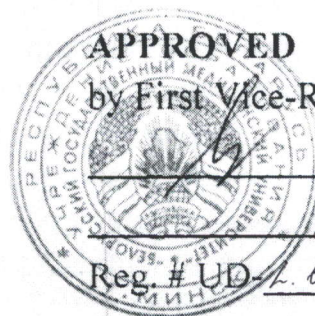


MINISTRY OF HEALTH OF THE REPUBLIC OF BELARUS
EDUCATIONAL INSTITUTION
BELARUSIAN STATE MEDICAL UNIVERSITY

Контрольный
экземпляр



APPROVED

by First Vice-Rector, Professor

I.N. Moroz

29.06.2020

Reg. # UD-1.619/2021/edu.

MANAGEMENT OF PHARMACY

**Curriculum of higher educational institution
in the educational discipline for the specialty:**

1-79 01 08 «Pharmacy»

Curriculum is based on the educational program «Management of Pharmacy», approved 10.11.2017, registration # УД-Л.619/1718/уч.

COMPILERS:

O.V.Mushkina, Head of the Pharmacy Organization Department of the Educational Institution «Belarusian State Medical University», PhD, Associate Professor;

N.S.Gurina, Dean of the Pharmaceutical Faculty of the Educational Institution «Belarusian State Medical University», PhD, D.Sc, Professor;

A.Yu.Mizulo, Assistant of the Pharmacy Organization Department of the Educational Institution «Belarusian State Medical University»;

S.V.Shevchuk, Assistant of the Pharmacy Organization Department of the Educational Institution «Belarusian State Medical University»

RECOMMENDED FOR APPROVAL:

by the Pharmacy Organization Department of the Educational Institution «Belarusian State Medical University»
(protocol # 10 of 11.05.2020);

by the Scientific Methodical Council of the Educational Institution «Belarusian State Medical University»
(protocol # 10 of 26.06.2020)

EXPLANATORY NOTE

«Management of Pharmacy» is an academic discipline that includes a set of methods, principles, means and forms of management of pharmacy and pharmaceutical organizations using labor, intelligence, motives of employee behavior.

The aim of teaching and learning the discipline «Management of Pharmacy» is to provide the students with the scientific knowledge of the rational organization of work; application of laws, methods and functions of management in pharmaceutical activities; using the basics of management analysis to develop a strategy for the development of a pharmacy and pharmaceutical organization.

The tasks of teaching and learning the academic discipline are to develop the students academic, social and personal and professional competencies, based on the ability to self-search educational and information resources, as well as acquire and understand the knowledge of:

- various management styles for solving specific management tasks;
- the order of development, adoption and control over the implementation of management decisions;
- the basics of office work and workflow in pharmacy and pharmaceutical organizations;
- the process of managing internal and external communications, methods and means of obtaining, processing information in pharmacy and pharmaceutical organizations;
- the basics of personnel, innovation, anti-crisis, gender, strategic and time management for the management of pharmacy and pharmaceutical organizations.

Teaching and successful learning of the discipline «Management of Pharmacy» is carried out on the basis of the knowledge and skills acquired by students in the following academic disciplines:

Fundamentals of Medical Statistics. Management optimization methods in pharmacy.

Philosophy. Interpersonal relationships and communication. Interaction of people in small groups. Personality and group as a subject and object of management.

Organization and economics of pharmacy. Regulatory support, state policy in the field of health care and pharmacy. Health care structure, management of the pharmaceutical market subjects of the Republic of Belarus. Organization of work of pharmacies, pharmacy warehouses, control and analytical laboratories. Staffing of the pharmaceutical health sector.

Industrial technology of drugs. General principles of organizing the production of medicines at pharmaceutical enterprises.

Management and economics of pharmaceutical enterprises. Organization and legal forms, production structure and infrastructure, environment of enterprise functioning. Management activities at the enterprise. Innovation and investment activities.

