceutical enterprise	1,5	4
Total hours	**9**	**36**

CONTENT OF THE ACADEMIC DISCIPLINE

1. Pharmaceutical enterprise as a business entity. Pharmaceutical industry of the Republic of Belarus. Organization of production processes at a pharmaceutical enterprise. Good Distribution Practice

Pharmaceutical enterprise as a business entity. Legal capacity of an enterprise as a legal entity. Stages of the enterprise life cycle. Classification of enterprises according to various criteria: form of ownership, size, capital affiliation, foreign capital participation, specialization, organizational-legal status, type of production.

Pharmaceutical industry of the Republic of Belarus as a priority sector of the national economy, its role in shaping the export potential and economic security of the country.

Pharmaceutical enterprise as an object of state regulation. Regulatory legal framework governing the activities of a pharmaceutical enterprise. Functions of the state in regulating the production activities of enterprises. Procedure for obtaining a license for pharmaceutical activities and activities related to the circulation of narcotic drugs, psychotropic substances and their precursors. Works and services related to the

industrial production of medicinal products and their wholesale distribution.

General and production structure of a pharmaceutical enterprise. Internal operating environment of a pharmaceutical enterprise. External environment of direct and indirect impact on the enterprise. Factors and conditions determining the macro- and micro-environment of the enterprise.

Specifics of organizing the production process at a pharmaceutical enterprise. Manufacturing of medicinal products. Good Manufacturing Practice (GMP). Preparation of premises, technological equipment and personnel for the industrial production of medicinal products. Documentation system of a pharmaceutical enterprise. Production program of an enterprise, its essence and system of indicators. Rhythm of production. Production capacity of an enterprise and ways to improve its utilization.

Good Distribution Practice (GDP).

2. Human and intellectual resources of a pharmaceutical enterprise. Organization, standardization and remuneration of labor at a pharmaceutical enterprise

Economic essence of the concepts «labor» and «labor resources». Classification of personnel and statistics of their headcount. Professional composition and competitiveness of staff.

Personnel policy in the pharmaceutical industry and determining the need of a pharmaceutical enterprise for employees.

Labor productivity and the economic significance of its growth. Indicators of labor productivity at a pharmaceutical enterprise and methods for determining them. Factors and main directions for increasing labor productivity.

Economic essence and classification of intellectual resources. Patent and patent research. Valuation of intellectual property objects. Protected information. Trade secret.

Essence, content and main tasks of labor organization. Forms of division and cooperation of labor. Organization and maintenance of workplaces at a pharmaceutical enterprise.

Content and functions of labor standardization. Main types of labor input standards and output standards: standards of working time, labor intensity, production output, maintenance, headcount, etc.

Forms and systems of remuneration at a pharmaceutical enterprise. Tariff system. Unified Tariff-Qualification Reference Book of Jobs and Occupations of Workers. Unified Qualification Reference Book of Positions of Managers, Professionals and Other Employees. Unified Tariff Scale. System of additional payments, allowances and compensations to the tariff rates of employees of a pharmaceutical enterprise. Wage management. Possibility of using flexible remuneration systems. Formation at a pharmaceutical enterprise of a system of incentives and motivation that promotes the creative development of employees and growth of labor productivity.

3. Formation of production and sales costs; pricing policy of a pharmaceutical enterprise

Production resources and their classification. Sources of financing and material-

technical support for production.

Concept, classification, structure and types of valuation of fixed assets of a pharmaceutical enterprise. Depreciation and amortization of fixed assets of a pharmaceutical enterprise. Assessment of the economic efficiency of using fixed assets at a pharmaceutical enterprise (capital productivity, capital intensity, profitability), directions for improving the efficiency of their use.

Concept and classification of current assets of a pharmaceutical enterprise. Rationing of current assets of a pharmaceutical enterprise. Ways to improve the efficiency of using current assets of a pharmaceutical enterprise.

