

Materials and methods. In the process of performing the work, the following methods were used: theoretical generalization and retrospective analysis to study evolutionary changes in guidelines for drug quality assurance; analysis and synthesis to summarize the best available practices for drug quality assurance at the stage of retail implementation at the local level.

Results and discussion. The Quality manual is the highest level of documentation system in an organization. They are developed by senior management at the request of quality department managers. This document, as a rule, serves not only for internal use, but also for acquaintance of customers at the conclusion of contracts, and also independent experts at checks of quality system for the purpose of its certification. Guidelines for the development of the Quality manual are given in the standard ISO 10013 «Guidelines for the development of guidelines for quality», according to which and the standard ISO 9001 reflect there:

- the scope and status of the Guidelines itself;
- a brief description of the enterprise and products;
- enterprise policy in the field of quality;
- distribution of functions, responsibilities and powers of senior managers in the field of quality;
- quality system structure;
- structure and functions of the quality service;
- a description of the functions and elements of the quality system with an indication of the performers and a summary of the methods of execution;
- content and list of all documentation, including 6... 8 basic Methods (Procedures) of quality with references to the relevant specific documents;
- job descriptions (if necessary).

The description of each element (in the volume of 1... 2 pages) is recommended to give in the same sequence in which they are stated in the corresponding ISO. This will facilitate the work of presenting the quality system to customers, as well as auditors in its certification.

Conclusions. When developing the Quality manual in accordance with the requirements of the GXP, pharmaceutical organizations may apply the requirements and recommendations of the international standards ISO 9001 and ISO 10013, which describe this document in more detail. To describe the QMS in the Quality Manual, it is advisable to use graphical methods of depicting processes, for example - notation IDEF0. When modelling the structure of QMS processes and their graphical representation, it is rational to make more detailed descriptions of the performed procedures and their relationships, for which to carry out decomposition, especially for processes that have high risks for product quality; The Quality Manual should be used as a demonstrator of the QMS structure for internal and external purposes.

URGENCY OF IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM ISO 9001: 2015 ON COSMETIC PRODUCTS IN UKRAINE

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Introduction. Today, perfume and cosmetics (PKP) are in great demand not only in the Ukrainian market but also around the world. And the demand for this type of product is growing rapidly and based on statistics from Research and Markets, it can be argued that the volume of the global cosmetics market in 2021 will reach 675 billion dollars.

If we talk about the domestic market of PKP, the percentage of this part of the market is as follows: 31.8% - personal care products, 19.6% - hair care products, 18.4% - skin care products, 13.6% - make-up, 11.6 % - perfumery.

Based on statistics from expert sources and supplementing them with our own observations, we can safely say that the PCP is an integral part of our daily lives. Our needs as consumers are increasing, competition in the domestic market is growing, PKP manufacturers are increasingly thinking about entering the European Union (EU) market. All these factors lead the manufacturers of control panels to decide on the need to introduce in their production quality management system DSTU ISO 9001: 2015.

Aim. Analyze the state of production and the volume of sold PKP in Ukraine and abroad. Based on the obtained data, indicate the relevance of the introduction of QMS DSTU ISO 9001: 2015 in the production of control panels.

Materials and methods. Standard DSTU ISO 9001: 2015, statistical data of the State Statistics Service of Ukraine. Methods: comparative analysis, system-analytical, statistical, problem-oriented.

Results and discussion. According to the State Statistics Service of Ukraine, in 2019, 89.4% of cosmetics (KZ) were manufactured in our country for the production of this type of industrial products and the volume of its sales, and in 2020 this figure reached 101.9%. Turnover in 2019 is 8436.1 million UAH (0.3%), of which 756.6 million UAH (8.2%) is exported outside the country, in 2020 the figures increased slightly to 9176.6 (0.4%) and UAH 961.0 million (10.5%), respectively. After analyzing the statistical information, it becomes clear that the perfume and cosmetics industry is quite unprofitable and almost not focused on the domestic market. If we talk about the export of domestic PKP, it is in most cases sent to the CIS countries, the Baltic countries, Georgia, Latvia, Estonia, Romania. The supply of short circuits to EU countries is carried out by individual companies and, characteristically, all of them are certified according to ISO 9001: 2015.

