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QUALIFICATION WORK

on the topic: «**ANALYSIS OF THE EFFECTIVENESS OF THE
MANAGERIAL ACTIVITY OF PHARMACY MANAGERS**»

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АНОТАЦІЯ

У кваліфікаційній роботі проаналізовано аналіз ефективності управлінської діяльності завідувачів аптек. Проведено дослідження ефективності основних функцій аптеки. Загальний обсяг кваліфікаційної роботи становить 41 сторінку, містить 24 рисунки. Також надається бібліографія, що включає 30 джерел.

Ключові слова: аналіз, ефективність, управлінська діяльність, аптека, завідувач.

ANNOTATION

Analysis of the effectiveness of the managerial activity of pharmacy managers is analyzed in the qualification work. Research of the effectiveness of core functions in pharmacy has been conducted. The total volume of the qualification work is 41 pages, contains 24 figures. A bibliography including 30 sources is also provided.

Key words: analysis, effectiveness, managerial activity, pharmacy, manager.

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INTRODUCTION

Relevance of the research topic. The role of a pharmacy manager is currently regulated by both external and internal documents. External documents include legislative and regulatory acts governing pharmacy activities, while internal documents encompass the pharmacy's charter, the pharmacy manager's job description, and internal labor policies [18].

The pharmacy manager represents the pharmacy in interactions with government bodies, local authorities, and community leaders. They are responsible for ensuring efficient operations and compliance with all applicable rules and standards [17]. Additionally, the manager oversees the availability of medicines, monitors storage conditions, ensures an adequate range of products, and enforces proper dispensing protocols, including for subsidized medications [24].

All pharmacy staff report to the manager, who holds the authority to enforce penalties, hire and dismiss employees, approve work schedules and vacation plans, promote team members, and inform staff of updates to orders, guidelines, and other operational documents [9].

A manager's proficiency is often linked to their experience: while theoretical knowledge is essential, hands-on experience is critical for developing practical skills. Generally, at least 2-3 years of professional experience is required to effectively manage a pharmacy [3]. When considering candidates for the managerial role, the head of the pharmacy assesses their decision-making abilities, organizational skills, and responsibility. Promising candidates may be given opportunities to act as interim managers during the primary manager's absence to gain valuable managerial experience [11].

Candidate selection focuses on attributes like quick thinking, knowledge, and adaptability. Continual professional development is essential; managers are encouraged to read specialized literature, attend industry seminars and workshops, and apply new insights in practice. Learning can even take place during work hours through online training sessions, which only require a device with internet access and about 50 minutes daily, such as during lunch or less busy periods [6].

Prospective managers should also show initiative and innovation, as novel proposals from pharmacists are encouraged. However, it is important to not only present ideas but also be ready to substantiate them and accept constructive feedback. Being proactive in organizational matters and taking on additional responsibilities or projects can provide valuable experience and career opportunities [30].

Finally, as the bridge between pharmacy management and the team, the manager must skillfully resolve conflicts and foster positive interactions. This ability can be honed through frequent engagement with diverse customers, learning to adapt one's approach as needed — an essential skill for dealing with both clients and upper management [29].

The purpose of the qualification work is to analyse of the effectiveness of the managerial activity of pharmacy managers.

To accomplish the objective of this qualification work, the following **tasks** need to be addressed:

- to study key managerial roles and objectives in pharmacy organizations;
- to study characteristics of effective pharmacy management;
- to research of the effectiveness of core functions in pharmacy;
- to study of the relationship between financial outcomes and social responsibilities;
- to identificate and analyze key criteria for managerial success;
- to examine qualification requirements for pharmaceutical industry personnel.

The object of the research is the managerial activities within pharmacy organizations.

The subject of the study is the effectiveness of management practices and strategies employed by pharmacy managers.

The study employed various **methods**, including questionnaires to gather participant feedback, data analysis to interpret the collected information, a

systematic approach to comprehensively investigate the topic, graphical methods for visual data representation, and observation to obtain objective insights from real-life settings.

Practical significance of the obtained results. The study's results provide insights that can enhance the management effectiveness of pharmacy organization leaders.

Approbation of research results and publication. Approbation of research results and publication. The qualification work was tested on IV International Scientific and Practical Conference "Fundamental and applied research in the field of pharmaceutical technology". The summaries of the reports were published: Bondarieva I.V., Amadi-Okocha Chukwuebuka Samuel. Analysis of the effectiveness of the managerial activity of pharmacy managers. Fundamental and applied research in the field of pharmaceutical technology : Collection of scientific materials of the IV International Scientific and Practical Conference (Kharkiv, November 25, 2024). Kh.: View of NUPh, 2024. - P. 294.

Structure and scope of qualification work. This qualification work includes an introduction, a literature review, an experimental section, general conclusions, a reference list, and appendices. The work spans a total of 41 pages and contains 24 figures. Additionally, 30 literature sources were referenced for research and analysis.

PART I

THEORETICAL FOUNDATIONS OF PHARMACEUTICAL ORGANIZATION MANAGEMENT

1.1. Key managerial roles and objectives in pharmacy

The current stage of development of the world economy is characterized, on the one hand, by increasing trans nationalization and globalization, on the other hand, by the maximum use of the creative potential of an individual. In economic terms of the 20th century marked great transformations. In particular, three important scientific theories emerged and are successfully used in the field of management: management, marketing and logistics [4].

As evidenced by the analog model developed by us the evolution of these theories is a set of so-called built-in stages (links) according to the principle of a "telescopic antenna" [27]. Pharmacy management is presented on fig. 1.1.

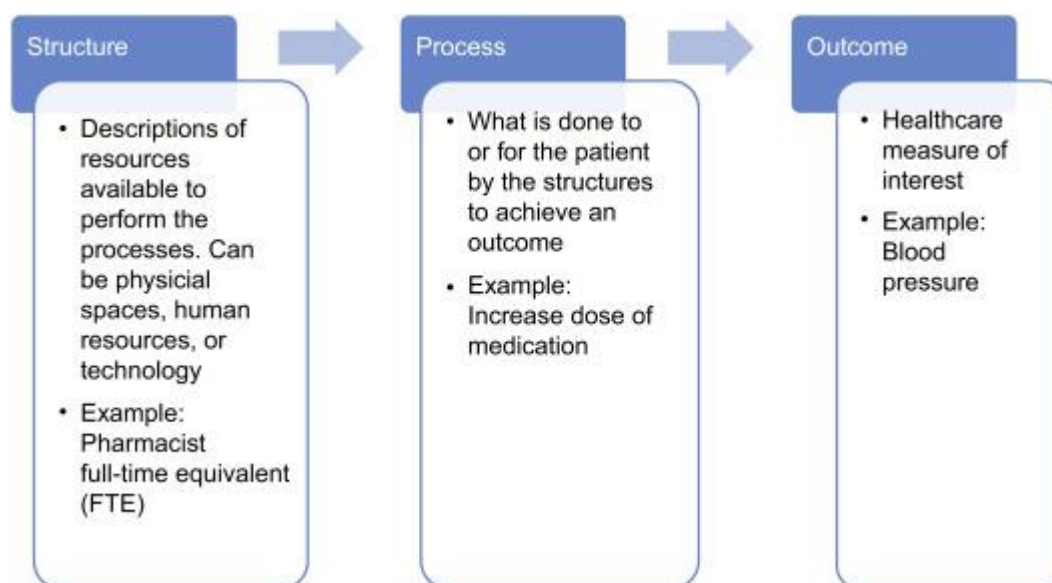


Fig. 1.1. Pharmacy management

Despite the long history of the practical application of management, the latter became a recognized and widespread scientific discipline only starting from the 10s of the last centuries. In 1911, the work of Taylor's was published "Principles of scientific management", which is considered the beginning of the recognition of

scientific management and an independent branch of research. In addition to Taylor, Gilbret, Fayol worked on management issues. Follett and other scientists as a response to the challenge of automation of production. Key managerial roles and objectives in pharmacy are presented on fig. 1.2 [6].

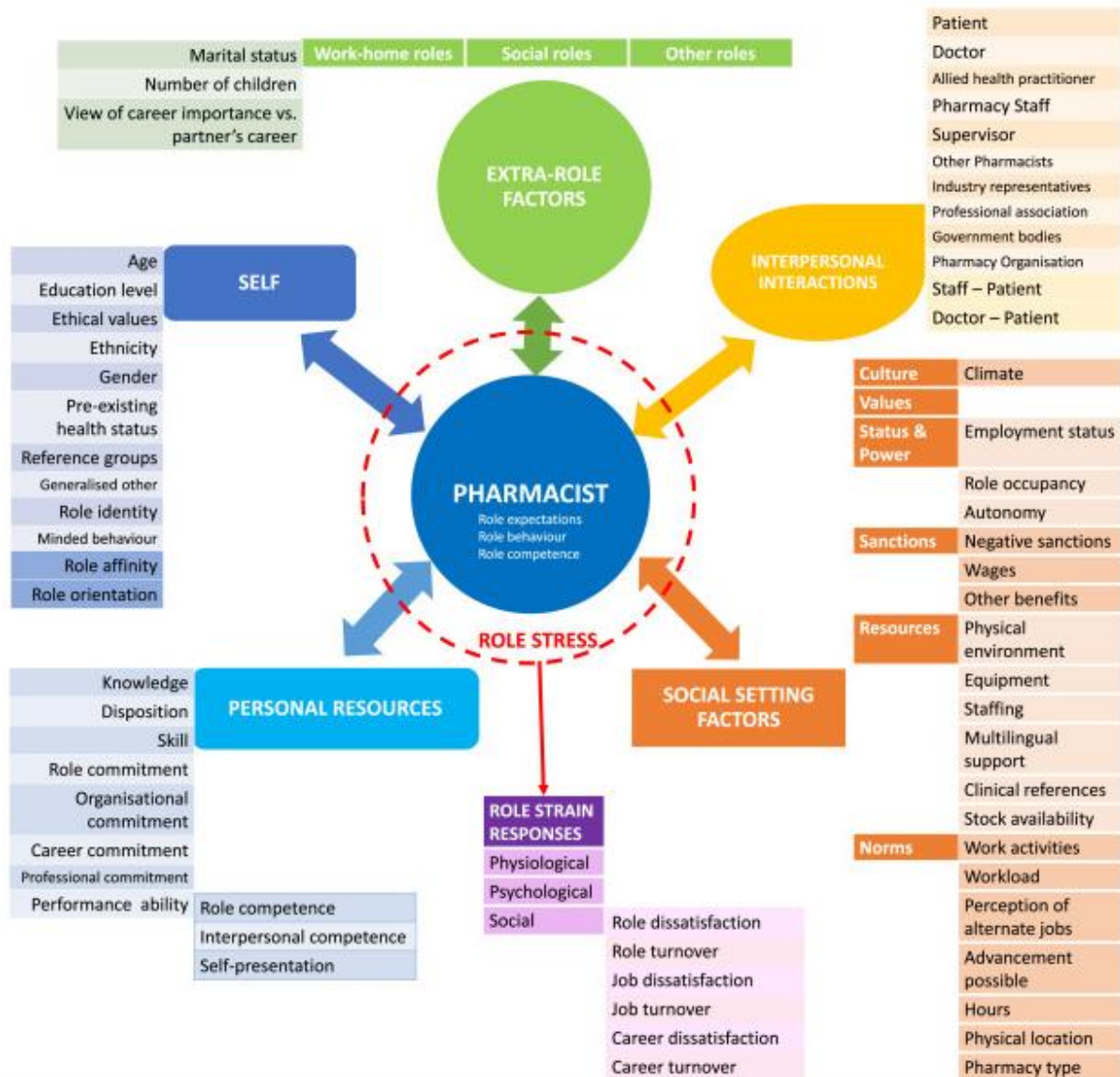


Fig. 1.2. Key managerial roles and objectives in pharmacy

The evolution of management as a scientific discipline is a series of approaches that often coincided: the school of scientific management (1885–1929), the classical or administrative school (1920–1950), the school of psychology and human relations (1939–1950), the school of behavioral sciences and the school of management science (1950 - our time) [25]. At the same time, management systems

were formed as management based on extrapolation, predictable changes, and flexible emergency solutions. It is worth noting that during this period the distribution of resources in society was transformed from an exclusively market-based to a regulated (state) market method [16].

Benefits of pharmacy workflow automation are presented on fig. 1.3.

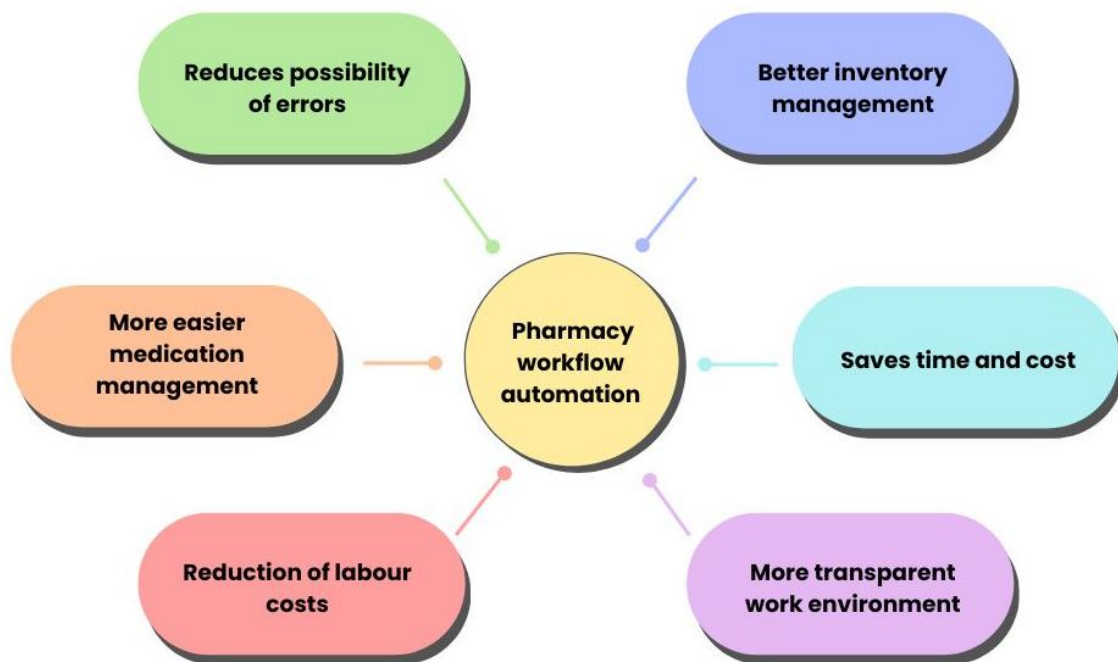


Fig. 1.3. Benefits of pharmacy workflow automation

Today there are many definitions of management. The most optimal of them is the following: management — the process of planning, organizing, motivating and controlling, necessary for formulating and achieving the goals of the organization [14].