As a result of studying the discipline «Management of Pharmacy» the student should

know:

- fundamentals of pharmaceutical management;
- organizational structure of management;
- the process of development, adoption, implementation, control of management decisions;
- the basics of office work in the management activities of a pharmacy organization;
- features of strategic, innovative, anti-crisis, gender, personnel, time management;

be able to:

- organize and control the implementation of management decisions;
- create an optimal management model for pharmacy and pharmaceutical organizations based on the results of the management analysis;
- draw up, fill out, register and store documents;
- draw up a list of cases in the organization;
- form the personal files of managers and specialists;
- determine the strategy and tactics of communication;
- conduct business meetings, negotiations;

master:

- the skills of rational organization of the manager's work;
- the ability to define and choose a leadership style in various production situations;
- the rules of maintaining the document flow in the pharmacy;
- the ability to solve conflict situations;
- the choice of means and forms of business communication;
- business communication skills.

The curriculum for the academic discipline «Management of Pharmacy» consists of two sections. The first section «Fundamentals of Management» is devoted to the characteristics of laws, principles, functions, types and methods of management, organizational structures of management, the essence of management activities, management styles, strategic, innovative and anti-crisis management. The second section of the program «Office work, communications, fundamentals of personnel management» provides the basics of organizing office work and workflow in pharmacy and pharmaceutical organizations, the basics of personnel management.

Total number of hours for the study of the discipline is 114 academic hours. Classroom hours according to the types of studies: lectures – 18 hours, practical studies – 48 hours, student independent work (self-study) – 48 hours.

Current assessment is carried out according to the curriculum for the specialty in the form of a credit (9 semester).

Form of higher education – full-time day.

**ALLOCATION OF ACADEMIC TIME
ACCORDING TO THE SEMESTERS OF STUDY**

Code, name of the specialty	semester	Number of academic hours					Form of current assessment
		total	in-class	including		out-of-class self-studies	
				lectures	practical classes		
1-79 01 08 «Pharmacy»	9	114	66	18	48	48	credit
Total hours		114	66	18	48	48	

THEMATIC PLAN

Section (topic) name	Number of class hours	
	lectures	practical
1. Management basics	8	22
1.1. Introduction to the educational discipline «Management of Pharmacy»	2	2
1.2. Pharmacy and pharmaceutical organizations as an object of management		2
1.3. The essence of management activities	2	8
1.4. Strategic management. Management analysis	2	6
1.5. Innovative and anti-crisis management	2	4
2. Office work, communications, fundamentals of personnel management	10	26
2.1. Office work in pharmacy and pharmaceutical organizations	2	6
2.2. Communication in pharmacy and pharmaceutical organizations	2	4
2.3. Conflict and stress Management of Pharmacy and pharmaceutical organizations	-	2
2.4. Personnel Management of Pharmacy and pharmaceutical organizations	2	6
2.5. Motivation and incentive systems in pharmacy and pharmaceutical organizations	2	4
2.6. Working time management. Time management	2	2
2.7. Gender management		2
Total hours	18	48

CONTENT OF THE EDUCATIONAL MATERIAL

1. Basics of management

1.1. Introduction to the educational discipline «Management of Pharmacy»

Introduction to the discipline «Management of Pharmacy». Management development stages. The main schools of management: rationalistic, administrative (classical), the school of human relations, the school of management science (quantitative methods). Laws, principles, models and types of management.

Horizontal and vertical division of labor in pharmacy and pharmaceutical organizations. Subject and object of management. Pharmacy and pharmaceutical organizations as an object of management. Levels (hierarchy) of management. The essence and relationship of management functions, their characteristics.

Management approaches: situational, systemic, processing. Management methods: organizational and administrative, economic, socio and psychological and their use in pharmacy and pharmaceutical organizations.

1.2. Pharmacy and pharmaceutical organizations as an object of management

The concept of organization in management. Pharmacy and pharmaceutical organizations, their external and internal environment. Formal and informal organizations.

Types of organizational structures: linear, functional, linear-functional (headquarters), matrix. Organizational structures in pharmacy. Single pharmacies, pharmacy chains, pharmacy holdings. Concerns, alliances, corporations, medical and pharmaceutical clusters.

1.3. The essence of management activities

Content and features of managerial work. The main directions of the rational organization of the manager's work. Requirements for the manager. Managerial powers and responsibility of the manager. Delegation of authorities. Power and personal influence of the manager. The terms of the manager authority. Features of managerial work in pharmacy and pharmaceutical organizations.

Concept of management style. Main styles of management: authoritarian, democratic, liberal. Adaptive management style. Additional management styles: paternalism, opportunism, facadeism. Management grating according to Blake and Mouton. McGregor's «x» and «y» theory.

