

**Ministry of Health of Ukraine**  
**National Pirogov Memorial Medical University, Vinnytsya**  
**Department of Social medicine and health care organization**

«AGREED»

with the Methodical Council  
of Pharmaceutical Faculty

Minutes №2

Dated « 21 » December 2023

Head of the Methodical Council  
of the Pharmaceutical Faculty

 assoc.prof. of HEI Tetyana YUSHCHENKO

«APPROVED»

by the Academic Council of Stomatological  
and Pharmaceutical Faculty

Minutes № 2

Dated « 26 » December 2023

Head of the Academic Council of  
Stomatological and Pharmaceutical Faculty

 prof. of HEI Serhie POLISHCHUK

**Instruction**  
**for Objective Structured Practical Examination Station**

Station name	<b><i>STATION №4. Management system of pharmaceutical organizations in market conditions</i></b>
Subject	Pharmaceutical management and marketing
Specialty	226 "Pharmacy, industrial pharmacy"
Educational qualification	Master of pharmacy
Professional qualification	Pharmacist
Course	V
Form of study	Full-time

Vinnytsya 2023

## Instruction to the station N4

### Management system of pharmaceutical organizations in market conditions

#### Tasks

1. To explain the matter and to give an assessment of the practical situation, to establish a risk-factors in conflict situations, to conduct an analysis of positive and negative aspects of the situation, to predict the results of the risk-factors action in the processes of the organization.
2. To create alternatives for the solution of a specific situation, to make management decisions for the solution of a practical situation, to assess the results of the solutions of a practical situation, to make conclusions and to give suggestions what about situation in organization.

#### Equipment of the station:

1. Practical situation scenario.
2. Materials of business documents.
3. Timer
4. Computer
5. Paper A4
6. Pen

In the case of **distance form** (in order to prevent the spread of acute respiratory disease COVID-19 caused by coronavirus SARS-CoV-2), the **procedure of Objective structured practical exam (OSPE)** is regulated by the Regulations on the introduction of elements of distance learning in VNMU and will be held on the **Microsoft Teams platform**.

Equipment for remote form of OSPE: practical situations, business documents folder, timer, calculator.

On the day of the exam, the secretary of the State Examination Commission join a student to the examiner`s meeting accordingly to the schedule of a group that passes the exam. At the station the student must greet and introduce himself, **provide a document** (passport) proving his identity to the teacher. The student receives a practical situation, which includes assessment the skills to define the matter of the concrete situation, to determine risk-factors, positive and negative aspects, to predict the results of the risk-factors action. To search an alternatives for optimal decision-making, to assess the results of the actions, to make conclusions and to give suggestions for improving the specific situation in organization`s team.

**The duration of passing the station** is 8 minutes (1 min for identity, 1 min for demonstration of the situation and 6 min for the answer).

When the time is up the examiner will not accept the answer. Note that the teacher is an observer of your actions and does not provide instructions, doesn't comment and doesn't ask. If you have not completed the task at the station and the time for the task is over, you should stop at this stage of the task, leave the station and move to the next station.

**Requirements for passing the station:**

- Use a computer or laptop during the exam.
- The answer will be accepted only when camera and microphone are turned on and the student who passes the exam is clearly visible with a clear sound.
- Video is recorded at every station.

**It is forbidden** to use a mobile phone and other electronic gadgets, copy and take out any information related to the exam.

An OSPE part on pharmaceutical management and marketing includes station N4 «Management system of pharmaceutical organizations in market conditions»

**An example of evaluating the response of a higher education applicant (HEA) to a practical situation on pharmaceutical management and marketing.**

**Practical situation №1**

Any organization consists of an interweaving of formal and informal groups. You, as the head of a formal organization, became aware of the existence of an informal group in your organization.

**Task:**

1. Describe the essence of formal and informal groups (organizations) and the causes of their occurrence, common and distinctive features of formal and informal groups .
2. How the leader or manager have to manage by informal groups in the team?

***Answer example to practical situation N1:***

1. Formal groups are created by the will of the head to perform the business process and achieve the goals of the organization. There are three main types of formal groups: the group of the leader, the working groups and the committees.

In addition to the formal organization may be an informal organizational structure, which is formed spontaneously, regardless of the actions of the administration for relationships among employees at the interpersonal level.

Common characteristics of informal and formal groups:

- Informal groups, as well as formal, have their own leaders with the aim of solution of certain problems on the basis of concrete hierarchy;
- both have the certain structure of management and interaction;
- use at their activity unwritten rules (norms);
- use the remuneration system, stimuli and sanctions.

