

**DIRECTIONS OF EFFECTIVENESS AND EFFICIENCY
MANAGEMENT EVALUATION**

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In the dynamic landscape of pharmaceutical organization management, there is a growing need to evaluate effectiveness and efficiency. The pharmaceutical industry is undergoing rapid transformation due to advancements in technology, changes in regulatory requirements, and shifts in consumer preferences. In this dynamic environment, the need for effective management practices is more critical than ever. By developing directions for evaluating management effectiveness and efficiency, this study addresses a timely and relevant issue facing pharmaceutical organizations globally.

Aim. The purpose of this study is to develop directions for evaluating the effectiveness and efficiency of pharmaceutical organization management. By analyzing key performance indicators and organizational practices, we aim to provide actionable insights for improving management processes in the pharmaceutical sector.

Research Methodologies. Content analysis, descriptive method, structural-logical, generalization, grouping were used.

Research results. Management is a dynamic process of getting things done by others with the aim of achieving common goals effectively and efficiently. Efficiency in management means performing activities with the minimum wastage of resources which also refers to optimum utilization of resources so that the organisation can maximize the profit. Efficiency is the way you run your business, managing operations to maximise returns while reducing the use of resources. In other words, it focuses on operations and processes, streamlining and optimizing them by applying cost and time-saving strategies. Effectiveness refers to business performance, the big picture. It is a long-term, broader strategic approach that is results or success-oriented. Definitions, key concepts, and their interrelationships are discussed to establish a foundation for evaluation. Here are some key parameters commonly used to evaluate management effectiveness: goal achievement (both short-term targets and long-term strategic objectives. assessing goal achievement provides insight into the organization's ability to execute its plans and strategies effectively); financial performance (financial metrics such as revenue growth, profitability, return on investment (ROI), and cost efficiency are important indicators of management effectiveness); customer satisfaction (management effectiveness can be evaluated based on customer satisfaction levels, retention rates, and loyalty); employee engagement and satisfaction (parameters such as employee morale, retention rates, and productivity levels reflect management's ability to create a

positive work environment, foster collaboration, and support employee development); operational efficiency (process cycle times, resource utilization rates, inventory turnover, and waste reduction); innovation and adaptability (new product development, market responsiveness, and agility in decision-making demonstrate management's commitment to innovation and strategic flexibility); quality and compliance (product defect rates, service quality scores, and compliance with regulations demonstrate management's focus on quality assurance and risk management); leadership effectiveness (leadership competency, vision communication, decision-making effectiveness, and organizational culture reflect the quality of leadership and its impact on organizational performance); strategic planning and execution (strategic alignment, execution capability, and strategic performance monitoring indicate management's ability to translate vision into action and achieve strategic objectives); stakeholder satisfaction (management effectiveness can also be assessed based on stakeholder satisfaction levels, including investors, suppliers, partners, and the community. positive relationships with stakeholders indicate effective management of external relationships and support for sustainable business practices).

Identifying and defining relevant KPIs (Key Performance Indicators) is essential for evaluating management effectiveness and efficiency. This direction explores common KPIs used in various industries and discusses their applicability to different management contexts. In today's highly competitive business environment, organizations must continuously monitor and improve their performance to stay ahead.

Various methods can be employed to evaluate management effectiveness and efficiency, including benchmarking, balanced scorecard, and performance appraisal systems. Each method's strengths, limitations, and best practices are examined to guide organizations in selecting the most suitable approach. Case studies of organizations known for their effective management practices are analyzed to extract valuable insights and lessons learned. Best practices in areas such as leadership, strategic planning, and operational excellence are highlighted to demonstrate successful approaches to management evaluation.

Evaluation should not be a one-time exercise but rather an ongoing process aimed at continuous improvement. This direction explores strategies for incorporating evaluation findings into organizational decision-making processes and fostering a culture of continuous improvement.

Conclusions. This study will provide valuable insights into evaluating the effectiveness and efficiency of pharmaceutical organization management. By developing comprehensive evaluation criteria and methodologies, we aim to support continuous improvement efforts within the pharmaceutical sector. Our findings will contribute to enhancing organizational performance, driving innovation, and ultimately improving patient outcomes.