Formal and informal leadership and its role in the management of the organization. Differences between a manager and a leader. Theories of leadership.

Content and types of management decisions. Process, methods, stages, individual styles of making management decisions. Conditions for the effectiveness of management decisions, organization and control of their implementation.

The culture of managerial work in pharmacy and pharmaceutical organizations.

1.4. Strategic management. Management analysis

Strategic management. Concepts, objectives and principles of strategic management. Stages of strategic management.

The concept of the mission of the organization. Mission and goals of pharmacy and pharmaceutical organizations. Management by goals.

External and internal analysis of the activities of pharmacy and pharmaceutical organizations. The concept of management analysis. Systemic and dynamic principles of management analysis, levels of its implementation. Place of management analysis in developing the strategy of pharmacy and pharmaceutical organization. Portfolio analysis. Matrix Boston Consulting Group, McKinsey, Ansoff, Shell, Abel.

Formation of strategic goals and the choice of enterprise strategy.

The essence of strategic planning. The main elements of the strategic plan and the organization of its development. Implementation of the strategic plan. Strategic controlling.

The role of senior management in managing strategic change of the organization.

1.5. Innovative and anti-crisis management

The concept of innovation and innovation process. Scientific, technical and innovative activities of pharmacy and pharmaceutical organizations. Types of innovations. Organizational structures of innovation Management of Pharmacy. Choosing an innovative strategy. Pharmacy innovation management.

General characteristics and classification of crises of the organization. State anti-crisis regulation in the Republic of Belarus. Crisis factors and their analysis. Methods of overcoming the financial crisis in the organization. Bankruptcy, reorganization, liquidation proceedings. Financial recovery of insolvent companies. Anti-crisis personnel management. The role of the anti-crisis manager. Anti-crisis Management of Pharmacy and pharmaceutical organizations.

2. Office work, communications, fundamentals of personnel management

2.1. Office work in pharmacy and pharmaceutical organizations

Fundamentals of organizing office work in pharmacy and pharmaceutical organizations. Principles of document classification. Basic rules for the compiling and legalization of documents. Forms of blank documents. Mandatory and additional details of documents. Electronic documents. Registration and procedure for handling documents in electronic form.

The main types of organizational and administrative documents in pharmacy and pharmaceutical organizations. General rules for registration of documents, control of their execution.

Stages of document flow. Drawing up a nomenclature and forming files. Storage of documents and transmission them to the archive.

2.2. Communication in pharmacy and pharmaceutical organizations

The role of communications in the activity of pharmacy and pharmaceutical organizations. Classification of communications. Elements and stages of the communication process. Factors affecting the quality of information exchange. Feedback value. Reasons for distorting messages. Management of internal communications in the organization. Corporate publications in pharmacy and

pharmaceutical organizations. Use of modern information technologies. External communications management. Corporate public relations. Management of information and reference and information service of a pharmacy organization.

Information security assurance. Conveying information to the audience (storytelling in personnel management).

Business communication, its importance for the activities of pharmacy and pharmaceutical organizations. Forms and organization of business communication. Functions, stages and features of business communication. Business negotiations, meetings, public speaking. Business communication by phone.

Corporate culture of pharmacy and pharmaceutical organizations.

2.3. Conflict and stress management in pharmacy and pharmaceutical organizations

Causes and types of conflicts in pharmacy and pharmaceutical organizations. Conflict resolution methods in pharmacy and pharmaceutical organizations. The behavior strategy of pharmaceutical workers in a conflict situation. The role of a leader in resolving conflicts in a pharmacy and pharmaceutical organization. Stress management in the organization.

2.4. Personnel management in pharmacy and pharmaceutical organizations

Personnel management, its basic concepts and terms. The essence of social personnel management.

The concept of the state personnel policy of the Republic of Belarus. Sectoral program «Personnel» of the Ministry of Health of the Republic of Belarus.

Personnel policy of pharmacy and pharmaceutical organizations.

Organization of the activities of departments of pharmacy and pharmaceutical organizations that manage personnel. Analysis of the needs in personnel, the formation of methods and procedures for the selection of personnel. Post profile as a tool for assessing the post and the employee. Stages of selection and selection of personnel (recruiting). Distribution of graduates and their direction to work under an agreement on targeted training of a specialist. Attraction of personnel from outside organizations, counteraction to enticement of personnel to other organizations.