From the point of view of management, an organization is a group of people whose activities are coordinated to achieve a common or individual goal. There are three main goals of the company: development, stability, survival. The goal is a constituent part of the main variables in the organization itself or in a complex of management objects. Management also includes structure, tasks, technology, and people [24].

So, management functions include planning, organizing, motivating and controlling. At the same time:

- planning — the process of choosing a goal and decisions necessary to achieve it;
- organizing — the process of creating a certain structure to fulfill specific and precisely defined goals;
- motivation — the process of stimulating oneself and others to activities aimed at achieving individual and general goals of the organization;
- control — a process that ensures the achievement of the organization's set goals by working out work evaluation standards, periodic evaluation, comparison of what is achieved with what is expected, and regulation [14].

The considered functions of management have two common characteristics: firstly, they require decision-making, that is, the choice of one of the alternatives; secondly, conveying the decision to other employees in such a way that it is understandable, that is, the use of communications. Because of this, and because these two traits combine the four management functions, they are often referred to as connecting processes [4].

Pharmacy management system is presented on fig. 1.4.

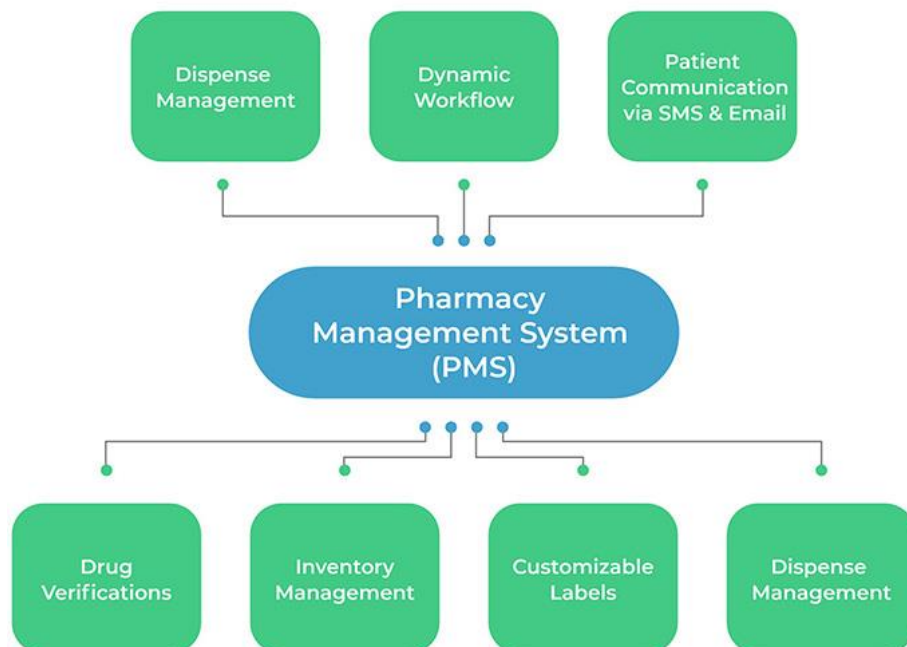


Fig. 1.4. Pharmacy management system

Marketing deals with solving the problems that arise during the sale of goods and which foreign firms face as a result of the "explosion" of technological possibilities offered by science and technology after the end of the Second World War. In the development of marketing, three main stages are distinguished: sales (beginning of the 20th century - 40s), management (50s - the first half of the 70s), complex system (from the second half of the 70s) [26].

Marketing is a managerial activity aimed at creating demand and achieving enterprise goals by satisfying consumer needs. Need is a feeling of lack of something, which has taken a specific form according to the cultural level and personality of the individual, and demand is a need supported by purchasing power [20].

Marketing activity begins with a comprehensive market research, as a result of which market opportunities are evaluated, with the help of market segmentation, a search for possible consumers is conducted, after which product positioning is carried out. Having decided about positioning, the company develops a system of marketing tools — the so-called marketing mix or marketing mix [5].

The marketing complex in the form of the "4R" model (product, price, distribution, promotion) was first proposed by J. McCarthy (1960). F. Kotler (1986) added "2R" to "4R" - public relation (public relations) and politics (politics) [11]. The so-called marketing mix can be supplemented with several more "Ps": publicity, personal, population, etc. [30].

Considering the modern theory of marketing, it consists of five elements - 5R, that is, it is a set of means (product, price, distribution, promotion, personnel) that the company uses to influence the goal [6].

1.2. Study of characteristics of effective pharmacy management

Pharmacy operations involve a combination of concurrent processes, where effective planning and organization enhance profitability and coordinated functioning. A well-chosen strategy and management system are essential for effective pharmacy management [7].

Management, generally defined as the effective use of resources to achieve objectives, involves gathering information on tasks, setting goals, making decisions, implementing actions, and adjusting based on feedback [20]. In pharmacy practice, a specific branch of "pharmaceutical management" has emerged, which focuses on optimizing resources within the pharmaceutical sector to achieve both social and economic goals [9]. The managerial sciences are presented on fig. 1.5 [4].



Fig. 1.5. The managerial sciences

Three primary management approaches in pharmacies are:

- **Process-oriented** – encompassing interconnected functions and management operations.
- **System-based** – viewing the business as an open, complex socio-economic system.
- **Situational** – adapting methods based on interactions with the external environment.

The organization of pharmacies aligns with specific principles:

- **Unity and integrity** – the pharmacy as a cohesive system with unified goals.
- **Optimal flexibility** – balancing rigidity and flexibility in system elements.

- Diversity of management – structural diversity to meet various environmental and internal factors [24].
- Control proportionality – adapting leadership to each developmental stage.

Management principles include single leadership, labor division, motivation, responsibility, feedback, and efficiency, ensuring goals are effectively met [2].

The effectiveness of management is judged by criteria such as achievement of goals, cost-efficiency, service quality, profitability, and employee work conditions. Managers view the organization as an interconnected system, adjusting operations to meet external demands [1]. For a pharmacy, success is measured through metrics like customer satisfaction, cost management, and profitability. Resources include finances, materials, information, and labor, which are analyzed to transform raw inputs into positive outcomes [5].

Pharmacy management involves three core business processes: product sales, staff management, and managerial effectiveness. Effective product planning considers location, demographic needs, and pricing, alongside factors like consumer preferences and advertising. Pharmacy profitability and reputation heavily rely on staff performance, which is supported through appropriate hiring, motivation, and reward systems. Managers should also identify employee potential and drive continuous development [30].

Ultimately, the manager's effectiveness influences organizational success. Strategic planning, market analysis, and time management skills are essential for managing multiple processes. Recognizing pharmacy operations as a set of interconnected activities ensures that attention to one area doesn't compromise others, contributing to comprehensive organizational success [11].

CONCLUSIONS TO PART 1

1. Key managerial roles and objectives in pharmacy have been defined.
2. Characteristics of effective pharmacy management have been studied.

PART II

ANALYSIS OF STRATEGIES FOR ENHANCING THE EFFICIENCY OF PHARMACEUTICAL ORGANIZATIONS

2.1. Research of the effectiveness of core functions in pharmacy

Most pharmacy institutions are organized based on a functional structure, dividing pharmacies into departments such as ready-made medicinal products, preferential sales, and prescription and production departments. Within these structural divisions, a functional hierarchy exists from the manager down to the individual employee. For instance, the head of the prescription and production department coordinates with the pharmacist-technologist for prescription receipt and medication dispensing, the quality control pharmacist, the pharmacist-analyst, and others. Each department within the pharmacy also manages its own accounting and reporting processes [24].

The role of department heads focuses on maximizing the effectiveness and efficiency of their operations. Based on a management-driven approach to pharmacy structuring, three primary functions of pharmacy activities can be identified for evaluating and comparing financial performance.

- Trading Function – the pharmacy’s role in selling medicinal products to the general public [7].
- Commercial Function – the sale of industrially manufactured medicinal products to the public at full price.
- Production Function – the compounding of pharmaceuticals within the pharmacy, followed by their sale, funded either by private payments from citizens or from budget allocations.
- Social Function – discounted provisions for workers in industrial sectors [21].

The effectiveness of pharmaceutical activity is a key aspect in ensuring public access to quality medicinal products and services. Evaluating the performance of the

main functions of pharmacy allows us to determine how successfully pharmacy institutions achieve their goals and identify opportunities for improvement.

Pharmaceutical activity includes three main functions: trading, commercial, and production. Each of these functions has its specific characteristics and impact on the overall effectiveness of the pharmacy institution [4].

The trading function involves the sale of medicinal products to the public. It is the foundation of the pharmacy's income and includes not only the sale of products but also ensuring their accessibility for patients. The evaluation of this function can be conducted based on sales volumes, customer satisfaction levels, and service speed [3].

The commercial function is related to the sale of industrially manufactured medicinal products at full cost. This function is critical for the financial stability of the pharmacy. The effectiveness of the commercial function is assessed through the analysis of profit margins, sales volumes, and the competitiveness of pricing policies [9].

The production function encompasses the compounding of pharmaceuticals within the pharmacy. It involves not only the preparation of products but also quality control. The effectiveness of the production function can be assessed by analyzing production costs, waste levels, and the compliance of finished products with established standards [6].

Various methods can be used to evaluate the effectiveness of the main functions of pharmacy, including: examining profitability, cost-effectiveness, expenses, and revenues helps identify the strengths and weaknesses of pharmaceutical activities [2].

Consumer satisfaction assessment: surveys and analysis of customer opinions regarding the quality of services and medicinal products provide insights into issues at the service stage [12].

Internal process auditing: regular inspections and monitoring of production and sales processes allow for the identification of improvement opportunities.

Evaluating the effectiveness of the main functions of pharmacy is a necessary condition for ensuring high quality in pharmaceutical services. Understanding how each function impacts the overall outcome of pharmacy activity enables managers to develop strategies for enhancing effectiveness and adapting to changing market conditions. Implementing a monitoring system and regular evaluations will help ensure not only financial stability but also consumer trust in pharmacy institutions [13].

Management is a key element in an organization's journey toward its goals. The primary responsibility of a leader is to organize employees' work in alignment with their qualifications, abilities, and skills; based on this, to establish effective organizational structures and monitor successful task completion. This multifaceted role demands that a manager fulfill various interconnected functions: those of a manager, organizer, and specialist. In the role of a manager, a leader enforces authority to foster organizational growth in line with current laws and regulations, shapes and implements staffing policies, and oversees compliance. As an organizer, a leader creates an environment conducive to effective teamwork in pursuit of shared goals and coordinates the actions of team members involved in management and production processes. As a specialist with expertise and experience in a particular field, a leader must assign tasks accurately, analyze them thoughtfully, and ensure efficient follow-through. Given the emergence of new socio-economic challenges, modern leaders need to possess managerial qualities. Key requirements include: comprehensive knowledge of market research, marketing planning, pricing, sales channel organization, record-keeping, foreign trade, labor law, and more; entrepreneurial mindset, enabling the achievement of specific economic and social goals through creative, non-standard solutions that may involve calculated risk; and resilience, purposefulness, and an unwavering commitment to reaching set objectives [7].

A manager is responsible for: a) organizing and planning production and sales activities; b) making sound administrative decisions; c) conducting business negotiations; d) recruiting and training staff; e) leading personnel in alignment with

modern standards; f) motivating employees toward creativity, innovation, and improvement, while recognizing and valuing each team member's accomplishments; g) maintaining high levels of objectivity; h) effectively resolving conflicts, among other tasks. Effective management is supported by numerous personal qualities, such as intelligence, confidence, determination, energy, initiative, discipline, fairness, politeness, and a respectful approach toward team members [18].

2.2. Study of the relationship between financial outcomes and social responsibilities in pharmacy

In modern healthcare, pharmacies play a dual role as both commercial enterprises and social institutions. While financial stability is essential for pharmacies to sustain their operations, they also hold responsibilities toward the community by providing affordable access to necessary medications and healthcare services. Balancing profitability with social obligations is complex, requiring pharmacies to assess how financial performance and social contributions influence each other [17].

Pharmacies are often viewed primarily as commercial entities focused on generating revenue through the sale of medicinal products and healthcare items. Key financial indicators for pharmacies include profitability, revenue growth, operational efficiency, and cost management. Financial performance enables pharmacies to reinvest in infrastructure, technology, and skilled personnel, all of which are vital for providing quality services to the public [20].

