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QUALIFICATION WORK

on the topic: «**IMPROVING CAREER MANAGEMENT TECHNOLOGIES IN
PHARMACY CHAINS**»

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АНОТАЦІЯ

Дослідження присвячене вдосконаленню технологій управління кар'єрою в аптечних мережах. Проаналізовано теоретичні засади та міжнародний досвід, проведено діагностику систем управління персоналом, а також за допомогою опитувань вивчено мотивацію та мобільність співробітників. Результатом дослідження є запропонований алгоритм комплексної технології управління кар'єрою, що включає індивідуальне планування та формування кадрового резерву. Робота викладена на 42 сторінках, містить 11 таблиць та 16 рисунків; використано 30 літературних джерел.

Ключові слова: управління кар'єрою, аптечні мережі, оцінка персоналу, внутрішньо організаційна мобільність, кадровий резерв, соціально-економічна ефективність.

ANNOTATION

The study focuses on improving career management technologies within pharmacy chains. It analyzes theoretical principles and international practices, provides a diagnostic of personnel management systems, and examines employee motivation and mobility via surveys. The research culminates in a proposed algorithm for comprehensive career technology, including individual planning and personnel reserve formation. The work consists of 42 pages, 11 tables, and 16 figures, based on 30 literary sources.

Keywords: career management, pharmacy chains, personnel evaluation, intra-organizational mobility, personnel reserve, socio-economic effectiveness.

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INTRODUCTION

Relevance of the topic. In the context of the transition to a knowledge economy and the rapid digitalization of global business processes, the paradigm of human resource management is changing radically. Today, personnel are considered not just as a factor of production, but as a strategic asset and a key factor in the formation of long-term competitive advantages of the organization. This issue is particularly acute in high-tech and knowledge-intensive industries, the leader among which is the pharmaceutical industry. The pharmaceutical market is characterized by strict regulation, the need for constant innovation and an extremely high cost of error, which places exclusive demands on the competencies, motivation and loyalty of specialists. In this context, the development and implementation of effective career management technology becomes not just an element of personnel policy, but a critical necessity for ensuring the viability of the business [9].

The relevance of the study is enhanced by the specifics of the activities of pharmacy chains. It is focused on the highest standards of ethics and professionalism, which requires continuous development of the leadership potential of employees. However, direct copying of global corporate practices without taking into account the specifics of the national labor market, especially in the conditions of socio-economic turbulence, often turns out to be ineffective. There is an objective need for adaptation and scientific substantiation of career management technologies that would harmonize the global goals of the corporation with the individual development trajectories of employees [25].

Career management in this sense acts as a comprehensive technology that allows an employee to see clear prospects for his growth within the same organization, which is a powerful factor of non-material motivation and a decrease in staff turnover [5].

The scientific significance of the topic is due to the transformation of the very concept of "career". From the classical vertical model (promotion up the hierarchical ladder), modern management is moving to the concepts of "proteic" and

"kaleidoscopic" careers, where the priority is psychological success, continuous learning and inter-functional mobility. The development of technology for managing such processes requires the use of modern analytical tools, methods of assessing potential and digital platforms for individual career planning [14].

The practical aspect of relevance is related to the need to systematize career processes in pharmacy chain. Despite the presence of developed HR tools, fragmentation in their application is often observed: the lack of a clear connection between the results of performance assessment and real career assignments, insufficient involvement of line managers in the process of coaching subordinates, as well as information gaps in communication regarding vacant positions within the company. The implementation of a holistic career management technology will allow transforming chaotic personnel movements into a controlled process of reproducing the personnel reserve, which will directly affect the profitability and innovative activity of the enterprise [17].

Separately, it is necessary to highlight the challenges associated with remote and hybrid work formats, which have become the norm for the modern office of pharmacy chain. Career management "at a distance" requires new approaches to the formation of corporate identity and virtual mentoring. Technologizing of this process through specialized IT solutions (for example, LMS and Talent Management Systems) allows you to automate routine operations and focus on strategic human resource planning [11].

Thus, the choice of the topic of the qualification work is due to the objective contradiction between the high requirements of the pharmaceutical business for the quality of personnel and the insufficient level of development of applied career development management tools in domestic realities. The need to find new mechanisms for increasing employee involvement, forming an effective personnel reserve and strengthening the employer brand of pharmacy chain through career management tools confirms the timeliness and high practical value of this study [1].

Theoretical and methodological principles of the personnel management system and career management of modern organizations have been thoroughly

reflected in the works of many domestic and foreign scientists. A significant contribution to the study of general issues of human resources management and strategic management was made by scientists [4, 25, 27]. They laid the foundations of a strategic approach to the development of human capital and developed methodological principles for the formation of personnel policy.