Assessment of working conditions for employees of pharmacy and pharmaceutical organizations and measures to improve them. Adaptation, organization of training, personnel attestation. Team building in pharmacy and pharmaceutical organizations.

The image of a pharmacy and pharmaceutical organization in the labor market.

2.5. Motivation and incentive systems in pharmacy and pharmaceutical organizations

External and internal motivation. Theories of motivation by Maslow, Alderfer, McClelland, Herzberg, Vroom, Porter-Lauler. Principles of an effective motivation system. Motivational models. Development and implementation of incentive systems in pharmacy and pharmaceutical organizations. Motivation for post growth. Patterns of career advancement. Career management of pharmaceutical workers.

Labor incentives in local regulatory legal acts of pharmacy and pharmaceutical organizations.

2.6. Working time management. Time management

The reasons for the lack of time. Time use analysis. Time management tools: Eisenhower matrix, Pareto principle, Gantt chart. Organization of the workplace and its impact on the use of working time. Time management stages: goal setting, planning and prioritization, plan implementation, monitoring goal achievement and plan implementation.

2.7. Gender management

Reasons for gender asymmetry, gender stereotypes in the labor market. The influence of gender differences between managers and subordinates on the efficiency of management processes in pharmacy and pharmaceutical organizations. Features of male and female teams. Male and female management styles. Gender differences in the system of motivation and incentives for work, business etiquette. Features of the managerial career of women and men. The authority of a woman leader. Factors impeding the career advancement of women. Ensuring gender equality in the social and labor sphere.

EDUCATIONAL DISCIPLINE CURRICULAR CHART

Section, topic #	Section (topic) name	number of hours		Self-studies	Form of control
		lectures	practical		
1	Management basics	8	22	20	
1.1	Introduction to the educational discipline «Management of Pharmacy»	2	2	4	frontal, individual and combined questioning; electronic tests
1.2	Pharmacy and pharmaceutical organizations as an object of management	-	2	4	frontal, individual and combined questioning; electronic tests;
1.3	The essence of management activities	2	8	4	frontal, individual and combined questioning; electronic tests
1.4	Strategic management. Management analysis	2	6	4	frontal, individual and combined questioning; electronic tests; solving situational problems
1.5	Innovative and anti-crisis management	2	4	4	frontal, individual and combined questioning; electronic tests; colloquium
2	Office work, communications, fundamentals of personnel management	10	26	28	
2.1	Office work in pharmacy and pharmaceutical organizations	2	6	4	frontal, individual and combined questioning; electronic tests

2.2	Communication in pharmacy and pharmaceutical organizations	2	4	4	4	frontal, individual and combined questioning; electronic tests; solving situational problems; report
2.3	Conflict and stress management in pharmacy and pharmaceutical organizations	-	2	4	4	frontal, individual and combined questioning; electronic tests; tests; solving situational problems
2.4	Personnel management in pharmacy and pharmaceutical organizations	2	6	4	4	frontal, individual and combined questioning; electronic tests; tests; colloquium
2.5	Motivation and incentive systems in pharmacy and pharmaceutical organizations	2	4	4	4	frontal, individual and combined questioning; report; electronic tests
2.6	Working time management. Time management	2	2	4	4	frontal, individual and combined questioning; electronic tests; solving situational problems
2.7	Gender management		2	4	4	frontal, individual and combined questioning; credit
		18	48	48	48	

INFORMATION AND INSTRUCTIONAL UNIT

LITERATURE

Basic:

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).

Additional:

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).

LIST OF AVAILABLE DIAGNOSTIC TOOLS

The following forms are used for competence assessment diagnostics:

1. Oral form:
 - frontal, individual and combined questioning.
2. Written form:
 - tests;
 - colloquium;
 - report.
3. Oral-written form:
 - credit;
 - case-based assessment (solving situational problems).
4. Technical form:
 - electronic tests.

LIST OF PRACTICAL SKILLS

1. Compilation Eisenhower matrix.
2. Drawing up a Gantt chart.
3. Conducting SWOT- analysis.
4. Construction of the matrix of the Boston Consulting Group.
5. Conducting portfolio analysis.
6. Writing various types of documents.
7. Development of an organization's strategy.