Financially successful pharmacies are better positioned to maintain a broad product range, improve service quality, and invest in advanced medication storage and distribution systems. In turn, this enhances their ability to meet public health needs more effectively [4].

Beyond their commercial purpose, pharmacies serve essential social functions. Pharmacies must ensure the availability of critical medications, especially for underserved populations. By offering essential medicines at reduced prices, pharmacies contribute to improved healthcare outcomes [3].

Pharmacies often act as frontline healthcare providers by advising customers on medication use, health management, and disease prevention. This role is particularly important in areas with limited access to medical services [4].

Many pharmacies offer discounted or subsidized medicines for vulnerable groups, such as elderly individuals or low-income patients. These social programs, while not immediately profitable, build goodwill and foster community trust [10].

Pharmacies that successfully integrate social responsibility into their operations often find that these initiatives can positively impact financial outcomes [7].

Pharmacies that are socially responsible by supporting community health initiatives or providing discounts for essential medicines often enjoy stronger customer loyalty. Patients appreciate pharmacies that prioritize their health needs, resulting in repeat visits and long-term customer relationships, which ultimately boost sales and profitability [27].

Socially conscious practices enhance the public image of the pharmacy, making it a preferred choice among consumers who value ethical business practices. A positive reputation attracts more customers and may increase the pharmacy's competitive advantage in the marketplace [25].

Pharmacies that balance financial goals with social responsibilities tend to achieve greater long-term stability. By investing in community health, these pharmacies build trust and a solid customer base, reducing revenue volatility and supporting sustainable growth. In many regions, pharmacies that actively participate in public health initiatives may receive favorable regulatory consideration. Compliance with government health programs can reduce regulatory burdens, potentially resulting in cost savings [3].

Studies of pharmacies that integrate social responsibilities with financial strategies indicate a trend where community-focused practices enhance overall performance. For instance, a pharmacy that offers low-cost medications and patient education programs may see an initial reduction in profit margin. However, over

time, these initiatives often translate into stronger brand loyalty, community support, and increased customer volume [2].

Analysis of financial data from community-oriented pharmacies shows that social initiatives, while costing more in the short term, contribute to a steady increase in customer retention rates and service demand. Pharmacies with a high focus on social responsibility often report higher average transaction volumes and expanded service areas as patients recommend the services to others [14].

Despite the benefits, balancing financial goals with social obligations presents challenges: offering discounted medications and subsidized services can strain financial resources, especially in competitive markets with narrow profit margins.

Allocating resources to social programs may reduce available funds for business expansion or technological upgrades, which are crucial for financial growth [11].

Implementing social responsibility initiatives, such as subsidy programs or community outreach, requires additional administrative effort, which can increase operational complexity [5].

The relationship between financial outcomes and social responsibilities in pharmacy is complex yet mutually reinforcing. Pharmacies that align their business models with community health needs often find that socially responsible practices contribute to long-term financial health. While short-term profits may fluctuate due to socially-oriented expenditures, the long-term benefits, including customer loyalty, enhanced reputation, and stability, typically outweigh these costs. By carefully planning and monitoring the impact of social initiatives, pharmacies can create a balanced approach that fosters both profitability and community health advancement [11].

CONCLUSIONS TO PART II

1. Research of the effectiveness of core functions in pharmacy was conducted.
2. Study of the relationship between financial outcomes and social responsibilities in pharmacy was conducted.

PART III

MARKETING RESEARCH ON THE MANAGEMENT PRACTICES IN PHARMACIES

3.1. Identification and analysis of key criteria for managerial success

It was conducted a research of 42 heads of pharmacies aimed at assessing the work organization of pharmacy managers and analysis of key criteria for managerial success (appendix).

The study gathered data on demographics, including gender and work experience, to better understand the workforce dynamics. Results showed that the majority of participants (96%) were women, with only 4% being men (Fig. 3.1).

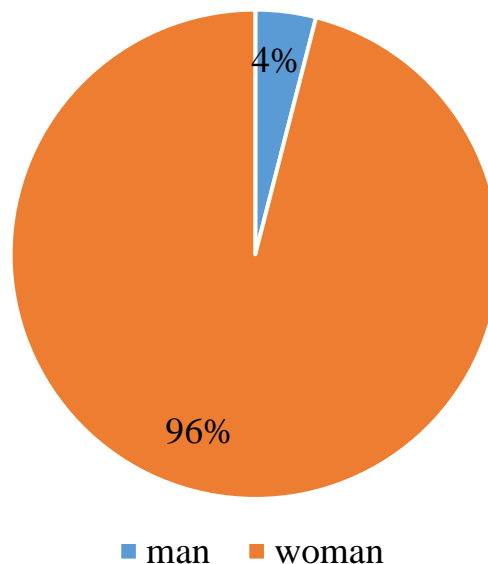


Fig. 3.1. Analysis of the gender of heads of pharmacies

Regarding work experience, a diverse range of experience levels was represented: 5% had worked in pharmacy management for up to 10 years, 47% for 11 to 20 years, 34% for 21 to 30 years, 10% for 31 to 40 years, and 4% for over 40 years.

This demographic information provides valuable context for interpreting organizational practices and challenges in pharmacy management (Fig. 3.2).

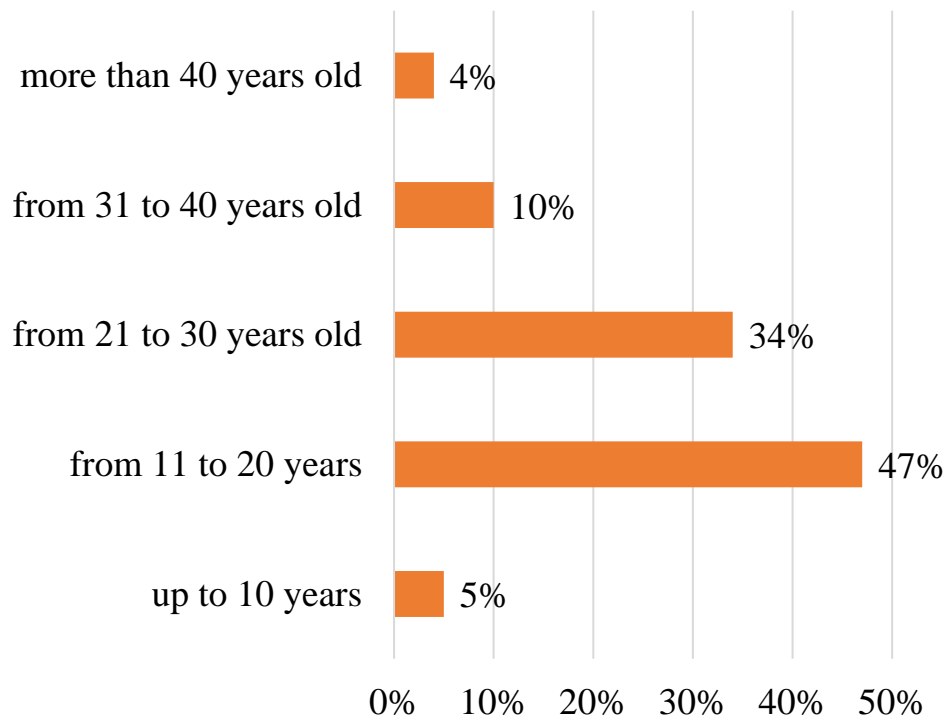


Fig. 3.2. Analysis of the work experience of pharmacy's heads

The study asked participants to rate the importance of pharmacy management functions on a scale from 1 to 10.

It was set that key priorities included licensing compliance (10), ensuring medicine supply (9), personnel management and training (9), economic operations and financial management (9), and accurate accounting and planning (9). Other functions, such as quality control of medicines (7) and sanitary compliance (6), were rated moderately important, while activities like public sanitary education (4) and business contacts (3) were rated as less critical (Fig. 3.3).

It was a breakdown of daily tasks by time allocation: computer-based work occupied 20% of the time, followed by staff communication at 18%. Sorting and shelving medicines took 15%, while customer service accounted for 12%. Receiving inventory from suppliers required 8%, and communication with sales and medical representatives was 7%. Preparatory and concluding tasks and unscheduled breaks each took 6%, with phone communication at 5%. Scheduled breaks comprised the smallest portion at 3% (Fig. 3.4).



Fig. 3.3. Assessment of the priorities of management functions in the activities of pharmacy managers

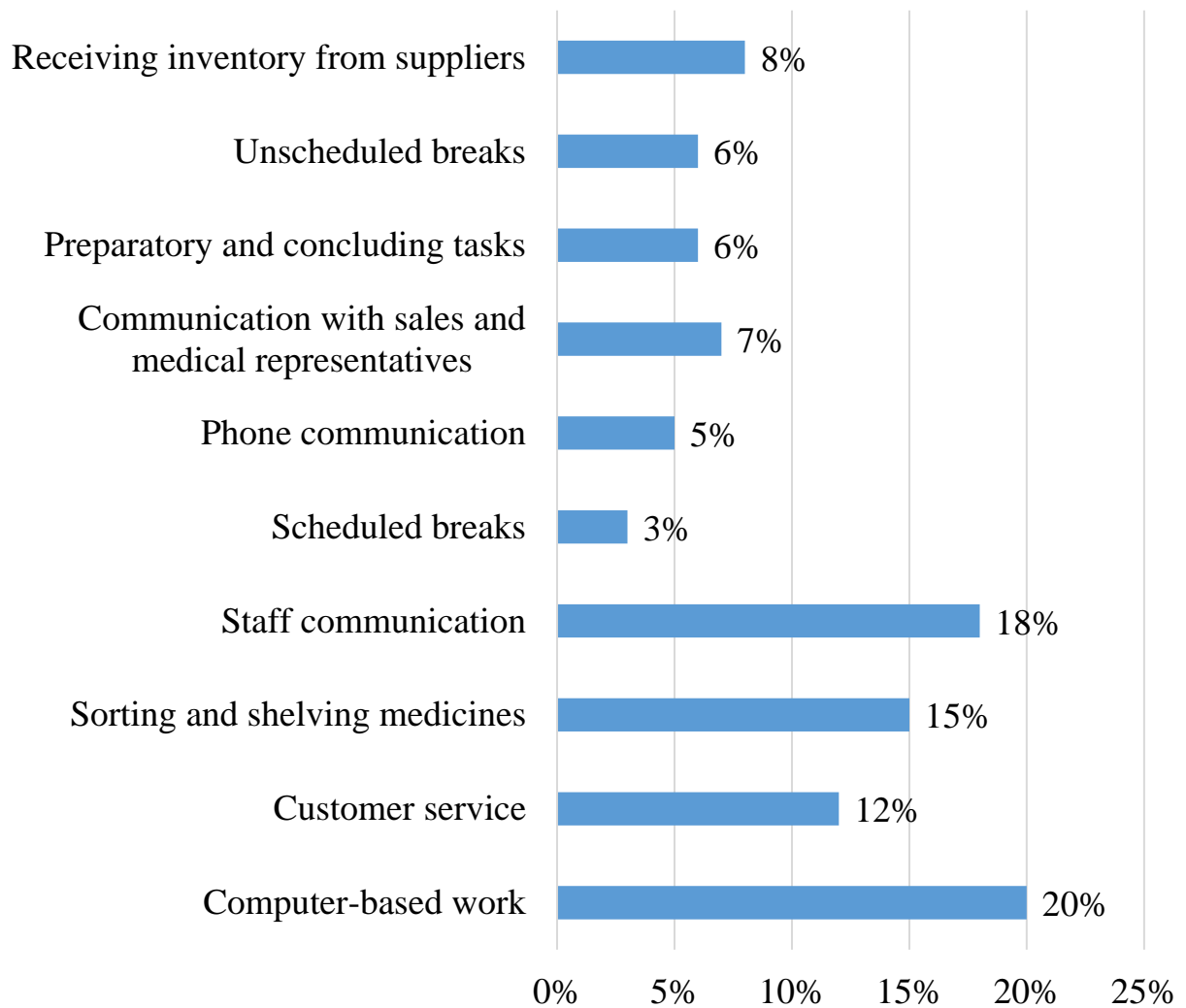


Fig. 3.4. Analysis of the time allocation of daily pharmacy management tasks

It was found that participants expressed a strong interest in focusing on certain management functions, with 21% wanting to be more involved in assortment planning and ordering and personnel management.

Involvement in pricing decisions also garnered 18% of interest. Smaller percentages were dedicated to improving workflow and operational efficiency (9%), developing marketing and promotional strategies (8%), and ensuring regulatory compliance and quality standards (7%). Managing stock and inventory control (7%), enhancing customer service quality (5%), and providing informational and consulting support (4%) were rated as lower priorities for increased focus (Fig. 3.5).