Costs of a pharmaceutical enterprise and their classification. Concept of product cost, its structure and types. Product cost management. Factors, ways and methods of reducing product costs. Expenses from current activities. Costing per unit of output. Cost calculation. State regulation of production and sales costs.

Economic essence of product price, classification and functions of prices. Principles of pricing at a pharmaceutical enterprise. Pricing factors.

Pricing policy of a pharmaceutical enterprise. Pricing strategies.

Methods of setting prices for medicinal products. State regulation of prices and pricing. State regulation of prices for medicinal products in the Republic of Belarus.

4. Product quality, competitiveness of goods and the pharmaceutical enterprise

Product quality as the main factor of production efficiency and product competitiveness. Product quality indicators and methods for determining them. Quality management system at a pharmaceutical enterprise.

Concepts and their definitions: competition, competitiveness, competitive advantage. Factors of competitiveness and competitive advantages of a pharmaceutical enterprise and medicinal products. Methods for assessing the competitiveness of enterprises and products. Components of the integral indicator of product competitiveness. Methods for improving product competitiveness. Increasing the export potential of manufactured medicinal products.

Main directions for improving economic efficiency and competitiveness levels of pharmaceutical enterprises in the Republic of Belarus. State regulation of the competitive environment and creation of conditions for increasing enterprise competitiveness. Antimonopoly policy of the state.

Non-price factors of the distribution sphere in the system of enhancing organizational competitiveness. Industrial service. Formation of brands and branding of an enterprise. Corporate image.

5. Accounting and reporting. Fundamentals of effective use of financial resources and analysis of the financial condition of a pharmaceutical enterprise

Accounting and its significance for managing the operations of a pharmaceutical enterprise. Specifics of organization and objectives of operational, statistical and financial accounting at a pharmaceutical enterprise.

Financial statements as a source of information support for the economic activities of a pharmaceutical enterprise. Main technical-economic performance indicators of a pharmaceutical enterprise. Composition of quarterly and annual reporting of an industrial pharmaceutical enterprise. Summary content of the balance

sheet of a pharmaceutical enterprise.

Essence and content of finances of a pharmaceutical enterprise, their role in the financial system. Sources of formation, structure and functions of finances of pharmaceutical enterprises. Capital of a pharmaceutical enterprise. Content of financial activities of a pharmaceutical enterprise and factors influencing their efficiency.

Content of financial-economic analysis. Goals, objectives and sources of information for analyzing the financial condition of a pharmaceutical enterprise. Analysis of financial stability, solvency and liquidity of a pharmaceutical enterprise.

6. Analysis of the efficiency of economic activity of a pharmaceutical enterprise

Essence and indicators of profit, its formation and distribution. Functions of profit as an economic category. Main directions for increasing profit of a pharmaceutical enterprise.

Profitability of a pharmaceutical enterprise, types of profitability.

Methods for calculating the main financial and technical-economic performance indicators of a pharmaceutical enterprise. Taxes and payments of a pharmaceutical enterprise.

Concepts of economic efficiency of production and of a pharmaceutical enterprise. Indicators, methods of determination, main directions for improving the economic efficiency of a pharmaceutical enterprise. Consideration of contemporary global economic trends when assessing the economic efficiency of a pharmaceutical enterprise.

7. Management activities at a pharmaceutical enterprise

Pharmaceutical enterprise as an object and subject of management. Evolution of scientific schools (theories) of management. Process, system and situational approaches in management. Mission of a pharmaceutical enterprise, formulation of long-term, medium-term and short-term goals, substantiation and evaluation of development strategies and objectives. Identification of directions for the most efficient functioning of a pharmaceutical enterprise.

Organizational structure of enterprise management. Specifics of managing pharmaceutical enterprises.

Organization of labor activities of employees of pharmaceutical enterprises in accordance with the requirements of regulatory legal acts.