LIST OF LECTURES**9 SEMESTER**

1. Introduction to the discipline «Management of Pharmacy». Pharmacy and pharmaceutical organizations as an object of management.
2. The essence of management activities.
3. Strategic management. Management analysis.
4. Innovative and anti-crisis management.
5. Office work in pharmacy and pharmaceutical organizations.
6. Communication in pharmacy and pharmaceutical organizations. Conflict and stress Management of Pharmacy and pharmaceutical organizations.
7. Personnel Management of Pharmacy and pharmaceutical organizations.
8. Motivation and incentive systems in pharmacy and pharmaceutical organizations.
9. Working time management. Time management. Gender management.

LIST OF PRACTICAL STUDIES**9 SEMESTER**

1. Introduction to the discipline «Management of Pharmacy». Management development stages. Basic schools of management.
2. Pharmacy and pharmaceutical organizations as an object of management. The concept of organization in management. Pharmacy and pharmaceutical organizations, their external and internal environment. Formal and informal organizations.
3. The essence of management activities. Content and features of managerial work. The main directions of the rational organization of the manager's work. Requirements for the manager.
4. Strategic management. Management analysis. Strategic management. Concepts, objectives and principles of strategic management. Stages of strategic management. The role of senior management in managing of strategic changes in an organization.
5. Innovative and anti-crisis management. The concept of innovation and innovation process. Scientific, technical and innovative activities of pharmacy and pharmaceutical organizations. Types of innovations. Organizational structures of innovation Management of Pharmacy.
6. Office work in pharmacy and pharmaceutical organizations. Fundamentals of organizing office work in pharmacy and pharmaceutical organizations. Principles of document classification. Basic rules for the compiling and legalization of documents.
7. Communication in pharmacy and pharmaceutical organizations
8. The role of communications in the activity of pharmacy and pharmaceutical organizations. Classification of communications. Elements and stages of the communication process.

9. Conflict and stress Management of Pharmacy and pharmaceutical organizations. Causes and types of conflicts in pharmacy and pharmaceutical organizations. Conflict resolution methods in pharmacy and pharmaceutical organizations. The behavior strategy of pharmaceutical workers in a conflict situation. The role of a leader in resolving conflicts in a pharmacy and pharmaceutical organization. Organizational stress management.

10. Personnel Management of Pharmacy and pharmaceutical organizations. Personnel management, its basic concepts and terms. The essence of social personnel management. The concept of the state personnel policy of the Republic of Belarus. Sectoral program «Personnel» of the Ministry of Health of the Republic of Belarus.

11. Motivation and incentive systems in pharmacy and pharmaceutical organizations. External and internal motivation. Theories of motivation by Maslow, Alderfer, McClelland, Herzberg, Vroom, Porter-Lauler. Principles of an effective motivation system.

12. Working time management. Time management. The reasons for the lack of time. Time use analysis.

13. Gender management. Reasons for gender asymmetry, gender stereotypes in the labor market. The influence of gender differences between managers and subordinates on the efficiency of management processes in pharmacy and pharmaceutical organizations.

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**NOTIFICATION
WITH OTHER DEPARTMENTS
COORDINATION
OF THE CURRICULUM
AMENDMENTS
TO THE CURRICULUM
OF THE ACADEMIC DISCIPLINE**

Decision of the department, worked out the curriculum (date, protocol #)	1011 of 11.11.50.2020 #	Department	Amendments to the curriculum of the academic discipline	no offers	Title of the discipline requiring approval
		Department	Organization of pharmacy	economics of pharmacy	1. Organization and economics of pharmacy

COMPILERS/AUTHORS:

Dean of the Faculty of Pharmacy of the Educational Institution «Belarusian State Medical University», PhD, D.Sc, Professor

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Assistant of the Pharmacy Organization Department of the Educational Institution «Belarusian State Medical University»

A.Yu.Misulo

Assistant of the Pharmacy Organization Department of the Educational Institution «Belarusian State Medical University»

S.V.Shevchuk

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

Dean of the Medical Faculty for International Students of the Educational Institution «Belarusian State Medical University»

26.06. 2020

O.S.Ishutin

Methodologist of the Educational Institution «Belarusian State Medical University»

26.06. 2020

S.V.Zaturanova

Head of the Foreign Languages Department of the Educational Institution «Belarusian State Medical University»

