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Editor-in-chief	Maia Mihai, Romania
International editorial board	Emilija Marković, Croatia Judit Ráczné, Hungary Jaroslav Hrinchenko, Ukraine Mircho Todorov, Bulgaria
Proofreading	Andrey Simakov
Cover design	Andreas Vogel
Contacts	“East West” Association for Advanced Studies and Higher Education GmbH, Am Gestade 1 1010 Vienna, Austria
Email:	info@ew-a.org
Homepage:	www.ew-a.org

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Section 4.

Pharmaceutical sciences

*Malyi Volodymyr Valentynovych,
National University of Pharmacy, Professor of Department
of Pharmaceutical Marketing and Management
E-mail: mmf.nuph@edu.ua*

*Bondarieva Iryna Vasylivna,
National University of Pharmacy, Associate professor
of Department of Pharmaceutical Marketing and Management*

*Timanyuk Iryna Volodymyrivna,
National University of Pharmacy, Associate professor
of Department of Pharmaceutical Marketing and Management*

Theoretical approaches to change management in pharmaceutical organizations: the main stages and methods process of implementation changes

Currently, many enterprises, including pharmacies, conduct transformations of management methods, aimed at improving the organization of enterprises and stimulating entrepreneurship. The need for change is caused by social and economic situation that makes high demands of modern enterprises accelerate adaptation to rapidly changing conditions of life and competitiveness. The main tasks of modern enterprises are achievement profit, sales growth, increased market share, in addition the ability of self-development. To perform these tasks it is necessary to change approaches to organizational changes, making them manageable. To do this, it's necessary to create a methodological framework that will allow managers to design and implement changes processes, to evaluate their effectiveness. The leaders must understand, which takes the company and its desired state, and possess own algorithm of desired changes.

The aim of this study is to analyze the theoretical approaches to change management in pharmaceutical organizations: the main stages and methods process of implementation changes.

Any organization is in the process of continuous changes, because otherwise its ability to survive in a dynamic environment is endangered. Changes in organizations occur in some cases deliberately based on systematically developed the concept of planned improvements, in others — are more informal and adaptive nature, when the organization (or part thereof) quickly adapts to the environment by modifying their behavior (in response to current events). Top level management initiates decision on implementation innovations, appoints individuals or groups of employees responsible for certain aspects of the changes.

In marketing under the changes and innovations in organizational behavior understand the upgrade process (transformation) organization based on innovation in organizational processes. The urgency of changes and innovations is caused by the need to adapt the organization to the requirements of internal and external environment, to master new knowledge and technologies, which is especially important in a market economy. Planning organizational changes covers analytical and predictive activities, development activities and the possible selection of an appropriate strategy. Different levels of intervention in the old structure should be taken into account, and numerous organizational settings, including the structure and processes, manufacturing and information technology, organizational culture as a model of core values and principles of human resources.

There are radical and partial changes. The first — are badly needed because of the rapid development of the market situation after a long phase of stability and long-term neglect of necessary adaptation steps. Second — based on existing systems of values, structures and processes. During the partial transformation dominates practical usefulness of the project, not unconditional achieve ideal (conceptual) state.

The analysis showed that change management can be applied in various situations and take different forms implementation. An important area for further research are bonds that can occur under the influence of factors external and internal environment of the organization, human parameters organization, different types of crises, basic tools change management. Above all we must clearly identify these connections and then make informed experimentally assess the adequacy of the enterprise and implementing tools changes.

Leaders of program changes should solve the problem of employment without causing moral harm liberated and seeking to ensure their use in the labor market. The goal of change management is not to reduce staff, and in the disclosure and the realization of its potential to improve competitiveness.

The transformation of the organization is a complex, ambiguous and a large extent conflicting process. To start changes, you need to investigate well enough the organization, its problems and expectations of people.

Making changes in the organization must be preceded by a deep analysis of the previous development, current state and opportunities. The structure of the

organization, its goals and objectives, management, human resources, social and psychological atmosphere should be exposed for analysis.

The program of changes should provide a number of stages, covering training, information gathering, identification of areas of work and their consequences, organizational, technical and social engineering, the practical realization of the changes. Outlined stages must carry sequentially:

1. Planning organizational changes, that meaning the type of management, which determines perspective and the future state of the organization. Thus, at this stage of planning various changes in management it's necessary to collect relevant information, analyze factors internal and external environment, do forecast the future and then in the form of plans represent expected changes.

2. The organization of groups of employees and individual performers – participants of organizational changes that is the kind of management, which reflects the process of establishing the basic principles of change management.

3. Motivating employees — members of organizational changes provides workers in the process of encouraging activities, aimed at achieving the effect of the implementation of changes.

4. Control of the results of the changes, by which the organization's management determines how its correct management decisions and whether there is a need for certain corrections.

5. Regulation of deviations, failures, etc., found in the organizational change which aims to eliminate those deviations or failures that were detected during control. This stage takes an important place in the process of change management as regulatory measures which are eliminated in deviations of standards, criteria, etc., can be carried in all the previous stages.

After analyzing the above, it is advisable to lean towards said support organizational change management vision and consider the proposed stages in the course of further research on the essence the formulation change management.

