

ASSESSMENT OF SIGNIFICANCE OF KEY MANAGEMENT FUNCTIONS IN NETWORK PHARMACIES

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In a market economy pharmaceutical organizations need to focus on evaluating the effectiveness management activity analysis of the economic indicators and the identification of reserves to improve their condition. The important role in realization of this task is given to the assessment of management functions and the study of decision-making process in the course of their implementation. Study of the process of management in terms of its features allows you to set the volume of work for each of the functions that determine the need for labor force and eventually form a structure and organization of networks pharmacies management system. Each management function is filled with its characteristic scope of work and has a specific structure in which it is implemented. The management function is subject to a logical algorithm, a clear sequence of regulated activities. It is important that management determine the activity aimed at the organization of the implementation of measures on the subject of management. It is also important that the logical sequence of work, determined the functional structure of the management process is the essence of management technology. The contents of any management function consists of two components: system analysis, control its basic parameters, the quantitative determination of the factors that put the system out of balance, and the causes of their appearance, as well as determining the composition of measures aimed at optimizing the management process.

The aim of the work is to assess the significance of key management functions in network pharmacies. During the study, peer review method was used. There were analyzed 402 questionnaires by us. According to a survey the employees of network pharmacies from different regions of Ukraine were surveyed: Kharkiv, Chernihiv, Sumy, Lugansk, Donetsk, Cherkassy, Poltava, Zaporizhzhya, Vinnitsa, Kropyvnytsky, Ternopil, Dnipro, Mykolaiv, Kyiv, Kherson, Lviv and Odessa. During the investigation the information on the assessment of the significance of the key management functions of network pharmacies. It was found that on the first place respondents of studied network pharmacies carried the motivation function. One of the most important conditions for achieving the organization's goals is to ensure the interest of all participants in the control process and the effectiveness of their actions; it is the content of motivation function. Among the priorities of incentives to ensure the effective work of the personnel of pharmacies are the moral and material encouragements of labor, discussion totals of the organization, holding social events, training, and involvement of employees in decision-making, goal setting. On the second place experts attributed the prediction function (aimed at identifying and studying possible alternatives to the future development of the network pharmacies), on the third – the analysis and planning. Next in order of importance, experts attributed the functions in the next order – function of coordination or control, accounting, management, organization. In recent years, the emphasis were changed of activity of network pharmacies: motivation function takes more important, and is also seen through the introduction of corporate culture – the desire management to create a more comfortable atmosphere for employees, the approaches to the recruitment were changed, increased the value of the control functions, in large networks pharmacies is the lack of coordination among departments of different levels, increased the value of self-management and self-organization. All of these emphases must take into account the management of network pharmacies for increasing their successful activities. Thus, during the study the assessment of significance of key management functions in network pharmacies was conducted.