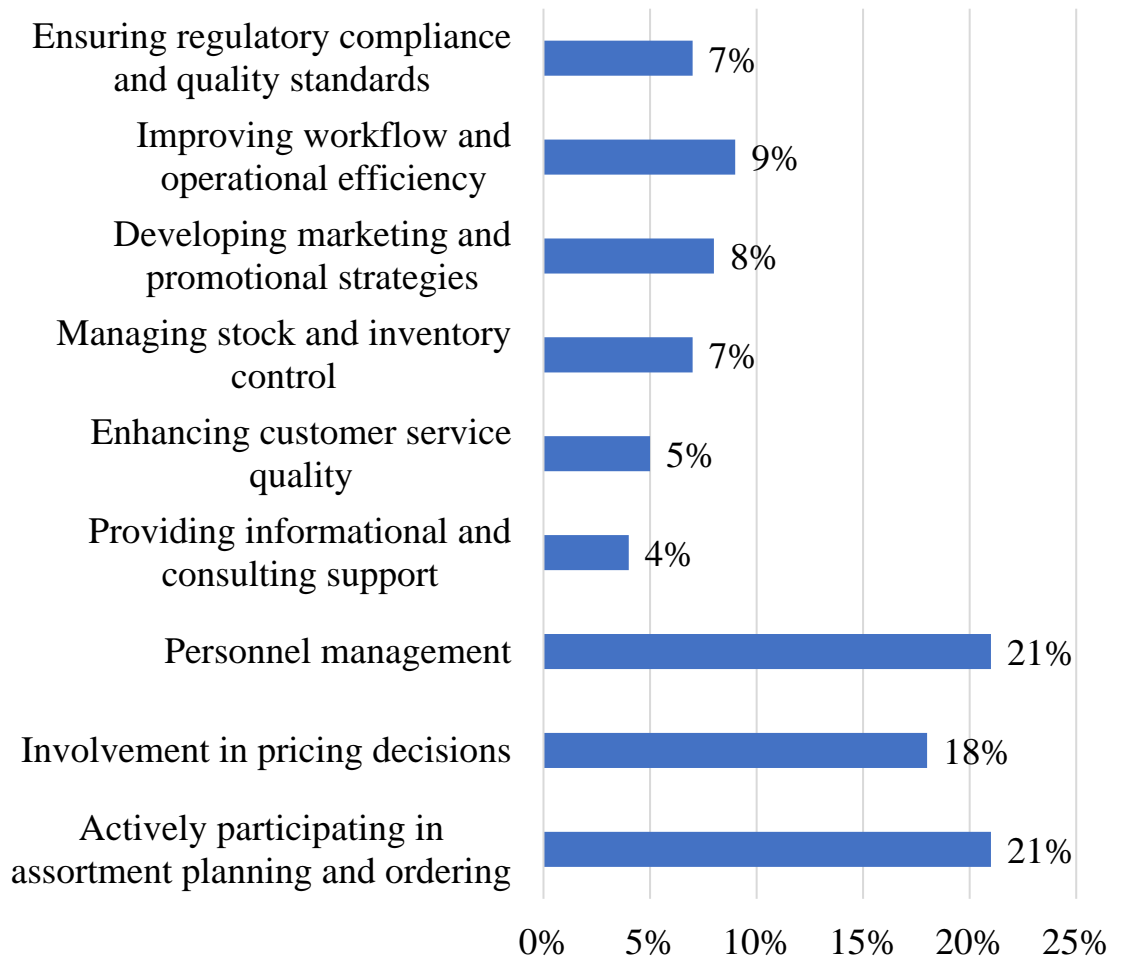


Fig. 3.5. Study of preferred focus areas for pharmacy management functions

It was found that 95% of participants believe the current staff levels are adequate for efficient operations, while 5% do not (Fig. 3.6).

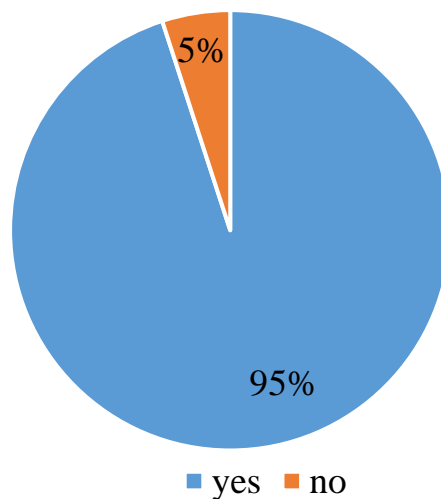


Fig. 3.6. Study of adequacy of current staff levels for efficient operations

It was found that the main challenges in managing the pharmacy include financial constraints (29%), followed by inventory control (24%), and regulatory compliance (19%). Staff turnover and customer satisfaction each accounted for 14% of the challenges (Fig. 3.7).

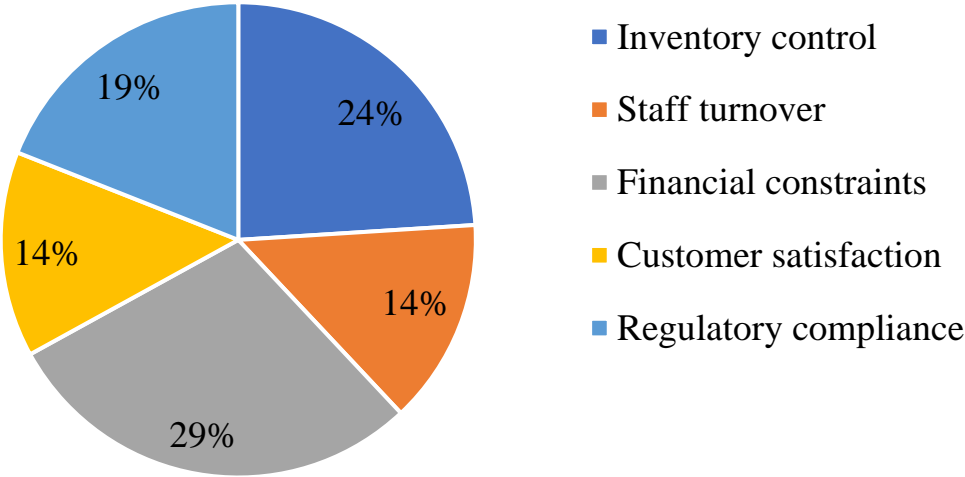


Fig. 3.7. Analysis of the main challenges in pharmacy management

It was found that the most common strategies for motivating staff include clear communication of goals (30%), training and development opportunities (26%), and incentives and rewards (24%). Regular feedback was also used by 20% of respondents (Fig. 3.8).

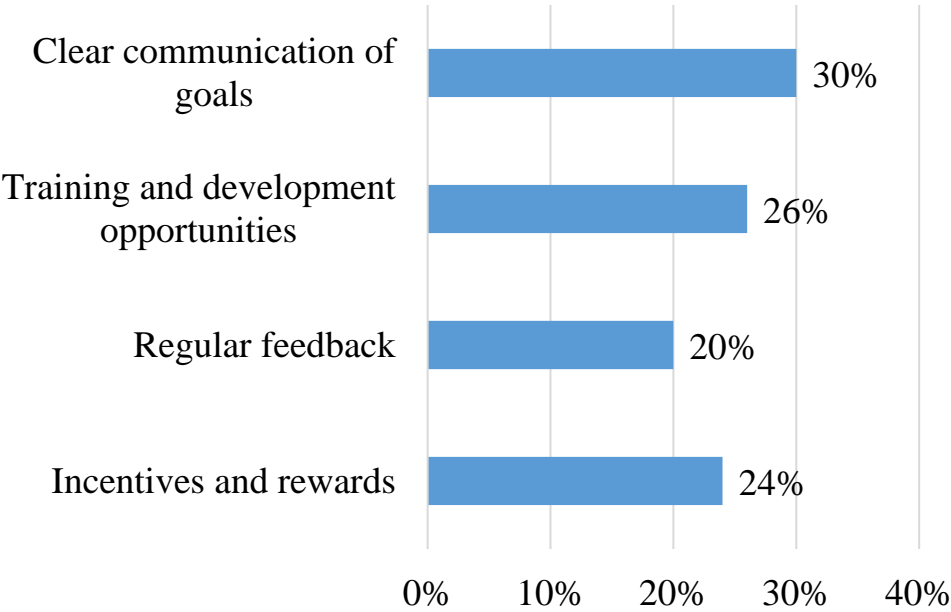


Fig. 3.8. Analysis of staff motivation strategies in pharmacy management

It was found that 35% of respondents always delegate tasks to their staff, while 29% do so often. 19% delegate tasks sometimes, and 10% do so rarely. Only 7% of respondents never delegate tasks (Fig. 3.9).

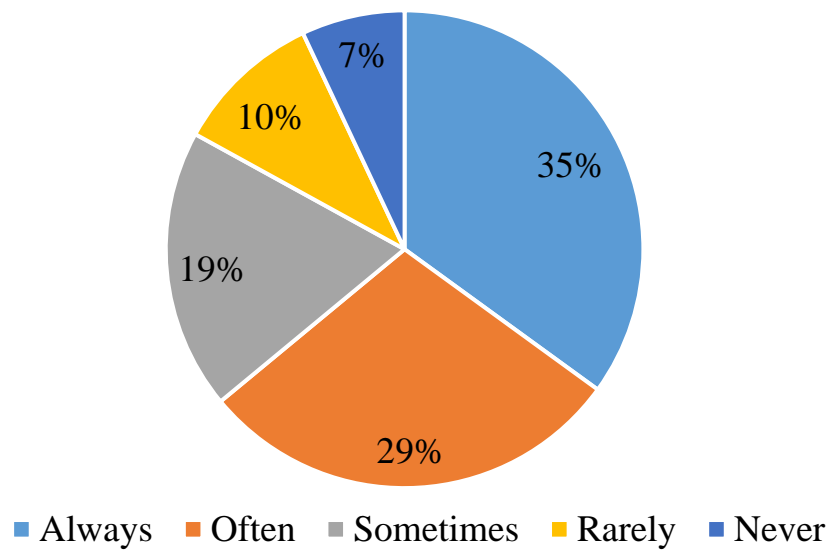


Fig. 3.9. Analysis of the delegation of tasks to staff in pharmacy management

Analysis of importance of management skills for effective pharmacy management was conducted (Fig. 3.10).

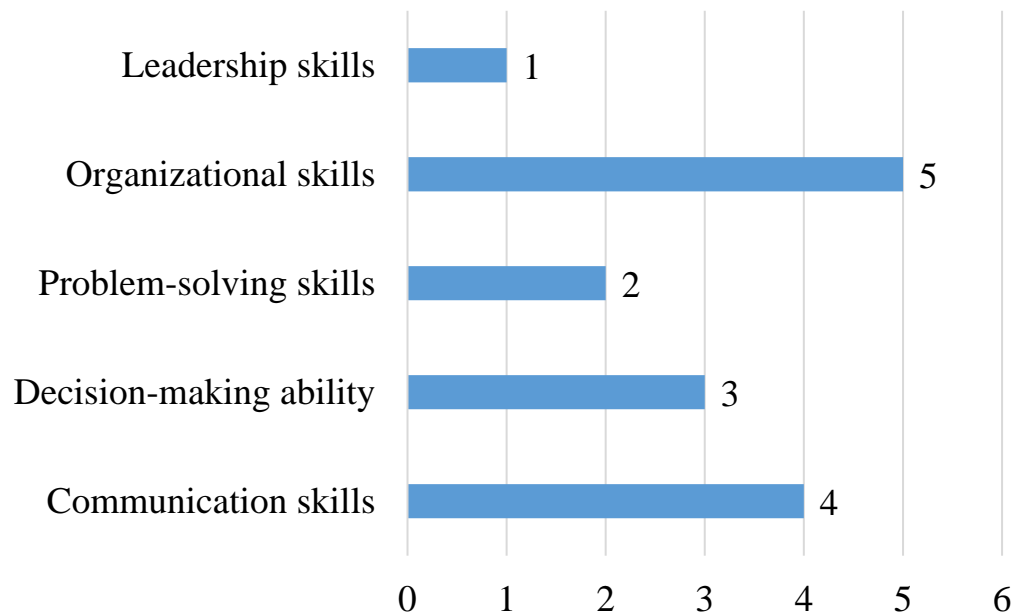


Fig. 3.10. Analysis of importance of management skills for effective pharmacy management

It was found that the most important skill for effective management was organizational skills, rated 5. Communication skills were also considered highly important, with a rating of 4.

Decision-making ability received a rating of 3, indicating moderate importance. Problem-solving skills were rated 2, reflecting a lower priority, while leadership skills were considered the least important, with a rating of 1 (Fig. 3.10).

It was found that 30% of respondents use digital tools or software for pharmacy management on a weekly basis, while 28% use them monthly. 21% use these tools daily, and 15% use them rarely. Only 6% of respondents never use digital tools or software for management tasks (Fig. 3.11).

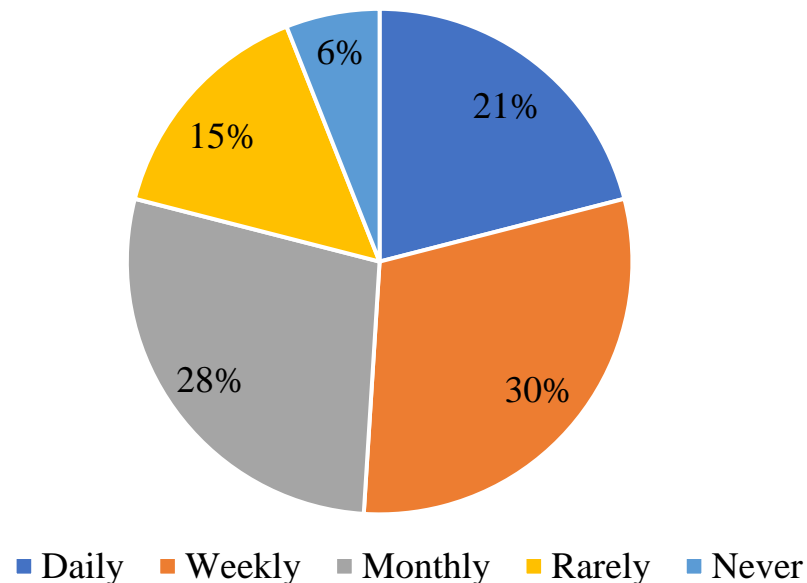


Fig. 3.11. Analysis of frequency of digital tools use in pharmacy management

It was found that 32% of respondents handle staff recruitment personally, followed by budgeting and financial management at 27%.