Fundamentals of crisis management in an organization within the framework of procedures of economic insolvency (bankruptcy).

8. Planning at a pharmaceutical enterprise. Entrepreneurial risk management

Essence, goals and objectives of planning at a pharmaceutical enterprise. Classification of plans. Methods for planning the development of a pharmaceutical enterprise.

Business plan of a pharmaceutical enterprise, its structure and methodological foundations for development. Feasibility study. Planning the production program of a pharmaceutical enterprise.

Entrepreneurial risks of a pharmaceutical enterprise, their essence, types, methods of assessment. Main directions and methods for reducing entrepreneurial

risks. Entrepreneurial risk management.

9. Innovation and investment activities of a pharmaceutical enterprise

Essence of innovation policy and innovation activity of a pharmaceutical enterprise. Main provisions of the Law of the Republic of Belarus «On State Innovation Policy and Innovation Activity in the Republic of Belarus». Innovation projects and programs. Infrastructure of innovation activity. Strategies of innovation activity of an enterprise. Stages of innovation activity. Innovations (innovation product) as a result of innovation activity. Innovation risks.

Essence and classification of investments. Investment activity and investment projects of a pharmaceutical enterprise. Objects and forms of investment activity. Assessment of economic efficiency of investment projects. Investment risks. Ways to improve the efficiency of investment activity of an enterprise. Investment potential.

ACADEMIC DISCIPLINE «MANAGEMENT AND ECONOMICS OF PHARMACEUTICAL ENTERPRISES»
CURRICULAR CHART

Section, topic #	Section (topic) name	Number of hours		Supervised student independent work	Literature	Practical skills	Form of control	
		lectures	laboratory				of practical skills	of current / intermediate assessment
	Lectures	**6**	**-**	**3**				
1.	Pharmaceutical enterprise as a business entity. Pharmaceutical industry of the Republic of Belarus. Organization of production processes at a pharmaceutical enterprise. Good Distribution Practice	1,5	-	-	1, 3, 5-9			
2.	Human and intellectual resources of a pharmaceutical enterprise. Organization, standardization and remuneration of labor at a pharmaceutical enterprise	1,5	-	-	1-4, 9			
5.	Accounting and reporting. Fundamentals of effective use of financial resources and analysis of the financial condition of a pharmaceutical enterprise	-	-	1,5	1, 3, 4, 9			Tests
6.	Analysis of the efficiency of economic activity of a pharmaceutical enterprise	1,5	-	-	1, 3, 4, 9			
7.	Management activities at a pharmaceutical enterprise	1,5	-	-	1, 2, 9			
9.	Innovation and investment activities of a pharmaceutical enterprise	-	-	1,5	1, 3, 4, 9			Tests
	Laboratory classes	**-**	**36**	**-**				
1.	Pharmaceutical enterprise as a business entity. Pharmaceutical industry of the Republic of Belarus. Organization of production processes	-	4	-	1, 3, 5-9	Assessment of registration activity of domestic manufacturers, using the	Report on laboratory work	Interview

	at a pharmaceutical enterprise. Good Distribution Practice					example of one of the Belarusian pharmaceutical enterprises		
2.	Human and intellectual resources of a pharmaceutical enterprise. Organization, standardization and remuneration of labor at a pharmaceutical enterprise	-	4	-	1-4, 9	Calculation of wages of a pharmaceutical enterprise employee depending on the labor participation coefficient. Calculation of wages of a pharmaceutical enterprise employee depending on output produced. Calculation of wages of a pharmaceutical enterprise employee depending on time worked	Report on laboratory work	Tests
3.	Formation of production and sales costs; pricing policy of a pharmaceutical enterprise	-	4	-	1-4, 9	Calculation of depreciation charges using the straight-line method. Calculation of depreciation charges using the declining balance method. Calculation of depreciation charges using the sum-of-the-years'-digits method. Calculation of material costs for the production of an industrial batch of tablets. Calculation of material costs for the production of an industrial batch of nasal drops. Calculation of material costs for the production of an industrial batch of ointment	Report on laboratory work	Account of practical exercise