Change management is quite a complicated process. There are several methods of its realization:

1) Methods focused on people and culture. These methods of change largely designed for the active involvement and participation in most workers. In case of success, these methods improve individual and group processes in problem solving and decision making, communication, in relation to work, etc. Changing organizational culture influences the level of acceptance of values, expectations, location and behavior of workers not such as expected. This group includes the following methods:

- «Discuss the results of organizational diagnosis». This method involves the following steps: collection of information (usually questionnaires) of members or working groups; organization of the data in understandable format; proof of data to

those from whom they were received. Later workers use this information to plan their actions to address specific problems;

- «Team building». Using this method is that the members of the working group carried out a diagnosis and plan to work together of making changes to improve collaboration. Under this method focuses on the following aspects: the establishment of group goals and priorities; analysis of performed group work; the study of how team work is done; study the relationship between group members in the process of work;

- «Advising on the process». Application of this method involves a consultant to managers and employees in perception, understanding and actions on processes that occur in the workplace. Most of these processes are the way people do their work, including their behavior in meetings, formal and informal interactions at work, as well as other behavior patterns associated with performance problems;

- «Program of quality of life at work». These programs are the activities undertaken by the organization improve conditions affecting results. Most programs of this type focused on issues of safety, health, external security, participation in decision-making opportunities for the development of talent and creativity, the importance of work, of overtime work control, protection from encroachments at work, opportunities to meet social needs;

- «System high commitments — good results». These systems have arisen as a result of radical changes in the management of companies and set a goal to change the culture of the organization, strengthening of involvement in its element in the work. System combines the technical aspects and team work in an attempt to create in employees a sense of holders of process that perform work at a level at which it could not perform another one;

2) Methods focused on the task and technology. The methods focus on making changes directly in the work of employees and their groups. In this regard focuses on technological processes and tools used to perform certain tasks. Methods of this group are:

- Design work, as an approach to changes is a consciously planned restructuring of how a particular work is done to enhance employee motivation, their engagement and productivity and improve performance in general. Practice has shown that this method contributes to the successful solution of problems of people in the process;

- Socio-technical systems. This model design work focused on the tasks and technologies focuses equally on technological and social aspects of optimizing the relationship between these two components and thus increasing organizational efficiency. This method usually involves a radical redesign of work in the interests of both technology and employees;

- Quality circles — are working groups comprised of volunteers from any one area of activity, meet regularly to track and resolve problems related to the quality of

work and its results. Mugs as well as solve a number of problems inherent in other techniques described above. Effective performance quality circles stipulates that its members receive training in problem solving, statistical quality control and teamwork;

- Reengineering business processes. This method is associated with more radical than other techniques, redesign the process, it aims to streamline, reduce costs, increase quality and efficiency in its performance. Reengineering largely similar to organizational diagnosis in terms of what wonder, and «what do we do?». Reengineering accompanied by the following typical changes in organization, process functional units are replaced; specialization broad replaced; controlled role behavior is replaced by empowering employees powers; evaluation of the actions shall be replaced by assessment results; managers guards turn to coaches; structure with vertical turns on a horizontal;

- Overall quality management. This method is aimed at providing for the emerging in consumer needs and expectations with regard to quality. Achieving quality throughout the organization means that all kinds of work and activities, all processes are performed so that ensures the client's request, including time and cost savings. An important part of this method is associated with the technology. The rest of the method — cultural, that most workers should unite around such organizational values like quality throughout and must be authorized to carry out the necessary changes;

3) Methods focused on structure and strategy. Program changes, covering the entire organization, often associated with changes in the organizational structure and strategy and, accordingly, in culture. Changes in the structure include changes in the positions or roles and reorientation of relations between them and between workgroups and departments. Changes in strategies include review of the mission and goals of the organization, as well as strategies that can achieve these goals. These include:

- Adaptive organizational structures. As the organization grows complicated and faced with the necessity of constant change for the transition to new working methods. For this pharmaceutical organization and its structure should possess flexibility and adaptability.

- Strategic changes. Change of strategy is a complex type of organizational change. The strategy is a plan of action in order to achieve organizational goals.

Any organization operating in a certain environment, factors of which produce influence on it through the prism of countless factors direct or indirect action, taking into account the required response of the inner sphere of socio-economic system. Alternatively, this reaction may be the introduction of necessary changes in the organization that could be the key to further its presence in the market of goods and services. Thus, the changes inside organization were effective; they need to manage, because it is important to respect effective management on the basis system and situational approaches, using the analyzed stages and methods.

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*Smyslova Olga Alexandrovna,
I. M. Sechenov First Moscow State Medical University,
postgraduate student, the Faculty of Pharmacy
E-mail: smysolga@rambler.ru*

*Markaryan Artem Aleksandrovich,
I. M. Sechenov First Moscow State Medical
University, doctor of pharmacy, professor*

Chromatographic study of flavonoids multi-plant collection for treatment and prevention of urolithiasis

*Смыслова Ольга Александровна,
ГБОУ ВПО Первый МГМУ им. И. М. Сеченова,
аспирант, фармацевтический факультет,
E-mail: smysolga@rambler.ru*

*Маркарян Артем Александрович,
ГБОУ ВПО Первый МГМУ им. И. М. Сеченова,
доктор фармацевтических наук, профессор*

Хроматографическое изучение флавоноидов многокомпонентного растительного сбора для лечения и профилактики мочекаменной болезни**Введение**

Актуальность поиска возможных путей повышения эффективности фармако-терапии мочекаменной болезни (МКБ) определяется увеличением во всем мире заболеваемости МКБ и высокой частотой рецидивов¹.

¹ Черепанова Е. В., Дзеранов Н. К. Метафилактика мочекаменной болезни в амбулаторных