Inventory control is managed by 15%, while marketing strategies are personally handled by 16%. Only 10% take on customer service themselves (Fig. 3.12).

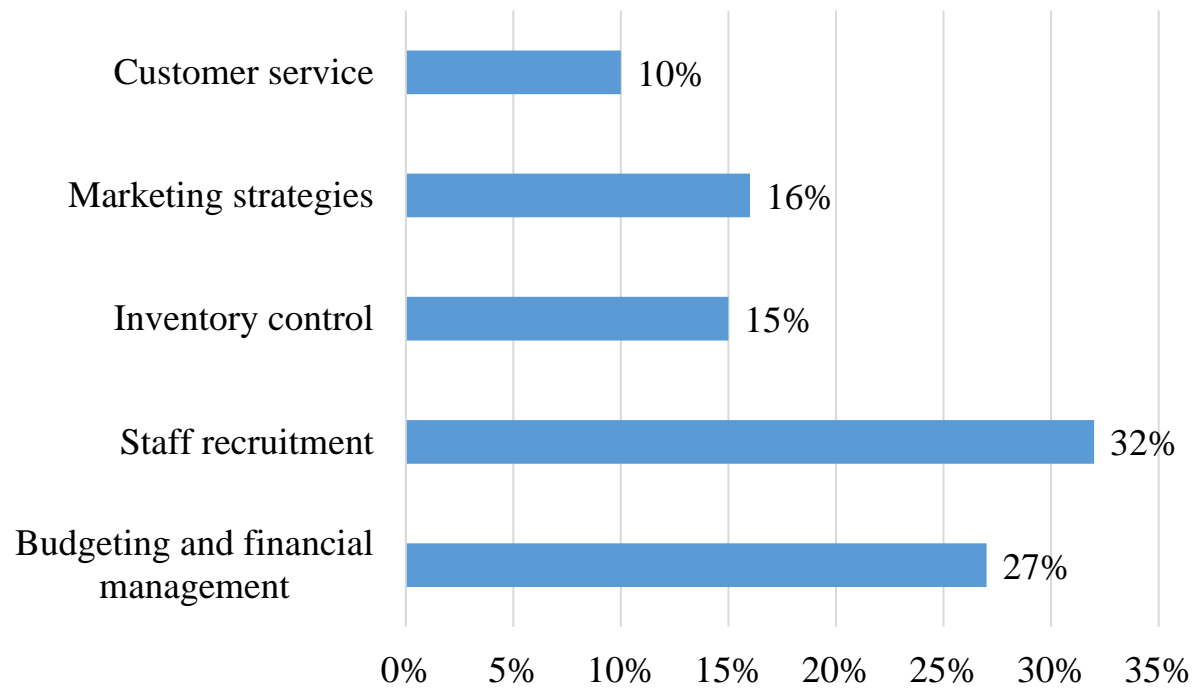


Fig. 3.12. Analysis of functions handled personally by heads in pharmacy management

It was found that 52% of respondents conduct performance reviews for their team monthly, while 34% do so quarterly. 9% perform reviews annually, and 5% never conduct performance reviews (Fig. 3.13).

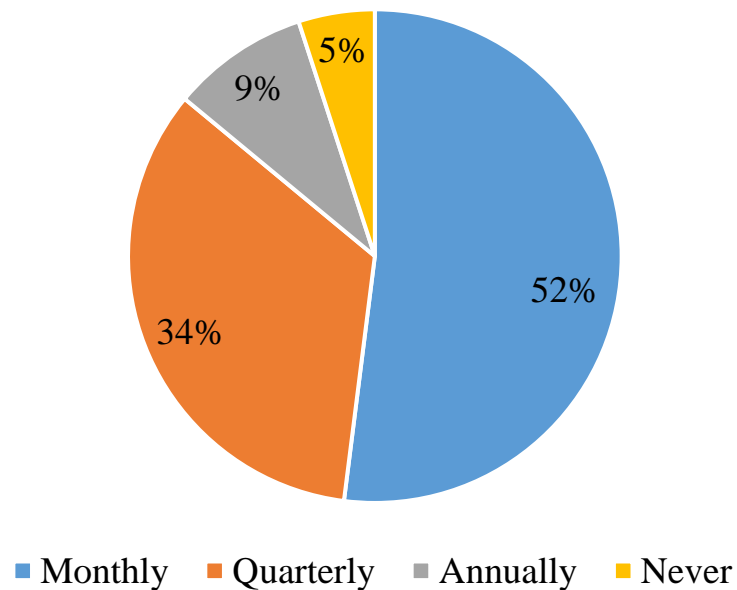


Fig. 3.13. Study of frequency of performance reviews of pharmacy staff by heads of pharmacies

It was found that 28% of respondents believe more support from senior management would improve the effectiveness of work organization, followed by clearer guidelines and protocols (25%) and additional staff training (19%). Increased budget for operations was identified by 16%, and improved digital tools were considered important by 12% (Fig. 3.14).

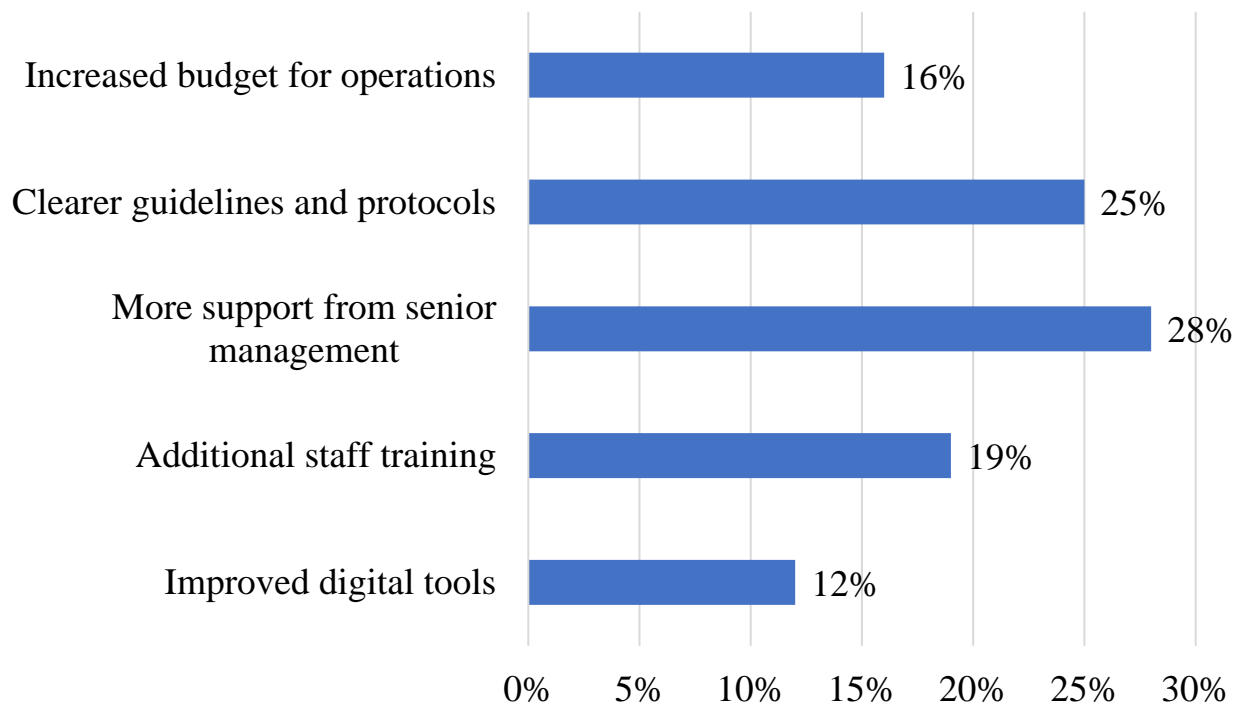


Fig. 3.14. Analysis of factors which improve work organization effectiveness in pharmacy management

It was found that 58% of respondents meet with their team monthly to discuss goals and performance, while 29% do so weekly. 8% have these meetings quarterly, and 5% meet rarely for such discussions (Fig. 3.15).

It was found that the top factors considered essential for managerial success in a pharmacy include the ability to motivate and lead a team (19%), financial acumen and cost control (18%), and effective communication with staff and customers (15%). These priorities highlight the importance of strong leadership skills and financial oversight in maintaining an effective pharmacy operation. Other factors considered important were customer satisfaction and retention (11%), which reflects a focus on maintaining positive customer relationships, and compliance with

regulations and quality standards (10%), emphasizing adherence to regulatory requirements. Inventory management efficiency was selected by 9%, showcasing its relevance in ensuring smooth pharmacy operations. Meanwhile, innovation in service delivery and product offerings (8%) was seen as a valuable, though less critical, component of successful management (Fig. 3.16).

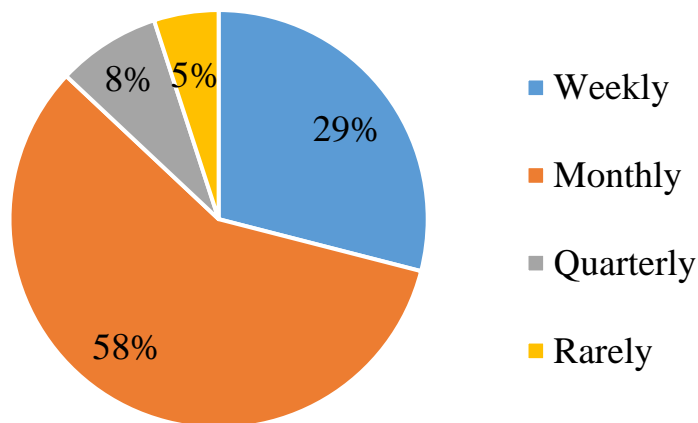


Fig. 3.15. Analysis of frequency of team meetings for goals and performance discussion



Fig. 3.16. Key factors for managerial success in pharmacy operations

It was found that 28% of respondents report rarely encountering conflict within their team, suggesting a generally harmonious work environment. Among those who do address conflicts, the most common approach is active listening and feedback (26%), emphasizing the importance of understanding team members' perspectives and providing constructive responses.

Open communication and mediation is used by 20% of respondents, indicating a proactive stance in discussing issues openly to reach mutually agreeable solutions. Delegating resolution to senior management is preferred by 16%, perhaps in situations where conflicts require higher authority intervention or more formal procedures. Meanwhile, clear guidelines and consequences (10%) were also recognized as a strategy, reinforcing the role of structured policies to prevent and resolve conflicts efficiently (Fig. 3.17).

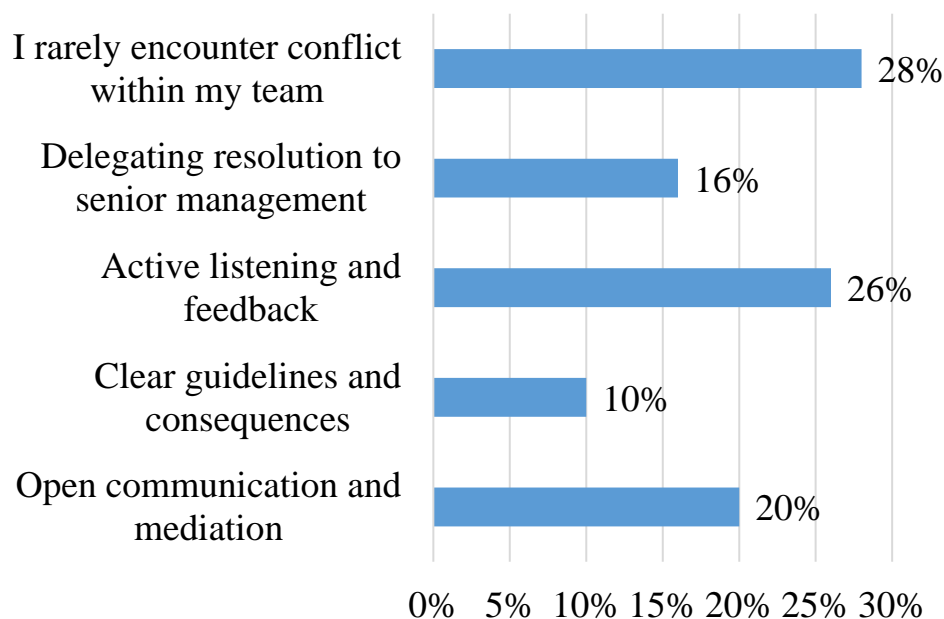


Fig. 3.17. Approaches to conflict resolution in pharmacy team management

It was found that 67% of respondents feel they have all the necessary resources and support to achieve their managerial goals, suggesting that the majority of managers feel well-equipped to meet their responsibilities effectively. However, 20% of respondents expressed a need for additional support in specific areas,

indicating that while they generally have what they need, there are certain functions or tasks where further resources could enhance their effectiveness.

Meanwhile, 13% reported having limited support and resources, which could hinder their ability to manage efficiently and reach their goals. This group might face challenges in maintaining smooth operations, as resource limitations can impact everything from staffing and inventory management to customer service quality (Fig. 3.18).

