

CHARACTERISTICS OF PHARMACEUTICAL ORGANIZATIONS MANAGEMENT ON THE EXAMPLE OF GERMAN FIRMS

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Introduction. Successful functioning of pharmaceutical organizations, to a great extent, depends on the quality of management and efficiency of fulfillment of its functions as well as application of approaches and methods of control. The process of evolution of pharmaceutical management in Ukraine is exactly correlated with renovation of conditions of pharmaceutical organizations` functioning. However, present-day managers do not always make use of today`s achievements of scientists and practitioners in the field of management. They often ignore foreign experience of European developed countries. At the same time, both theoretical knowledge and use of practical experience gained by foreign pharmaceutical organizations are necessary for acquirement and retaining the administrative potential in the present-day conditions.

Aim. The aim of this paper is the theoretical substantiation and development of practical recommendations on implementation of foreign managerial experience into Ukrainian pharmaceutical organizations for ensuring its efficiency in the conditions of uncertain environment.

Material and methods. Methodological basis of the research is compiled on: basic trends in the theory of management and marketing; system and complex approaches; logical analysis; works of Ukrainian and foreign scientists in the field of pharmaceutical management. During the past decades, a large-scale implementation of the Quality Management System (QMS) based on constantly developing standards ISO of 9000 series is taking place in every field of world economy. This is conditioned by the fact that QMS is an all-purpose set of instruments which allows achieving maximum efficiency in all aspects of activity of any enterprise or organization and providing instruments for further self-improvement. In many countries, implementation of QMS into pharmaceutical industry, including the sector of medicines retailing (J1C) has acquired a peculiar significance.

Results and discussion. From the point of view of practical implementation of QMS German pharmaceutical organizations may be considered as the example on the European arena: the sphere of responsibility and competences are strictly divided among employees depending on their positions; orders are passed from administration to workers and are obligatory without discussion. The position of a manager in German firms is linked to not only individual abilities, but also depends on the length of work, formal acknowledgement of qualification, and level of

education. It is worth noticing that a German manager with a university diploma gets promotion once in four years on the average. Those who have got the degree of a Doctor have the open way to the highest administrative circles. It should be mentioned that in Germany Doctors of Sciences enjoy considerable respect in the society and gain higher social position than successful businessmen without academic degrees. The process of communication (interrelation among various departments) in German companies is strictly vertical: suggestions of junior subdivisions are carried to administration through direct superiors who pass the information along the hierarchic chain from lower to upper officials. The complex analysis of literary sources has shown that according to the comparative studies the following peculiarities of the German model of management should be paid attention to:

- stimulation of professional training (realization of the management function such as «motivation» and high-quality work with the staff, which allows raising standards of production to the highest level in an organization and linking the company`s and employees` interests);
- aiming at high quality and satisfaction of customers` requirements (competition on the basis of up-to-date experience and concentration on customers` requirements, state policy, and resolutions of government);
- social responsibility in front of employees and society (introduction of discussing employee`s social sphere and the organization`s responsibility before the society into everyday practice);
- managers` loyalty (is formed by motivating managers of all administrative levels for the achievement the organization`s mission and goals);
- adherence to innovations (as a means of reinforcement of competitiveness in the market with the help of introducing innovations);
- efficient labour relations (are formed by using compromises when discussing questions concerning any production or social problem).

Conclusions. As a result of the analysis and systemization of Ukrainian and foreign publications concerning the main trends of pharmaceutical management certain domains have been revealed organizational development of which allows to improve patients` provision with medicines. Theoretical sources of German model of management that form the foundation of managerial systems in German companies, e.g., rational basis of activity, use of strict formal procedures, selection and promotion of employees according to their qualification, remain its strong aspects and a considerable competitive advantage up to the present. Their theoretical analysis and application in managerial practice in pharmaceutical organizations in Ukraine will considerably increase both professional performance and self-evaluation of a manager as well as the market stability of an enterprise.