4.	Product quality, competitiveness of goods and the pharmaceutical enterprise	-	4	-	1-4, 9	Preparation of a SWOT matrix	Report on laboratory work	Tests
5.	Accounting and reporting. Fundamentals of effective use of financial resources and analysis of the financial condition of a pharmaceutical enterprise	-	4	-	1, 3, 4, 9	Calculation of labor productivity of employees of a pharmaceutical enterprise. Assessment of competitiveness of antihypertensive medicinal products	Report on laboratory work	Interview, account of practical exercise
6.	Analysis of the efficiency of economic activity of a pharmaceutical enterprise	-	4	-	1, 3, 4, 9	Calculation of gross profit and net profit of a pharmaceutical enterprise for the reporting period. Calculation of production profitability and sales profitability of a pharmaceutical enterprise for the reporting period	Report on laboratory work	Tests
7.	Management activities at a pharmaceutical enterprise	-	4	-	1, 2, 9	Preparation of a SWOT matrix	Report on laboratory work	Tests
8.	Planning at a pharmaceutical enterprise. Entrepreneurial risk management	-	4	-	1, 3, 4, 9	Preparation of a SWOT matrix	Report on laboratory work	Tests
9.	Innovation and investment activities of a pharmaceutical enterprise	-	4	-	1, 3, 4, 9	Assessment of registration activity of domestic manufacturers, using the example of one of the Belarusian pharmaceutical enterprises	Report on laboratory work	Interview, tests. Credit
	Total hours	**6**	**36**	**3**				

*This is a mandatory form of current certification.

INFORMATION AND INSTRUCTIONAL UNIT

LITERATURE

Basic:

1. Bhardwaj, R. Economics of the Pharmaceutical and Medical Device Industry : Supply Chain, Trade and Innovation / R. Bhardwaj. – London ; New York : Routledge, 2025. – 188 p.

Additional:

2. Aliekperova, N. Leadership in the Pharmaceutical Industry. From Theory to Practice. – 1st ed. – Routledge, 2025. – 150 p.

3. Pharma Marketing and Pharmacoeconomics Opportunities, Challenges and the Way Forward / R. Malviya [et al.]. – CRC Press, 2024. – 386 p.

4. Management and Marketing in Pharmacy: the textbook for foreign students of higher pharmaceutical schools : in 2 part. Part I : Management in Pharmacy / Z. Mnushko [et al.] ; ed. by Z. Mnushko; National University of Pharmacy. – Kharkiv : Dialog, 2016. – 264 p.

Normative regulatory acts:

5. Code of Ethics and Professional Conduct for Pharmaceutical Personnel – Pharmacy Council. – 2015. – P 1-18.

6. EudraLex. The Rules Governing Medicinal Products in the European Union. Vol. 4: Good Manufacturing Practice Guidelines for Medicinal Products for Human and Veterinary Use / European Commission. – Brussels, 2018.

7. WHO Good Manufacturing Practices : main principles for pharmaceutical products / WHO Expert Committee on Specifications for Pharmaceutical Preparations : fiftieth report. – Geneva : World Health Organization, 2016.

8. Guidelines on Good Distribution Practice of medicinal products for human use (2013/C 343/01) / European Commission. – 2013. – Vol. 56. – P. 1–14.

Electronic courseware for the academic discipline «Management and Economics of a Pharmaceutical Enterprise»:

9. https://etest.bsmu.by/course/view.php?id=1697.