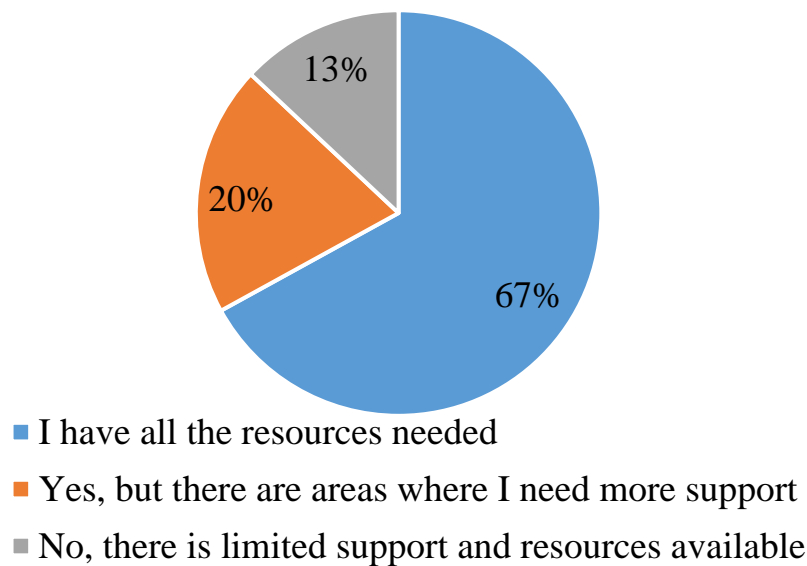


Fig. 3.18. Study of availability of resources and support for pharmacy management goals

It was found that the strongest management quality identified by respondents was strategic planning and vision (37%), suggesting that many managers excel in setting long-term goals and crafting plans to drive the pharmacy's success. This skill is essential in navigating the evolving demands of the industry and ensuring sustainable growth (Fig. 3.19).

Team leadership and motivation was the next most commonly cited strength, chosen by 24% of respondents. This reflects a focus on fostering a positive work environment, inspiring team members, and maintaining high morale, which are key for a productive and engaged workforce.

Time management and organization was noted as a strong quality by 15%, underscoring the importance of efficiency and prioritization in managing daily tasks and responsibilities. Financial management was selected by 13%, indicating that while less emphasized than strategic and team-oriented skills, financial oversight remains a valuable asset among managers.

Finally, decision-making and problem-solving were identified as strengths by 11% of respondents. This skill is crucial for navigating complex situations, ensuring quick and effective responses to operational challenges.

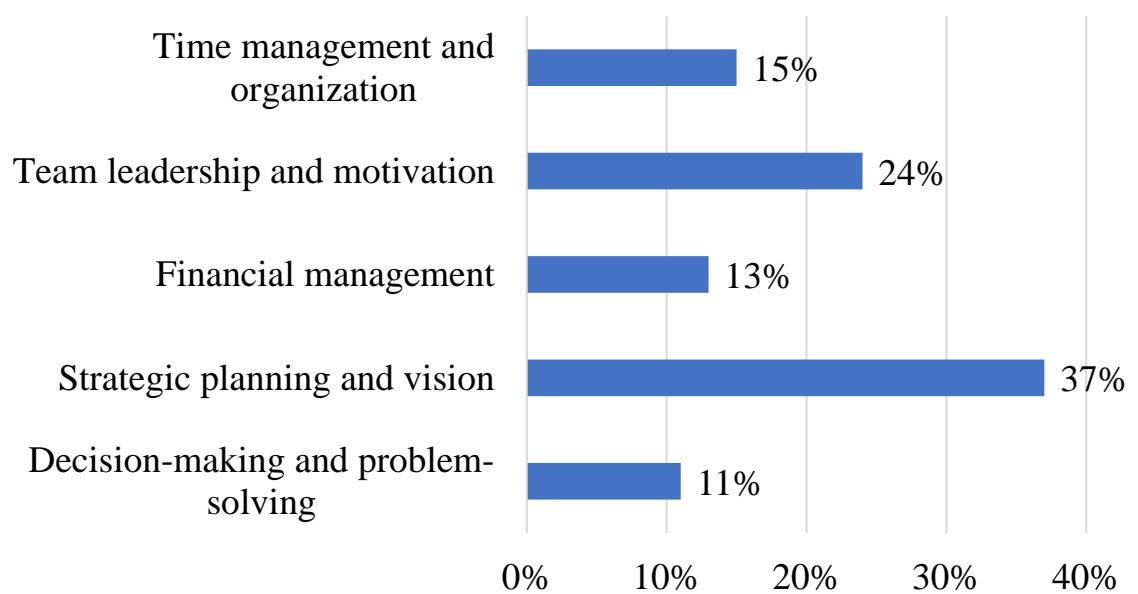


Fig. 3.19. Analysis of managers' strongest qualities in pharmacy management

3.2. Examination of qualification requirements for pharmaceutical industry personnel

The pharmaceutical industry operates under stringent regulatory oversight to ensure that drugs and other medicinal products meet safety, efficacy, and quality standards. A core aspect of compliance and product integrity lies in the expertise and qualification of the personnel working across various functions in this field [27].

Pharmaceutical manufacturing, research and development, and quality assurance require specialized knowledge in various scientific and technical fields. Competent personnel are critical in maintaining high standards throughout the entire production and distribution pipeline. Inadequate qualification of personnel can result

in deviations from quality protocols, which may lead to product recalls, safety issues, and loss of consumer trust. Hence, industry regulators such as the U.S. Food and Drug Administration (FDA) and the European Medicines Agency (EMA) stipulate explicit qualification standards that must be met [4].

Personnel working in R&D typically need a strong academic background, often at the graduate or doctoral level, in fields such as pharmaceutical sciences, chemistry, biochemistry, or molecular biology. They must also possess skills in laboratory techniques, data analysis, and knowledge of Good Laboratory Practice (GLP). In addition, R&D roles often require proficiency in using specialized laboratory equipment, as well as in data modeling and interpretation, particularly when developing new drugs [10].

The manufacturing staff must have technical qualifications relevant to the processes they manage, often achieved through vocational training or specific degrees in areas like chemical engineering, pharmaceutical technology, or biotechnology. They must understand Good Manufacturing Practices (GMP) and be trained to follow standard operating procedures (SOPs) meticulously. Operators, technicians, and supervisors in manufacturing may require certifications for operating certain equipment, which are periodically reviewed to maintain high competency levels [27].

Quality Assurance (QA) and Quality Control (QC) personnel ensure that products meet established quality standards and comply with regulatory requirements. A degree in pharmaceutical sciences, chemistry, microbiology, or a related discipline is generally required, along with certifications in GMP. QA/QC professionals must have skills in quality auditing, statistical process control, and proficiency with laboratory software. Continuous training is crucial, especially in areas such as change control, corrective action, preventive action (CAPA), and understanding regulatory updates [4].

Regulatory personnel are responsible for ensuring that the pharmaceutical company's operations and products comply with the regulations of target markets. Typical qualifications include a degree in pharmacy, law, or life sciences, as well as

certifications from recognized bodies like the Regulatory Affairs Certification (RAC). These professionals require a thorough understanding of regulatory guidelines, submission procedures, and communication with regulatory agencies. This role often demands continuous education to keep up with frequent changes in global regulations [8].

Although this area is less technical, personnel still require a solid understanding of pharmaceutical products, which may include education in pharmacy or life sciences. Additionally, sales professionals often undergo specialized training to comprehend the scientific and therapeutic aspects of the products they represent, enabling them to communicate effectively with healthcare professionals and consumers. Knowledge of ethical marketing standards and compliance with local regulatory requirements for promotional practices is also essential [12].

Certifications and licenses serve as formal recognition of the competencies required for specific pharmaceutical roles. They are often mandated by regulatory authorities or industry standards, particularly for roles that directly impact product quality and patient safety. Examples include the American Society for Quality's Certified Quality Auditor (CQA) and the International Society for Pharmaceutical Engineering's (ISPE) Certified Pharmaceutical Industry Professional (CPIP) certifications. Additionally, many regions require pharmacists involved in the pharmaceutical industry to maintain an active pharmacy license, which entails ongoing education and recertification [6].

Given the rapid advancements in pharmaceutical sciences and changes in regulatory landscapes, CPD has become integral to maintaining personnel qualifications. Many pharmaceutical companies implement CPD programs, which often include refresher courses, workshops, and conferences on topics such as new technologies, updates in regulatory standards, and developments in drug formulations. Regulatory agencies, such as the FDA, also recommend periodic training for personnel involved in GMP-related roles. This not only ensures that staff

are well-prepared to handle current challenges but also aids in fostering a culture of quality within the organization [27].

A robust QMS in the pharmaceutical industry is dependent on the competence of personnel. Qualified staff are better able to identify and control potential risks in the production process, ensuring compliance with regulatory standards and minimizing errors that could compromise product quality. The International Organization for Standardization (ISO) standard ISO 9001 and specific pharmaceutical standards like ISO 15378 (for primary packaging materials) emphasize the need for competent personnel as a key component of a functional QMS. Regular internal audits are also conducted to assess staff qualifications and their adherence to SOPs, with findings used to inform further training needs and process improvements [4].

Despite the emphasis on personnel qualification, challenges persist. For instance, the rapid pace of technological change requires that companies frequently update their training programs, which can be resource-intensive. Additionally, finding personnel with the specific qualifications required for certain specialized roles, such as regulatory affairs in niche therapeutic areas, can be challenging. To address these issues, many companies are collaborating with educational institutions to develop specialized curricula and training modules aligned with industry requirements [6].

Qualification requirements for pharmaceutical personnel are central to maintaining high standards of quality and regulatory compliance in the industry. By ensuring that personnel across roles possess the necessary education, skills, and certifications, companies can minimize operational risks and maintain the trust of consumers and regulatory bodies alike. Continuous professional development is crucial, as it enables personnel to adapt to new technologies and regulatory expectations, ensuring that the pharmaceutical industry can uphold its commitment to producing safe and effective products. The examination of qualification requirements is therefore not merely an operational consideration but a strategic

imperative in safeguarding public health and enhancing the pharmaceutical sector's reputation [27].

CONCLUSIONS TO PART III

1. It was conducted a research of 42 heads of pharmacies aimed at assessing the work organization of pharmacy managers and analyzing key criteria for managerial success. The survey data revealed that pharmacy management is predominantly female, with 96% of respondents identifying as women and only 4% as men. Work experience among respondents was also diverse, with a large proportion having over a decade of experience in the field, which reflects a mature and well-established managerial workforce within pharmacies.

2. Pharmacy managers highlighted certain management functions as essential to their roles, with the highest priorities given to licensing compliance, medicine supply, personnel management, economic operations, financial management, and accurate planning. Functions such as quality control and sanitary compliance were considered moderately important, whereas public health education and establishing business contacts were rated as lower priorities.

3. The analysis of time allocation illustrated that pharmacy managers divide their time across multiple tasks, with computer-based work, staff communication, and customer service taking a significant share. Other activities, such as sorting and shelving medicines, inventory receiving, and communication with representatives, required less time, highlighting the diverse and multifaceted nature of daily pharmacy management.

4. In terms of preferred areas for increased involvement, respondents expressed a strong interest in assortment planning, ordering, and personnel management, indicating a desire for more control over key operational aspects. They also showed interest in participating in pricing decisions, which suggests a recognition of the impact of pricing on both customer satisfaction and business success. The adequacy of staffing levels was largely viewed as sufficient, though challenges remain in managing financial constraints, inventory control, and

regulatory compliance. These factors were identified as primary obstacles to efficient pharmacy management, suggesting a need for targeted strategies to address resource allocation and regulatory requirements effectively.

5. Strategies for motivating staff included clear goal communication, training, incentives, and regular feedback. This indicates an emphasis on creating a supportive and engaging work environment, which is crucial for employee satisfaction and retention. Delegation practices varied among respondents, with a notable portion always or often delegating tasks, indicating an openness to shared responsibility in pharmacy operations.

6. The importance of management skills was underscored, with organizational skills rated as the most essential, followed closely by communication abilities. This preference highlights the critical role of structured, clear communication in pharmacy management. Digital tools and software use showed moderate integration, with weekly or monthly usage being common, emphasizing the evolving role of digital solutions in supporting management functions.

7. Personal responsibility for functions like recruitment, budgeting, and inventory control varied, reflecting the diversity in managerial approaches and the specific focus areas of individual managers. Performance reviews were commonly conducted monthly or quarterly, supporting a culture of regular evaluation and feedback.

8. Finally, pharmacy managers identified the need for support from senior management, clear guidelines, additional training, and increased budgets as factors that could enhance work organization and efficiency. Team meetings for goal and performance discussions were mostly conducted monthly or weekly, with the importance of motivation, financial acumen, communication, and customer satisfaction cited as key factors for managerial success in pharmacy operations. These insights provide a comprehensive understanding of the organizational dynamics, challenges, and success factors influencing pharmacy management today, serving as a foundation for targeted improvements in operational and managerial practices.

9. The analysis showed that 28% of respondents rarely face conflicts in the team, which indicates a generally harmonious work environment. Active listening and providing feedback is the most common approach among conflict resolvers (26%), emphasizing the importance of understanding employees' perspectives and responding constructively. Open communication and mediation, chosen by 20% of respondents, reflect the desire to reach mutual agreement through discussion. Some managers (16%) delegate conflict resolution to senior management, especially when situations require a higher level of intervention. In addition, 10% of respondents use clear instructions and consequences, which helps create structured policies to prevent and resolve conflicts.

10. Regarding resourcing, 67% of respondents feel that they have all the necessary resources and support to achieve their management goals, indicating that they are adequately equipped to perform their duties effectively. However, 20% feel the need for additional support in certain areas, which can increase their effectiveness at work. 13% reported limited resources and support, which can make it difficult to effectively manage and achieve goals, especially affecting HR, inventory and customer service.

11. The analysis of managerial qualities showed that the strongest quality of the respondents is strategic planning and vision (37%), which indicates the ability to set long-term goals and develop plans for the successful development of the pharmacy in dynamic market conditions. Team leadership and motivation was the next most frequently mentioned quality (24%), highlighting the importance of a positive work environment and employee inspiration. Time management and organization are also important skills cited by 15% of respondents, indicating the need for effective time allocation and prioritization of tasks. Financial management, noted by 13% of respondents, is also a valuable asset. Finally, decision-making and problem-solving was highlighted as a strength for 11% of respondents, which is important for quick response to operational challenges.