Distinctive characteristics:

- formal groups are formed planned, and informal - spontaneously;
- the structure of formal groups is formed conscious, informal - as a result of social interaction;
- The main reason for the entry of people into formal groups is realizing the goals, gaining income, gaining prestige etc. The main reason for the entry of people into informal groups are a sense of belonging since a formal group is not always able to assist the implementation of this feeling, and often interferes:
- a formal group is formed, as a rule, according to the decisions of the heads, and an informal one - as a result of the occurrence of the interest, sympathy.

2. Modern management theorists recommend that managers of organizations should:

- recognize the existence of informal groups, work with them and their leaders, do not threaten their existence;
- beginning any actions take into account the possible negative impact of the informal group;
- reduce resistance to change from the side of informal groups, increasingly involving them in decision making;
- regularly give the necessary information to employees, thereby preventing spreading of rumors.

<i>Nº</i>	<i>Tasks</i>	<i>Points</i>
1.	Describe the essence of formal and informal groups (organizations) and the causes of their occurrence, common and distinctive features of formal and informal groups .	0,5 1,0 1,5 2,0 2.5

2.	How the leader or manager have to manage by informal groups in the team?	0,5 1,0 1,5 2,0 2.5
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### **List of the practical situations**

#### **Practical situation №1**

Any organization consists of an interweaving of formal and informal groups. You, as the head of a formal organization, became aware of the existence of an informal group in your organization.

Task:

1. Describe the essence of formal and informal groups (organizations) and the causes of their occurrence, common and distinctive features of formal and informal groups .
2. How the leader or manager have to manage by informal groups in the team?

#### **Practical situation №2**

The efficiency of the manager largely depends on his business qualities, personal work and rational distribution of his working time. When organizing others for successful activities, the leader must be self-organized, which significantly helps to increase management efficiency and improve the efficiency of the entire staff of the enterprise.

Task:

1. What business qualities does a manager need to work successfully?
2. Describe the essence and main provisions of self- and time management and HR-management.

#### **Practical situation №3**

You recently started to work as a plant's department manager at a small pharmaceutical company (you were transferred to this position from another company). Not everyone knows you personally. It is more than two hours before

the lunch break. You walk down the hall and see three workers of subdivision, who are talking about something lively and do not pay attention on you. Going back in 20 minutes you see the same picture.

Task:

1. Assess this situation as the manager.
2. How do you think what your actions, as a leader, can be right?

#### **Practical situation №4**

At the pharmaceutical company, during the busiest period of completion of the production program of the tablet department, one of the employees of this team fell ill. Each of the subordinates was busy with their work. But it is necessary to execute in time the work of absent employee.

Task:

1. Analyze this situation.
2. Choose the best answer.
  - A. I determine which of the employees are less busy and distribute the work of absent employee between them.
  - B. I suggest to the team: "Let's think together about how to get out of this situation."
  - C. I ask the staff of the team to suggest their proposals and after that I will make a decision.
  - G. I will call the most experienced and reliable employee and ask him accoudding to such circumstances, to do the work of the absent employee.

#### **Practical situation №5**

For implementation the plans of the organization / enterprise, each of the workers must perform specific tasks. As a result, you, as a manager, are interested in achieving the desired results and successfully use the appropriate staff incentives.

Task:

1. Describe the mechanism of employee motivation and the essence of content and process theories of motivation.
2. Identify incentives that will effectively influence on the behavior of employees of the pharmaceutical company.

### **Practical situation №6**

The head of the pharmaceutical organization exerts influence on the workforce through management functions, methods, management decisions.

A leader cannot (and should not) perform all the functions of an organization alone, as his time and abilities are limited. An effective form of work of the head in this situation is the delegation of authority to the appropriate persons.

Task:

1. Explain the reasons and content of the delegation process. What rules must be followed?
2. Give an examples of permanent and temporary authority in a small company. How do you think what are the positive aspects of delegating authority?

### **Practical situation №7**

The management of pharmacy chains needs to perform large amounts of management work. This requires the division of management activities horizontally and vertically.

Task:

1. Indicate the criteria for the division of labor in management.
2. Name the levels of management and analyze the relationship of roles and tasks in the work of leaders at different levels.

### **Practical situation №8.**

According to a systematic approach to management, each organization is an open system, the integrity and viability of which is ensured by elements of the internal environment of the organization.

Task:

1. Describe the essence of the open system, the components of the internal environment of the organization (goals, tasks, structure, technology, people).
2. Describe the general types of technologies which are used for manufacturing products, indicate their advantages and disadvantages.

### **Practical situation №9**

The pharmaceutical company plans to expand its capabilities by building a new plant for injecting drugs with the modern equipment in the next five years. To do this the manufacturer uses one of the first common management functions - planning.

Task:

1. Describe the planning process and types of planning.
2. Explain the content of strategic, tactical and current planning on the example of this pharmaceutical company.