26.06. 2020

M.N.Petrova

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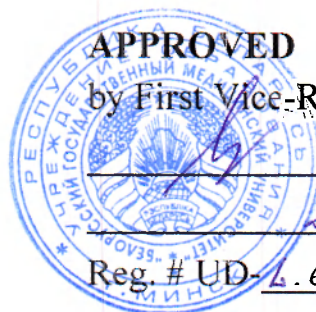
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- draw up a list of cases in the organization;
- form the personal files of managers and specialists;
- determine the strategy and tactics of communication;
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master:

- the skills of rational organization of the manager's work;
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**ALLOCATION OF ACADEMIC TIME
ACCORDING TO THE SEMESTERS OF STUDY**

Code, name of the specialty	semester	Number of academic hours					Form of current assessment
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Concept of management style. Main styles of management: authoritarian, democratic, liberal. Adaptive management style. Additional management styles: paternalism, opportunism, facadeism. Management grating according to Blake and Mouton. McGregor's «x» and «y» theory.

Formal and informal leadership and its role in the management of the organization. Differences between a manager and a leader. Theories of leadership.

Content and types of management decisions. Process, methods, stages, individual styles of making management decisions. Conditions for the effectiveness of management decisions, organization and control of their implementation.

The culture of managerial work in pharmacy and pharmaceutical organizations.

1.4. Strategic management. Management analysis

Strategic management. Concepts, objectives and principles of strategic management. Stages of strategic management.

The concept of the mission of the organization. Mission and goals of pharmacy and pharmaceutical organizations. Management by goals.

External and internal analysis of the activities of pharmacy and pharmaceutical organizations. The concept of management analysis. Systemic and dynamic principles of management analysis, levels of its implementation. Place of management analysis in developing the strategy of pharmacy and pharmaceutical organization. Portfolio analysis. Matrix Boston Consulting Group, McKinsey, Ansoff, Shell, Abel.

Formation of strategic goals and the choice of enterprise strategy.

The essence of strategic planning. The main elements of the strategic plan and the organization of its development. Implementation of the strategic plan. Strategic controlling.

The role of senior management in managing strategic change of the organization.

1.5. Innovative and anti-crisis management

The concept of innovation and innovation process. Scientific, technical and innovative activities of pharmacy and pharmaceutical organizations. Types of innovations. Organizational structures of innovation Management of Pharmacy. Choosing an innovative strategy. Pharmacy innovation management.

General characteristics and classification of crises of the organization. State anti-crisis regulation in the Republic of Belarus. Crisis factors and their analysis. Methods of overcoming the financial crisis in the organization. Bankruptcy, reorganization, liquidation proceedings. Financial recovery of insolvent companies. Anti-crisis personnel management. The role of the anti-crisis manager. Anti-crisis Management of Pharmacy and pharmaceutical organizations.

2. Office work, communications, fundamentals of personnel management

2.1. Office work in pharmacy and pharmaceutical organizations

Fundamentals of organizing office work in pharmacy and pharmaceutical organizations. Principles of document classification. Basic rules for the compiling and legalization of documents. Forms of blank documents. Mandatory and additional details of documents. Electronic documents. Registration and procedure for handling documents in electronic form.

The main types of organizational and administrative documents in pharmacy and pharmaceutical organizations. General rules for registration of documents, control of their execution.

Stages of document flow. Drawing up a nomenclature and forming files. Storage of documents and transmission them to the archive.

2.2. Communication in pharmacy and pharmaceutical organizations

The role of communications in the activity of pharmacy and pharmaceutical organizations. Classification of communications. Elements and stages of the communication process. Factors affecting the quality of information exchange. Feedback value. Reasons for distorting messages. Management of internal communications in the organization. Corporate publications in pharmacy and

pharmaceutical organizations. Use of modern information technologies. External communications management. Corporate public relations. Management of information and reference and information service of a pharmacy organization.

Information security assurance. Conveying information to the audience (storytelling in personnel management).

Business communication, its importance for the activities of pharmacy and pharmaceutical organizations. Forms and organization of business communication. Functions, stages and features of business communication. Business negotiations, meetings, public speaking. Business communication by phone.

Corporate culture of pharmacy and pharmaceutical organizations.