12. Examination of qualification requirements for pharmaceutical industry personnel was conducted.

GENERAL CONCLUSIONS

1. Key managerial roles and objectives in pharmacy have been defined. Characteristics of effective pharmacy management have been studied. Research of the effectiveness of core functions in pharmacy was conducted. Study of the relationship between financial outcomes and social responsibilities in pharmacy was conducted.

2. A study of 42 pharmacy managers found that the vast majority of managers (96%) were women, with most having more than 10 years of experience, indicating a mature and experienced workforce.

3. Licensing compliance, drug supply, personnel management, economic and financial activities were defined as the main management priorities. Quality control and sanitary compliance were given medium importance, and educational activities and establishing business contacts were given low importance.

4. Time allocation analysis showed that computer work, communication with staff and customer service took up a significant proportion, while sorting medicines, obtaining supplies and contacting representatives required less time.

5. Among the areas in which managers want more involvement are assortment planning, ordering and personnel management, as well as participation in the formation of pricing policy. Staffing levels are generally rated as adequate, but financial constraints, inventory control and regulatory compliance are hampering efficiency, requiring targeted strategies for improvement.

6. Staff motivation strategies included clear communication of goals, training, incentives and feedback. The delegation of tasks varied, which indicates an openness to the division of responsibilities. The importance of management skills is confirmed: organizational and communication skills are recognized as the most important. Use of digital tools is moderate, with widespread weekly or monthly use. Managers' personal responsibility for recruiting, budgeting, and inventory control varied, and staff performance appraisals were mostly done monthly or quarterly. Pharmacy managers noted the need for support from senior management, clear

guidance, additional training, and increased budget as factors contributing to effectiveness.

7. Identifying motivation, financial knowledge, communications and customer satisfaction as key factors in successful management creates a basis for improving management practices. An assessment of the requirements for the qualification of the personnel of the pharmaceutical industry was carried out.

8. The analysis revealed that 28% of respondents rarely encounter conflicts, indicating a generally harmonious team environment. Active listening and feedback (26%) is the most common conflict resolution approach, emphasizing the importance of understanding team members. Open communication and mediation (20%) also reflects a proactive stance, while 16% delegate conflict resolution to senior management. Additionally, 10% use clear instructions and consequences, establishing structured policies for preventing conflicts.

9. In terms of resources, 67% feel adequately equipped to meet their goals, while 20% need additional support in specific areas. 13% report limited resources, which can hinder effective management, particularly in HR, inventory, and customer service.

10. Regarding managerial qualities, the strongest is strategic planning and vision (37%), followed by team leadership and motivation (24%). Time management (15%) and financial management (13%) are also valued, while decision-making and problem-solving (11%) supports quick responses to challenges.

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APPLICATIONS

QUESTIONNAIRE

The Department of Management, Marketing and Quality Assurance in Pharmacy of the NUPh is conducting research to assess the work organization of pharmacy's heads. Please answer the following questions:

1. Your sex

- ☐ man ☐ woman

2. Your work experience

- ☐ up to 10 years
☐ from 11 to 20 years
☐ from 21 to 30 years old
☐ from 31 to 40 years old
☐ more than 40 years old

3. Please evaluate the importance of management functions?

- ☐ licensing of the activity of a pharmacy and control of the observance of licensed conditions
☐ business contacts with public and supervisory bodies
☐ providing of the proper organization of all trade-productive and economic operations in a pharmacy
☐ control of the presence of the drug assortment, the observance of rules of for dispensing
☐ organization of providing of a pharmacy with medicines
☐ organization of the quality control of medicines
☐ control of the observance of the sanitary mode, rules of storage of medicines in a pharmacy and medical institutions
☐ recruiting and discharge of workers, making contracts about material responsibility, approval of the schedule of work
☐ selection, placing, education and increase of business qualification of the personnel
☐ introduction of progressive forms of work
☐ organization of informative work
☐ organization of sanitary work among the population
☐ providing of implementation of all economic and financial operations
☐ organization of correct account and accounting, planning of the pharmacy activity
☐ making of administrative decisions on organizational and productive questions, control of their implementation

4. Describe the breakdown of your daily tasks by time spent:

- ☐ Computer-based work
☐ Customer service
☐ Sorting and shelving medicines
☐ Staff communication
☐ Scheduled breaks
☐ Phone communication
☐ Communication with sales and medical representatives
☐ Preparatory and concluding tasks
☐ Unscheduled breaks
☐ Receiving inventory from suppliers

5. Which functions would you like to focus on more?

- ☐ Actively participating in assortment planning and ordering
☐ Involvement in pricing decisions
☐ Personnel management

- ☐ Providing informational and consulting support
- ☐ Enhancing customer service quality
- ☐ Managing stock and inventory control
- ☐ Developing marketing and promotional strategies
- ☐ Improving workflow and operational efficiency
- ☐ Ensuring regulatory compliance and quality standards

6. Do you find current staff levels adequate for efficient operations?

- ☐ Yes ☐ No

7. What are the main challenges in managing your pharmacy?

- ☐ Inventory control
- ☐ Staff turnover
- ☐ Financial constraints
- ☐ Customer satisfaction
- ☐ Regulatory compliance

8. What strategies do you use to motivate your team?

- ☐ Incentives and rewards
- ☐ Regular feedback
- ☐ Training and development opportunities
- ☐ Clear communication of goals

9. Do you delegate tasks to your staff?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

10. Rate the importance of the following skills for effective management (1 = least important, 5 = most important):

Communication skills

Decision-making ability

Problem-solving skills

Organizational skills

Leadership skills

11. How often do you use digital tools or software for pharmacy management?

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Rarely
- ☐ Never

12. Which functions do you handle personally?

- ☐ Budgeting and financial management
- ☐ Staff recruitment
- ☐ Inventory control
- ☐ Marketing strategies
- ☐ Customer service

13. How often do you conduct performance reviews for your team?

- ☐ Monthly

- ☐ Quarterly
- ☐ Annually
- ☐ Never

14. What would improve the effectiveness of your work organization? (Select up to three):

- ☐ Improved digital tools
- ☐ Additional staff training
- ☐ More support from senior management
- ☐ Clearer guidelines and protocols
- ☐ Increased budget for operations

15. How often do you meet with your team to discuss goals and performance?

- ☐ Weekly
- ☐ Monthly
- ☐ Quarterly
- ☐ Rarely

16. Rate your satisfaction with the current job duties you perform as a manager:

- ☐ Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very dissatisfied

17. Which of the following do you consider the most important factors for managerial success in a pharmacy? (Select up to three):

- ☐ Effective communication with staff and customers
- ☐ Ability to make timely and informed decisions
- ☐ Financial acumen and cost control
- ☐ Compliance with regulations and quality standards
- ☐ Ability to motivate and lead a team
- ☐ Innovation in service delivery and product offerings
- ☐ Customer satisfaction and retention
- ☐ Inventory management efficiency

18. Which of the following management qualities do you consider your strongest?

- ☐ Decision-making and problem-solving
- ☐ Strategic planning and vision
- ☐ Financial management
- ☐ Team leadership and motivation
- ☐ Time management and organization

19. How do you approach conflict resolution within your team?

- ☐ Open communication and mediation
- ☐ Clear guidelines and consequences
- ☐ Active listening and feedback
- ☐ Delegating resolution to senior management
- ☐ I rarely encounter conflict within my team

20. Do you feel you have access to sufficient resources and support to achieve your managerial goals?

- ☐ Yes, I have all the resources needed
- ☐ Yes, but there are areas where I need more support
- ☐ No, there is limited support and resources available

Thank you for participating!

МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ
КАФЕДРА ПРОМИСЛОВОЇ ТЕХНОЛОГІЇ ЛІКІВ ТА КОСМЕТИЧНИХ ЗАСОБІВ
КАФЕДРА АПТЕЧНОЇ ТЕХНОЛОГІЇ ЛІКІВ

MINISTRY OF HEALTH OF UKRAINE
NATIONAL UNIVERSITY OF PHARMACY
DEPARTMENT OF INDUSTRIAL TECHNOLOGY OF MEDICINES AND COSMETICS
DEPARTMENT OF DRUG TECHNOLOGY



Матеріали

IV міжнародної науково-практичної конференції
Proceedings of the IV International Scientific and Practical Conference

ФУНДАМЕНТАЛЬНІ ТА ПРИКЛАДНІ ДОСЛІДЖЕННЯ
У ГАЛУЗІ ФАРМАЦЕВТИЧНОЇ ТЕХНОЛОГІЇ

FUNDAMENTAL AND APPLIED RESEARCH IN THE
FIELD OF PHARMACEUTICAL TECHNOLOGY

25 жовтня 2024 р.

October 25, 2024

Харків, Україна

Kharkiv, Ukraine

УДК:615.014.2:615.2

Редакційна колегія: проф. Котвіцька А. А., проф. Владимірова І. М., проф. Вишневська Л. І., проф. Рубан О. А., проф. Ковалевська І. В., проф. Семченко К. В., доц. Солдатов Д.П.

Відповідальні секретарі : проф. Ковалевська І. В., проф. Семченко К. В.

Фундаментальні та прикладні дослідження у галузі фармацевтичної технології: Збірник наукових матеріалів IV Міжнародної науково-практичної конференції (м. Харків, 25 листопада 2024 р.). Х.: Вид-во НФаУ, 2024.- С. 361 (Серія «Наука»)

Збірник містить матеріали IV Міжнародної науково-практичної конференції «Фундаментальні та прикладні дослідження у галузі фармацевтичної технології».

Розглянуті теоретичні аспекти та перспективи розробки лікарських препаратів, висвітлені напрямки наукової роботи спеціалістів фармацевтичної галузі, що стосуються питань сучасної технології створення лікарських препаратів, контролю їх якості, організаційно-економічних аспектів діяльності фармацевтичних підприємств, маркетингових досліджень сучасного фармацевтичного ринку, фармакологічних досліджень біологічно активних речовин.

Для широкого кола наукових, науково-педагогічних і практичних працівників, що займаються питаннями розробки та впровадження сучасних лікарських препаратів.

*Матеріали подаються мовою оригіналу.
За достовірність матеріалів відповідальність несуть автори.*

УДК:615.014.2:615.2

НФаУ, 2024

ANALYSIS OF THE EFFECTIVENESS OF THE MANAGERIAL ACTIVITY OF PHARMACY MANAGERS

Bondarieva I.V., Amadi-Okocha Chukwuebuka Samuel
National University of Pharmacy, Kharkiv, Ukraine

Introduction. Effective management in the pharmaceutical sector, particularly at the level of pharmacy managers, plays a critical role in ensuring smooth operations, customer satisfaction, and compliance with regulations. As pharmacies face increasing challenges such as regulatory changes, market competition, and evolving customer expectations, the managerial skills of pharmacy leaders are more crucial than ever. This study seeks to analyze the effectiveness of managerial activities performed by pharmacy managers, assessing key areas such as leadership, decision-making, communication, and performance management, in order to provide insights into how managerial practices influence overall pharmacy success.

The aim of the study is to analyze of the effectiveness of the managerial activity of pharmacy managers.

Methods of research. Content analysis, survey were used in the study.

Main results. The managers who adopt a participative leadership style and involve their teams in decision-making tend to report higher levels of employee engagement and customer satisfaction. Pharmacy staff felt more valued and motivated when they were consulted on key decisions, leading to improved productivity and service quality.

Effective communication between pharmacy's managers and their teams is a significant factor in ensuring smooth daily operations. Managers who regularly communicate goals, expectations, and feedback in a clear and timely manner are more likely to achieve positive outcomes, including reduced errors, higher team morale, and better customer service.

Pharmacy's managers who actively monitor and provide constructive feedback on employee performance contribute to a culture of continuous improvement. Performance management systems that incorporate regular reviews and professional development opportunities were found to correlate with higher job satisfaction and reduced turnover rates.

Some challenges highlighted in the research included the difficulty of managing regulatory compliance while maintaining customer satisfaction and managing financial pressures. Pharmacy managers also reported challenges in balancing operational efficiency with maintaining high-quality customer service.

Conclusions. The study concludes that the effectiveness of pharmacy managers' activities is closely linked to their ability to lead, communicate, and manage performance. Managers who adopt participatory leadership, clear communication, and proactive performance management practices create a more productive and satisfied workforce, which ultimately contributes to the overall success of the pharmacy. However, challenges related to regulatory compliance, financial pressures, and operational efficiency must be addressed for pharmacy managers to fully optimize their roles. Continuous training and development of managerial skills are essential to enhancing the effectiveness of pharmacy management.

Ministry of Health of Ukraine
National University of Pharmacy
Department of Industrial Technology of Medicines and Cosmetics
Department of Pharmaceutical Technology of Drugs



Certificate

This is to certify that

Amadi-Okocha Chukwuebuka Samuel

has participated in the IV International Scientific and Practical Conference
**"FUNDAMENTAL AND APPLIED RESEARCH IN THE FIELD OF
PHARMACEUTICAL TECHNOLOGY"**

October 25, 2024, Kharkiv, Ukraine

Vice-Rector for scientific and
pedagogical work of NUPh, prof.