### **Practical situation №10**

The activity of the enterprise largely depends on environmental factors, which may change unexpectedly in different areas of development. In such circumstances a timely reaction on these changes of top management is important.

Task:

1. Discover the essence of environmental factors of direct and indirect action.
2. Describe their influence on the activities of the pharmacy.

### **Practical situation №11**

Each pharmaceutical organization annually develops a collective agreement, and when hiring a new employee - an employment agreement in accordance with the main provisions of the Labor Code of Ukraine.

Tasks:

1. Answer the questions listed in the table what about the conclusion of the labour agreement:

Between whom it is concluded		
Term of conclusion		
The probation period	The probation period term	
	Categories of persons for whom the probation period is not set	



2. Explain the essence of the collective agreement, between whom it is concluded, for how long and who monitors its implementation?

### **Practical situation №12**

The small pharmaceutical company plans to expand its market share, for which it needs a new generation of production equipment. The company does not have enough own funds to purchase equipment, and the bank refuses to give a loan. Further development of the enterprise depends on making a rational management decision.

Task:

1. Explain which version of the management decision in this situation can be effective, why the management decision is complex.
2. Indicate the stages of the technology of management decision-making.

### **Practical situation №13**

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

Task:

1. Name the models of the communication process between the pharmacist and the patient and the possible obstacles that may arise in communication and ways to overcome them.
2. What is the essence of pharmaceutical care?

### **Practical situation №14**

An important component of the marketing of a pharmaceutical company is marketing research, which must be carried out systematically and constantly to compare the expected results with the real market situation.

Task:

1. Describe the essence of marketing research of consumer behavior.
2. Analyze the various factors and incentives that affect on consumer behavior ( use an example of the pharmacy and the product it sells ). What is the mechanism for buying consumer goods?

### **Practical situation №15**

In modern conditions the pharmaceutical industry operates according to international standards of a set of good practices, which include a set of rules for the organization of production, storage, quality control and sale of medicines.

Task:

1. Name the main types of good pharmaceutical practices, reveal its essence.

2. Good pharmacy practice, quality standards of pharmacy services, the social role of the pharmacy specialist, pharmaceutical care.

### **Practical situation №16**

Any drug is perceived by the consumer as a set of certain characteristics that determine the positioning of the product on the market.

Task:

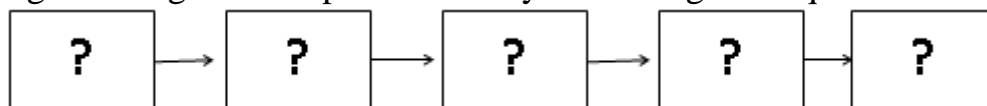
1. Name the main characteristics of the drug that determine its positioning at the market.
2. Explain the features of competitiveness assessment, based on technical and economic parameters of goods.

### **Practical situation №17**

The medicine, after its introduction on the market, begins its life cycle (PLC). There are several stages in the product's life cycle.

Task:

1. Arrange the stages of the product life cycle in a logical sequence.



1. Introduction of goods. 2. Growth in sales of goods. 3. Decline in sales of goods. 4. Product development. 5. Intensive sales.

2. Outline how the company's profit depends on the stage of the product life cycle. Evaluate marketing indicators at different stages of PLC.

### **Practical situation №18**

Each enterprise in order to sell the medicine at the pharmaceutical market has a marketing department. Marketing as a philosophy of pharmacies and pharmaceutical companies contributes to a successful response to changes in the environment, the demands and needs of consumers, provides management decisions based on market research and analysis capabilities of the organization.

Task:

1. Describe the main departments of the marketing service of the pharmaceutical company, the features of pharmaceutical marketing.
2. Name the main functions of marketing and give their characteristics. How do you understand the credo of marketing?

### Practical situation №19

In a pharmaceutical organization, the forms of collective exchange of management information are meetings, gatherings and conferences, which end with the adoption of specific decisions, and also business conversations.

Task:

1. Describe the procedure for meetings, gatherings, conferences.
2. Answer the questions about the effective conduct of the meeting.

QUESTION	ANSWERS
1. What does the preparation for the meeting include?	
2. What should be the circle of participants in the meeting?	
3. When is it better to hold meetings?	
4. Beginning and end of the meeting.	
5. Duration of the meeting.	
6. What determines the success of the meeting?	
7. How are the results of the meeting evaluated?	

### Practical situation №20

Price belongs to the controlled factors of marketing. The purpose of setting the price of a medicine is to maximize the satisfaction of consumer demands and desires with the optimal use of the market price mechanism.

Task:

1. Describe the main factors influencing the formation of prices for medicines.
2. Name the basic pricing models.