2.3. Conflict and stress management in pharmacy and pharmaceutical organizations

Causes and types of conflicts in pharmacy and pharmaceutical organizations. Conflict resolution methods in pharmacy and pharmaceutical organizations. The behavior strategy of pharmaceutical workers in a conflict situation. The role of a leader in resolving conflicts in a pharmacy and pharmaceutical organization. Stress management in the organization.

2.4. Personnel management in pharmacy and pharmaceutical organizations

Personnel management, its basic concepts and terms. The essence of social personnel management.

The concept of the state personnel policy of the Republic of Belarus. Sectoral program «Personnel» of the Ministry of Health of the Republic of Belarus.

Personnel policy of pharmacy and pharmaceutical organizations.

Organization of the activities of departments of pharmacy and pharmaceutical organizations that manage personnel. Analysis of the needs in personnel, the formation of methods and procedures for the selection of personnel. Post profile as a tool for assessing the post and the employee. Stages of selection and selection of personnel (recruiting). Distribution of graduates and their direction to work under an agreement on targeted training of a specialist. Attraction of personnel from outside organizations, counteraction to enticement of personnel to other organizations.

Assessment of working conditions for employees of pharmacy and pharmaceutical organizations and measures to improve them. Adaptation, organization of training, personnel attestation. Team building in pharmacy and pharmaceutical organizations.

The image of a pharmacy and pharmaceutical organization in the labor market.

2.5. Motivation and incentive systems in pharmacy and pharmaceutical organizations

External and internal motivation. Theories of motivation by Maslow, Alderfer, McClelland, Herzberg, Vroom, Porter-Lauler. Principles of an effective motivation system. Motivational models. Development and implementation of incentive systems in pharmacy and pharmaceutical organizations. Motivation for post growth. Patterns of career advancement. Career management of pharmaceutical workers.

Labor incentives in local regulatory legal acts of pharmacy and pharmaceutical organizations.

2.6. Working time management. Time management

The reasons for the lack of time. Time use analysis. Time management tools: Eisenhower matrix, Pareto principle, Gantt chart. Organization of the workplace and its impact on the use of working time. Time management stages: goal setting, planning and prioritization, plan implementation, monitoring goal achievement and plan implementation.

2.7. Gender management

Reasons for gender asymmetry, gender stereotypes in the labor market. The influence of gender differences between managers and subordinates on the efficiency of management processes in pharmacy and pharmaceutical organizations. Features of male and female teams. Male and female management styles. Gender differences in the system of motivation and incentives for work, business etiquette. Features of the managerial career of women and men. The authority of a woman leader. Factors impeding the career advancement of women. Ensuring gender equality in the social and labor sphere.

EDUCATIONAL DISCIPLINE CURRICULAR CHART

Section, topic #	Section (topic) name	number of hours		Self-studies	Form of control
		lectures	practical		
1	Management basics	8	22	20	
1.1	Introduction to the educational discipline «Management of Pharmacy»	2	2	4	frontal, individual and combined questioning; electronic tests
1.2	Pharmacy and pharmaceutical organizations as an object of management	-	2	4	frontal, individual and combined questioning; electronic tests;
1.3	The essence of management activities	2	8	4	frontal, individual and combined questioning; electronic tests
1.4	Strategic management. Management analysis	2	6	4	frontal, individual and combined questioning; electronic tests; solving situational problems
1.5	Innovative and anti-crisis management	2	4	4	frontal, individual and combined questioning; electronic tests; colloquium
2	Office work, communications, fundamentals of personnel management	10	26	28	
2.1	Office work in pharmacy and pharmaceutical organizations	2	6	4	frontal, individual and combined questioning; electronic tests

2.2	Communication in pharmacy and pharmaceutical organizations	2	4	4	frontal, individual and combined questioning; electronic tests; solving situational problems; report
2.3	Conflict and stress management in pharmacy and pharmaceutical organizations	-	2	4	frontal, individual and combined questioning; electronic tests; tests; solving situational problems
2.4	Personnel management in pharmacy and pharmaceutical organizations	2	6	4	frontal, individual and combined questioning; electronic tests; tests; colloquium
2.5	Motivation and incentive systems in pharmacy and pharmaceutical organizations	2	4	4	frontal, individual and combined questioning; report; electronic tests
2.6	Working time management. Time management	2	2	4	frontal, individual and combined questioning; solving electronic tests; situational problems
2.7	Gender management	-	2	4	frontal, individual and combined questioning; credit
		18	48	48	

INFORMATION AND INSTRUCTIONAL UNIT

LITERATURE

Basic:

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).