One of the main directions of creating an effective quality management system is the use of a process approach to the organization and management of the enterprise. According to the methodology provided by ISO 9000, a process is an activity aimed at the activity of a set goal, which has a quantitative expression - the result. For an organization to function effectively, it must identify and manage numerous interconnected and interacting processes. Systematic definition of processes and their interaction in the organization, as well as their management is called a process approach. The activity of each organization consists of a number of different processes, due to the dynamic development of which organizational and technological problems are solved, production efficiency and quality of final results and products are increased.

Given the above data, it becomes clear that every short circuit manufacturer that is focused on the EU market needs to implement a quality management system in its production, thereby increasing its competitiveness. Unfortunately, QMS is slowly being introduced in Ukraine, especially in the perfume and cosmetics industry. Often manufacturers do not understand the need to obtain such a certificate, and even the units that have implemented QMS have a fairly formal relationship with them. This attitude to QMS provokes the lack of implementation results, which ultimately leads to low profitability of PKP in domestic and foreign markets. After all, domestic consumers are increasingly paying attention to ISO-certified products. As for the manufacturer, the implementation of the process model has the following advantages:

- use of the process of continuous improvement as a fundamental principle of QMS development
- the ability to comply with a wide range of models of the organization and their activities

- the need to track information from consumers to assess the performance of the system
- a significant reduction in the amount of documentation required
- simplification of terminology
- introduction of the principle of organizational self-esteem as a driving force of the improvement process
- increasing the role of optimal resource allocation
- introduction of formulations of efficiency of training programs
- development of an evaluation system that applies to the system, processes and products in general
- data processing on indicators of efficiency of realization of QMS processes is conducted

That is why the process approach requires a reorientation from functional management to results management, the combination of which should increase the efficiency of the system and the competitiveness of the enterprise.

Unfortunately, today, as mentioned above, the implementation of QMS based on process management is slowly being implemented in perfumery and cosmetics, and other standards that could regulate such production are virtually non-existent. The technical regulation adopted at the end of 2020 has not yet entered into force. That is why the relevance of the topic is due to the need to develop approaches to the implementation of QMS on the basis of a process approach to the activities of the organization for the production of control panels.

Conclusions. Domestic manufacturers, starting to manufacture PKP focus on the quantitative manufacture of products of dubious quality, as they are not particularly subject to restrictions by the state. However, time does not stand still, competition is growing, consumer needs are increasing and in order to "stay afloat" it is necessary to modernize production according to the requirements of the time. The introduction of QMS at the perfume and cosmetics company is a prospect of improving the quality of production. ISO 9001: 2015 certification opens up great opportunities for KZ manufacturers to sell products, optimize production, meet and anticipate consumer needs, and since according to statistics, Ukrainian producers prefer to export their products, thanks to QMS it will also be able to expand its competitiveness in the EU market.

ВИКОРИСТАННЯ КОМПЕТЕНТІСНОГО ПІДХОДУ В УПРАВЛІННІ КАДРОВИМ ПОТЕНЦІАЛОМ ФАРМАЦЕВТИЧНИХ КОМПАНІЙ

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Актуальність. Трансформація економічної політики держави, соціально-трудових відносин, середовища підприємств, зумовлені прискоренням інноваційних процесів, науково-технічним та інформаційним прогресом, спонукає до змін в управлінні компаніями, змінює вимоги до працівників та створює потребу у високо компетентних фахівцях. Адже сучасні стратегічні та тактичні цілі підприємства можуть бути реалізовані тільки кадрами, які відповідають як кваліфікаційним вимогам, що обумовлюються конкретною виробничою і