METHODOLOGICAL RECOMMENDATIONS FOR THE ORGANIZATION AND PERFORMANCE OF STUDENT INDEPENDENT WORK IN THE ACADEMIC DISCIPLINE

The time allocated for independent work can be used by students for:
preparing for lectures and laboratory classes;
preparing for credit in the academic discipline;
studying the topics (issues) designed for independent work;
problem solving;
performing research and creative tasks;
preparing thematic reports, abstracts, presentations;
taking notes of educational literature;
preparing reports;
compiling a review of scientific literature on a given topic;
execution of information and demonstration materials (stands, posters, graphs,

tables, newspapers, etc.);

making models, laboratory teaching aids;

compilation of a thematic selection of literature sources, Internet sources;

preparation of tests by students for the organization of mutual knowledge assessment.

METHODOLOGICAL RECOMMENDATIONS FOR THE ORGANIZATION AND PERFORMANCE OF SUPERVISED STUDENT INDEPENDENT WORK IN THE ACADEMIC DISCIPLINE

APPROXIMATE LIST OF TASKS FOR SUPERVISED STUDENT INDEPENDENT WORK:

preparation and presentation of abstracts;

presentation of reports;

studying topics and problems that have not been discussed at the lectures;

computer testing;

participation in active forms of education.

FORMS OF CONTROL OF SUPERVISED STUDENT INDEPENDENT WORK:

tests.

LIST OF AVAILABLE DIAGNOSTIC TOOLS

The following forms are used for competence assessment:

interview;

tests;

account of practical exercise;

report on laboratory work.

LIST OF AVAILABLE TEACHING METHODS

Traditional method;

active (interactive) methods:

Problem-Based Learning (PBL);

Team-Based Learning (TBL);

Research-Based Learning (RBL).

LIST OF PRACTICAL SKILLS

Name of practical skills	Form of practical skills control
1. Calculation of depreciation charges using the straight-line method	Report on laboratory work
2. Calculation of depreciation charges using the declining balance method	Report on laboratory work
3. Calculation of depreciation charges using the sum-of-the-years'-digits method	Report on laboratory work
4. Calculation of material costs for the production of an industrial batch of tablets	Report on laboratory work
5. Calculation of material costs for the production of an	Report on laboratory

Name of practical skills	Form of practical skills control
industrial batch of nasal drops	work
6. Calculation of material costs for the production of an industrial batch of ointment	Report on laboratory work
7. Calculation of wages of a pharmaceutical enterprise employee depending on the labor participation coefficient	Report on laboratory work
8. Calculation of wages of a pharmaceutical enterprise employee depending on output produced	Report on laboratory work
9. Calculation of wages of a pharmaceutical enterprise employee depending on time worked	Report on laboratory work
10. Calculation of gross profit and net profit of a pharmaceutical enterprise for the reporting period	Report on laboratory work
11. Calculation of production profitability and sales profitability of a pharmaceutical enterprise for the reporting period	Report on laboratory work
12. Calculation of labor productivity of employees of a pharmaceutical enterprise	Report on laboratory work
13. Preparation of a SWOT matrix	Report on laboratory work
14. Assessment of competitiveness of antihypertensive medicinal products	Report on laboratory work
15. Assessment of registration activity of domestic manufacturers, using the example of one of the Belarusian pharmaceutical enterprises	Report on laboratory work

PROTOCOL OF THE CURRICULUM APPROVAL BY OTHER DEPARTMENTS

Title of the discipline requiring approval	Department	Amendments to the curriculum in the academic discipline	Decision of the department, which designed the curriculum (date, protocol #)
Industrial Technology of Drugs	Pharmaceutical Technology with advanced training and retraining course	There are no offers	Recommended for use. Protocol # 14 of 16.05.2025

COMPILERS/AUTHORS:

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Curriculum content, composition and the accompanying documents comply with the established requirements.

Head of the Office of Educational Activities of the educational Institution «Belarusian State Medical University»
24.06.2026 _____ I.L.Kotovich

Methodologist of the Educational and Methodological Department of the Office of Educational Activities of the educational institution «Belarusian State Medical University»
24.06.2026 _____ S.V.Zaturanova