Additional:

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).

LIST OF AVAILABLE DIAGNOSTIC TOOLS

The following forms are used for competence assessment diagnostics:

1. Oral form:
 - frontal, individual and combined questioning.
2. Written form:
 - tests;
 - colloquium;
 - report.
3. Oral-written form:
 - credit;
 - case-based assessment (solving situational problems).
4. Technical form:
 - electronic tests.

LIST OF PRACTICAL SKILLS

1. Compilation Eisenhower matrix.
2. Drawing up a Gantt chart.
3. Conducting SWOT- analysis.
4. Construction of the matrix of the Boston Consulting Group.
5. Conducting portfolio analysis.
6. Writing various types of documents.
7. Development of an organization's strategy.

LIST OF LECTURES**9 SEMESTER**

1. Introduction to the discipline «Management of Pharmacy». Pharmacy and pharmaceutical organizations as an object of management.
2. The essence of management activities.
3. Strategic management. Management analysis.
4. Innovative and anti-crisis management.
5. Office work in pharmacy and pharmaceutical organizations.
6. Communication in pharmacy and pharmaceutical organizations. Conflict and stress Management of Pharmacy and pharmaceutical organizations.
7. Personnel Management of Pharmacy and pharmaceutical organizations.
8. Motivation and incentive systems in pharmacy and pharmaceutical organizations.
9. Working time management. Time management. Gender management.

LIST OF PRACTICAL STUDIES**9 SEMESTER**

1. Introduction to the discipline «Management of Pharmacy». Management development stages. Basic schools of management.
2. Pharmacy and pharmaceutical organizations as an object of management. The concept of organization in management. Pharmacy and pharmaceutical organizations, their external and internal environment. Formal and informal organizations.
3. The essence of management activities. Content and features of managerial work. The main directions of the rational organization of the manager's work. Requirements for the manager.
4. Strategic management. Management analysis. Strategic management. Concepts, objectives and principles of strategic management. Stages of strategic management. The role of senior management in managing of strategic changes in an organization.
5. Innovative and anti-crisis management. The concept of innovation and innovation process. Scientific, technical and innovative activities of pharmacy and pharmaceutical organizations. Types of innovations. Organizational structures of innovation Management of Pharmacy.
6. Office work in pharmacy and pharmaceutical organizations. Fundamentals of organizing office work in pharmacy and pharmaceutical organizations. Principles of document classification. Basic rules for the compiling and legalization of documents.
7. Communication in pharmacy and pharmaceutical organizations
8. The role of communications in the activity of pharmacy and pharmaceutical organizations. Classification of communications. Elements and stages of the communication process.

9. Conflict and stress Management of Pharmacy and pharmaceutical organizations. Causes and types of conflicts in pharmacy and pharmaceutical organizations. Conflict resolution methods in pharmacy and pharmaceutical organizations. The behavior strategy of pharmaceutical workers in a conflict situation. The role of a leader in resolving conflicts in a pharmacy and pharmaceutical organization. Organizational stress management.

10. Personnel Management of Pharmacy and pharmaceutical organizations. Personnel management, its basic concepts and terms. The essence of social personnel management. The concept of the state personnel policy of the Republic of Belarus. Sectoral program «Personnel» of the Ministry of Health of the Republic of Belarus.

11. Motivation and incentive systems in pharmacy and pharmaceutical organizations. External and internal motivation. Theories of motivation by Maslow, Alderfer, McClelland, Herzberg, Vroom, Porter-Lauler. Principles of an effective motivation system.

12. Working time management. Time management. The reasons for the lack of time. Time use analysis.

13. Gender management. Reasons for gender asymmetry, gender stereotypes in the labor market. The influence of gender differences between managers and subordinates on the efficiency of management processes in pharmacy and pharmaceutical organizations.

**PROTOCOL OF THE CURRICULUM COORDINATION
WITH OTHER DEPARTMENTS**

Title of the discipline requiring approval	Department	Amendments to the curriculum of the academic discipline	Decision of the department, worked out the curriculum (date, protocol #)
1. Organization and economics of pharmacy	Organization of pharmacy	no offers	of 11.05.2020 # 10

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

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