

виступила мережа аптек міста Харкова (Україна), респондентами стали провізори із загальною чисельністю 200 осіб. За результатами проведеного дослідження виявлено такі мотиваційні профілі працівників: *інструментальний тип* (основа – матеріальна винагорода за працю) – **55%**, *професійний типаж* (основа – професіоналізм, самостійність, самореалізація) – **15%**, *патріотичний тип* (основа – соціальна відповідальність) – **8%**, *господарський типаж* (основа – максимальна самостійність, суверенітет) – **4%**, *люмпенізований працівник* (основа – уникнення та мінімізації своїх трудових зусиль) – **18%**.

Висновки. Отримані мотиваційні профілі провізорів не можна визнати ідеальними, оскільки має місце наявність 18% люмпенізованих працівників, що для аптечної мережі виступає у якості негативного фактору при досягненні ринкових цілей, в тому числі реалізації тактичних і стратегічних планів. Відповідно, потрібне певне коригування кадрової політики як на етапах підбору, оцінки, навчання та мотивації персоналу, так і на етапах індивідуального професійного зростання працівників та їх ротації.

NEW EDUCATIONAL PROGRAMME «CLINICAL SURVEY MANAGEMENT»

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Introduction. Currently, the pharmaceutical industry in Ukraine is in a leading position. However, international competition continues to attack the national pharmaceutical market. Experts assert that in the domestic market of registered pharmaceuticals about one third of medicine is of Ukrainian production, while the rest is a foreign one. Therefore, strengthening competitive position of Ukrainian

pharmaceutical companies on the market is a very important task. And it is clear that competing in this sector of economy can only be due to the quality medicines production. However, it should be also noted that the quality of drugs largely depends on well-organized and conducted clinical studies.

Main material. Clinical survey is an integral part of the drug development process. Clinical survey is able to establish the level of drugs quality and their effectiveness. Considering this, statement that the quality of medicines depends on the quality of clinical survey is fair [3-5]. The latter, in turn, depends largely on the proper level of planning and organizing clinical survey [1; 2].

The absolute guarantee of high-quality clinical survey of drugs is the availability of specialists with appropriate managerial education and management skills in health care institutions, contract research organizations and the pharmaceutical sector enterprises. This is the basis for organizing preparation of candidates for a master's degree in clinical research management in the new educational and professional program "Clinical Survey Management", which belongs to the "Management and Administration" field of study, the specialty "Management".

The purpose of this educational and professional programme:

- is preparation of highly qualified specialists who are capable of performing high quality functions of planning, organizing, monitoring;
- who comply with the ethical aspects of clinical research;
- effectively manage financial, material and information resources, project team in healthcare institutions, contract research organizations and pharmaceutical enterprises.

The competitive advantages of the programme consist in the uniqueness and originality of its educational component. The latter consists of management courses and disciplines that provide specialized fundamental knowledge for organizing, planning and monitoring clinical research. The practical part of the programme is strengthened by the introduction of two types of practice into the curriculum: work practice and pre-diploma practice. The management of these practices will be carried out simultaneously by two specialized departments: the Department of Clinical

Pharmacology and Clinical Pharmacy and the Department of Management and Administration.

The programme in question is the first and unique one in Ukraine, which provides an opportunity to implement an individual approach to each applicant for education, organize a convenient training schedule, get full-time or distance education and internships in research sites, contract research organizations, clinical research departments of domestic and foreign pharmaceutical companies. And yet, despite this, it should be understood that the listed competitive advantages can be created only if qualified specialists are involved in its implementation. Given the potential of the National Pharmaceutical University, it can be noted that the teaching academic disciplines within the program will be carried out by highly qualified specialists, health professionals and business representatives.

One of the further important points, forming the competitive advantages of the programme is that it ensures the applicant getting of state diploma of higher education and guarantees for further employment. In other words, the specialist trained to work in clinical research management, pursuant to the National Classification of Economic Activities of Ukraine, may hold a primary position by the professional titles of the qualification group “Managers (managers) in the health care industry” characterized by specific professional competences in accordance with the object of activity in the field of clinical research.

Conclusion. Every educational programme, as of today, claims to be unique, having its own peculiarities. In this case, they are as follows: development of social communications, formation of analytical skills in working with large databases, professional training in clinical research management, systematic exchange of practical experience between applicants and heads of healthcare institutions, pharmaceutical companies, organizations and, in particular, faculty of the National Pharmaceutical University.

To sum up, it should be noted that persons with higher medical, pharmaceutical or biological education, as well as practical experience in the relevant fields will be admitted to study this program.

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ASSESSMENT OF COMPETITIVENESS OF THE PHARMACY BASED ON EXTERNAL COMPETITIVE ADVANTAGES

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The competitiveness of the pharmacy can be determined as ability to get an advantage in the current market situation in order to increase turnover and obtain maximum profit. For successful activity at the market, a pharmacy needs to attract