Inna VLADYMYROVA



National University of Pharmacy

Faculty for foreign citizens' education

Department management, marketing and quality assurance in pharmacy

Level of higher education master

Specialty 226 Pharmacy, industrial pharmacy

Educational program Pharmacy

APPROVED

The Head of Department

**management, marketing and
quality assurance in pharmacy**

Volodymyr MALYI

«02» September 2024

**ASSIGNMENT
FOR QUALIFICATION WORK
OF AN APPLICANT FOR HIGHER EDUCATION**

Chukwuebuka Samuel AMADI-OKOCHA

1. Topic of qualification work: «Analysis of the effectiveness of the managerial activity of pharmacy managers», supervisor of qualification work: Iryna BONDARIEVA, PhD, assoc. prof.

approved by order of NUPh from «06» of February 2024 № 34

2. Deadline for submission of qualification work by the applicant for higher education: October 2024

3. Outgoing data for qualification work: sources of scientific literature, directories, retail sector of the pharmaceutical market, legislative and regulatory framework, statistical and reporting data, activity of pharmacy enterprises, analysis of professional periodicals.

4. Contents of the settlement and explanatory note (list of questions that need to be developed): to study key managerial roles and objectives in pharmacy organizations; to study characteristics of effective pharmacy management; to research of the effectiveness of core functions in pharmacy; to study of the relationship between financial outcomes and social responsibilities; to identificate and analyze key criteria for managerial success; to examine qualification requirements for pharmaceutical industry personnel.

5. List of graphic material (with exact indication of the required drawings):

Pictures – 24

6. Consultants of chapters of qualification work

Chapters	Name, SURNAME, position of consultant	Signature, date	
		assignment was issued	assignment was received
1	Iryna BONDARIEVA, associate professor of higher education institution of department pharmaceutical management and marketing	02.09.2024	02.09.2024
2	Iryna BONDARIEVA, associate professor of higher education institution of department pharmaceutical management and marketing	09.09.2024	09.09.2024
3	Iryna BONDARIEVA, associate professor of higher education institution of department pharmaceutical management and marketing	30.09.2024	30.09.2024

7. Date of issue of the assignment: «02» September 2024.

CALENDAR PLAN

№ з/п	Name of stages of qualification work	Deadline for the stages of qualification work	Notes
1	Collection and generalization of data from scientific literature by areas of qualification work	June 2024	done
2	Study of characteristics of effective pharmacy management	June 2024	done
3	Research of the effectiveness of core functions in pharmacy	September 2024	done
4	Identification and analysis of key criteria for managerial success	September 2024	done
5	Examination of qualification requirements for pharmaceutical industry personnel	September 2024	done
6	Writing and design of qualification work	October 2024	done
7	Approbation of qualification work	October 2024	done
8	Submission of the qualification work to the EC of the National University of Pharmacy	October 2024	done

An applicant of higher education _____ Chukwuebuka Samuel AMADI-OKOCHA

Supervisor of qualification work _____ Iryna BONDARIEVA

ВИТЯГ З НАКАЗУ № 34
По Національному фармацевтичному університету
від 06 лютого 2024 року

1. Затвердити теми кваліфікаційних робіт здобувачам вищої освіти 5-го курсу 2 циклу ФМ20*(4,10д) 2024-2025 навчального року, ступінь вищої освіти «магістр», галузь знань 22 Охорона здоров'я, спеціальність 226 – Фармація, промислова фармація, освітньо-професійна програма – Фармація, денна форма здобуття освіти (термін навчання 4 роки 10 місяців). Мова навчання англійська

№ з/п	Прізвище, ім'я здобувача вищої освіти	Тема кваліфікаційної роботи		Посада, прізвище та ініціали керівника	Рецензент кваліфікаційної роботи
• по кафедрі менеджменту, маркетингу та забезпечення якості у фармації					
7.	Амаді-Окоча Чуквебука Самуель	Аналіз ефективності управлінської діяльності завідувачів аптек	Analysis of the effectiveness of the managerial activity of pharmacy managers	доц. Бондарєва І.В.	доц. Терещенко Л.В

Ректор

Вірно. Секретар

ВИСНОВОК

**експертної комісії про проведену експертизу
щодо академічного плагіату у кваліфікаційній роботі**

здобувача вищої освіти

«11» листопада 2024 р. № 329576225

Проаналізувавши кваліфікаційну роботу здобувача вищої освіти Амаді-Окоча Чуквебука Самуель, Фм20*(4,10д)-англ-01, спеціальності 226 Фармація, промислова фармація, освітньої програми «Фармація» навчання на тему: «Аналіз ефективності управлінської діяльності завідувачів аптек / Analysis of the effectiveness of the managerial activity of pharmacy managers», експертна комісія дійшла висновку, що робота, представлена до Екзаменаційної комісії для захисту, виконана самостійно і не містить елементів академічного плагіату (компіляції).

**Голова комісії,
проректор ЗВО з НПР,
професор**

Інна ВЛАДИМИРОВА



REVIEW

of scientific supervisor for the qualification work of the master's level of higher education of the specialty 226 Pharmacy, industrial pharmacy

Chukwuebuka Samuel AMADI-OKOCHA

on the topic: «Analysis of the effectiveness of the managerial activity of pharmacy managers»

Relevance of the topic. All pharmacy staff report to the manager, who holds authority over various aspects of staff management, including imposing fines, hiring and dismissal, approving work and vacation schedules, assigning roles, facilitating employee development, and communicating changes in orders, regulations, instructions, and other documents governing pharmacy operations.

Practical value of conclusions, recommendations and their validity. The research has practical relevance in that its recommendations can be applied in the operational practices of pharmacy enterprises. The results are scientifically substantiated and may be utilized in developing innovative personnel management technologies for pharmacy organizations.

Assessment of work. Chukwuebuka Samuel AMADI-OKOCHA conducted a significant research work and successfully coped with it, showed the ability to analyze and summarize data from literary sources, to work independently. In the work, the research results are properly interpreted and illustrated with figures. While completing the qualification work, the higher education applicant showed creativity, purposefulness, independence, and perseverance.

General conclusion and recommendations on admission to defend. The qualification work of the 5th year applicant of higher education Phm20*(4,10)eng-01 group Chukwuebuka Samuel AMADI-OKOCHA on the topic: "Analysis of the effectiveness of the managerial activity of pharmacy managers" is a completed scientific study, which in terms of relevance, scientific novelty, theoretical and practical significance meets the requirements for qualification works, and can be presented to the EC of the National University of Pharmacy.

Scientific supervisor
3rd of October 2024

_____ Iryna BONDARIEVA

REVIEW

for qualification work of the master's level of higher education, specialty 226 Pharmacy, industrial pharmacy

Chukwuebuka Samuel AMADI-OKOCHA

on the topic: «Analysis of the effectiveness of the managerial activity of pharmacy managers»

Relevance of the topic. The pharmacy manager serves as a vital link between the network's administration and the team. Therefore, strong conflict-resolution skills and the ability to build rapport are essential. This skill is refined through interactions with diverse customer groups, each of whom requires a unique approach—a principle that applies equally to interactions with both customers and management.

Theoretical level of work. This research outlines the standard requirements for pharmaceutical professionals and the roles and responsibilities of pharmacy managers.

Author's suggestions on the research topic. By conducting time-tracking, the author identified inefficiencies in how managers allocate their working hours, as well as an overall lack of structured activity planning.

Practical value of conclusions, recommendations and their validity. The research results are practically significant and can be applied to optimize the work organization of pharmacy managers.

Disadvantages of work. As a remark, it should be noted that some results of the literature review, which are presented in the first chapter, need stylistic refinement. In general, these remarks do not reduce the scientific and practical value of the qualification work.

General conclusion and assessment of the work. Chukwuebuka Samuel AMADI-OKOCHA qualification work "Analysis of the effectiveness of the managerial activity of pharmacy managers" is a scientifically based analytical study that has theoretical and practical significance. The qualification work meets the requirements for qualification papers and can be submitted to the EC of the National University of Pharmacy.

Reviewer

assoc. Lyubov TERESHCHENKO

14 of October 2024

МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ
ВИТЯГ З ПРОТОКОЛУ № 5

22 листопада 2024 року

м. Харків

**засідання кафедри менеджменту, маркетингу
та забезпечення якості в фармації**

Голова: завідувач кафедри ММЗЯФ, доктор фарм. наук, професор
Малий В. В.

Секретар: доцент ЗВО, канд. фарм. наук, доц. Жадько С.В.

ПРИСУТНІ: зав. кафедри ММЗЯФ, доктор фарм. наук, проф.
Малий В.В., професор ЗВО, докт. фарм. наук, проф. Пестун І.В., професор ЗВО,
докт. фарм. наук, проф. проф. Літвінова О.В., професор ЗВО, докт. фарм. наук,
проф. проф. Коваленко С.М., професор ЗВО, докт. фарм. наук, проф. Крутських
Т.В., професор ЗВО, докт. фарм. наук, проф. проф. Посилкіна О.В., доцент ЗВО,
канд. фарм. наук, доц. Бабічева Г.С., доцент ЗВО, канд. фарм. наук, доц.
Бондарєва І.В., канд. екон. наук, доц. Гладкова О.В., канд. екон. наук, доц.
Глебова Н.В., канд. екон. наук, доц. Деренська Я.М., доцент ЗВО, канд. фарм.
наук, доц. Жадько С.В., канд. фарм. наук, доц. Зборовська Т.В., канд. юрид. наук,
доц. Коляда Т.А., канд. екон. наук, доц. Ковальова В.І., канд. фарм. наук, доц.
доц. Лісна А.Г., доцент ЗВО, канд. фарм. наук, доц. Малініна Н.Г., доцент ЗВО,
канд. фарм. наук, доц. Рогуля О.Ю., асистент, канд. фарм. наук Шуванова О.В.,
здобувачі вищої освіти факультету з підготовки іноземних громадян

ПОРЯДОК ДЕННИЙ: Про допуск здобувачів вищої освіти випускного
курсу факультету з підготовки іноземних громадян спеціальності 226 Фармація,
промислова фармація, освітньої програми Фармація до захисту кваліфікаційних
робіт в Екзаменаційній комісії НФаУ.

СЛУХАЛИ: Про допуск здобувача вищої освіти факультету з підготовки
іноземних громадян випускного курсу спеціальності 226 Фармація, промислова
фармація освітньої програми Фармація групи Фм20*(4,10д)англ-01 Чуквєбука
Самуель АМАДІ-ОКОЧА до захисту кваліфікаційної роботи в Екзаменаційній
комісії НФаУ. Кваліфікаційна робота на тему «Аналіз ефективності
управлінської діяльності завідувачів аптек».

ВИСТУПИЛИ: В обговоренні кваліфікаційної роботи взяли участь
проф. ЗВО Пестун І.В., доц. ЗВО Бабічева Г.С. Керівник кваліфікаційної роботи:
доц., канд. фарм. наук Ірина БОНДАРЄВА.

УХВАЛИЛИ: Допустити здобувача вищої освіти Чуквєбука Самуель
АМАДІ-ОКОЧА до захисту кваліфікаційної роботи на тему «Аналіз
ефективності управлінської діяльності завідувачів аптек» в Екзаменаційній
комісії НФаУ.

Зав. каф. ММЗЯФ, доктор фарм. наук,
професор
Секретар,
доцент ЗВО,
канд. фарм. наук, доцент

Володимир МАЛИЙ

Світлана ЖАДЬКО

НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ

**ПОДАННЯ
ГОЛОВІ ЕКЗАМЕНАЦІЙНОЇ КОМІСІЇ
ЩОДО ЗАХИСТУ КВАЛІФІКАЦІЙНОЇ РОБОТИ**

Направляється здобувач вищої освіти Чуквебука Самуель АМАДІ-ОКОЧА до захисту кваліфікаційної роботи за галуззю знань 22 Охорона здоров'я спеціальністю 226 Фармація, промислова фармація освітньою програмою Фармація на тему: «Аналіз ефективності управлінської діяльності завідувачів аптек».

Кваліфікаційна робота і рецензія додаються.

Декан факультету _____ / Світлана КАЛАЙЧЕВА /

Висновок керівника кваліфікаційної роботи

Здобувач вищої освіти Чуквебука Самуель АМАДІ-ОКОЧА виконав на кафедрі менеджменту, маркетингу та забезпечення якості у фармації НФаУ кваліфікаційну роботу, яка присвячена аналізу ефективності управлінської діяльності завідувачів аптек.

У першому розділі роботи проаналізовано основні завдання керівника аптеки та охарактеризовано ознаки ефективного управління аптечною установою. Другий розділ присвячений оцінці ефективності ключових функцій аптечних організацій та дослідженню залежності фінансових результатів соціальної функції від певних факторних показників. У третьому розділі розглянуто критерії ефективного управління аптечними організаціями, а також досліджено кваліфікаційні вимоги до працівників фармацевтичної галузі.

У цілому подана до захисту кваліфікаційна робота Чуквебука Самуель АМАДІ-ОКОЧА на тему «Аналіз ефективності управлінської діяльності завідувачів аптек» відповідає вимогам, що висувуються до кваліфікаційних робіт, оцінюється позитивно і може бути рекомендована для захисту в Екзаменаційну комісію НФаУ.

Керівник кваліфікаційної роботи

Ірина БОНДАРЄВА

3 жовтня 2024 р.

Висновок кафедри про кваліфікаційну роботу

Кваліфікаційну роботу розглянуто. Здобувач вищої освіти Чуквебука Самуель АМАДІ-ОКОЧА допускається до захисту даної кваліфікаційної роботи в Екзаменаційній комісії.

Завідувач кафедри
менеджменту, маркетингу та
забезпечення якості у фармації

Володимир МАЛИЙ

22 листопада 2024 р.

Qualification work was defended
of Examination commission on
«28» of November 2024

With the grade _____

Head of the State Examination commission,
D.Pharm.Sc, Professor

_____/Oleh SHPYCHAK/