The problems of implementing modern personnel technologies, professional adaptation and career development of specialists, in particular in the pharmaceutical industry, are directly covered in the works [8], [3] and [19]. The issues of digital transformation of career management processes and the use of information technologies in working with personnel were reflected in the studies [11] and [15]. Certain aspects of the formation of employer attractiveness and foreign experience in building career systems were analyzed in work [12].

The purpose of the qualification work is to improving career management technologies in pharmacy chains.

To achieve the goal of the qualification work, it is necessary to solve the following **tasks**:

- to study theoretical and methodological principles of career management in modern organizations;
- provide an organizational and economic characteristic of pharmacy chains and analyze its position in the modern pharmaceutical market;
- to conduct diagnostics of the current personnel management system and personnel evaluation methods at the enterprise under study;
- conduct a survey to identify the level of employee motivation for professional development and the features of intra-organizational mobility in pharmacy chain;
- to substantiate and develop an algorithm for designing a comprehensive career management technology for the company;
- to offer practical tools for individual career planning and mechanisms for forming an effective personnel reserve;

- assess the projected socio-economic efficiency and effectiveness of the implementation of the proposed measures.

The object of the study is the process of managing professional development and career of personnel at pharmacy chains.

The subject of the study is the theoretical foundations, methodological approaches and practical tools for the development and implementation of career management technology in pharmacy chains.

Methods were used in the work: a systematic approach, methods of logical generalization, statistical analysis, employee questionnaires, as well as the method of graphical data visualization.

Practical significance of the obtained results. The practical significance of the results of the work lies in the development of specific applied recommendations for improving the career management system in "Podorozhnyk" network. In particular: an algorithm for designing a comprehensive career management technology has been proposed, which can be integrated into the company's overall HR strategy; an individual career planning tool (IDP) has been developed, which allows synchronizing the personal goals of employees with the business objectives of the organization; a mechanism for creating a personnel reserve has been formed, which ensures the sustainability of the leadership potential of the pharmaceutical company; the results of the study can be used by the management of "Podorozhnyk" network to reduce staff turnover and increase staff loyalty.

Approbation of research results and publication. Qualification work was approved on XII scientific and practical internet-conference with international participation "Management and marketing in the modern economy, science, education and practice". Article has been published: Bondarieva I., Khaider A. Improving career management technologies in pharmacy chains. Management and marketing in the modern economy, science, education and practice: materials of XII scientific and practical internet-conference with international participation. March 19, 2026 / ed. board.: O.V. Litvinova, I.V. Pestun, Kharkiv : NUPh, 2026. – P. 31-35.

Structure and scope of the qualification work. The structure of the qualification work is presented by an introduction, three chapters, conclusions, a list of sources used and appendices. The total volume of the work consists of 42 pages of printed text. For the clarity of the material, 21 figures and 11 tables were used in the work. The theoretical and methodological basis of the study is 30 processed literary sources.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL PRINCIPLES OF CAREER MANAGEMENT IN MODERN ORGANIZATIONS

1.1 The essence and components of career management technology

In the paradigm of modern strategic personnel management, career management appears not simply as a set of managerial influences, but as a complex multifaceted technology aimed at harmonizing the vectors of development of individual human capital and the strategic goals of the organization. Scientific reflection on the essence of this category requires the determination of career as a dynamic process of self-realization of the individual in the professional space [1].

The essence of career management in scientific discourse is considered through the prism of subject-subject relations. On the one hand, it is a consciously designed activity of the organization (HR department and line managers) to stimulate the professional and positional advancement of employees. On the other hand, it is a process of individual career self-management, where the employee acts as an active agent of his own development [7].

We have considered epistemological approaches to defining career management technology. In particular, the process approach - technology is interpreted as a sequential change of stages (planning, implementation, control), which ensure the continuity of professional growth. The instrumental approach - the emphasis is shifted to a specific set of methods (assessment centers, individual development plans, rotation, coaching), which allow transforming the employee's potential into a real professional position [2].

System approach – career management is considered as an integrated subsystem of the overall management system of the organization, which has its own input resources, internal transformation mechanisms and output results (increasing labor efficiency, forming loyalty, developing competencies) [20]. The definition of the concept of "career management" by various authors is presented in Table 1.1 [4].

Table 1.1

Definition of the concept of "career management" by various authors

Author	Interpretation of the concept / scientific approach
Antonova O.	Considers it through the prism of personnel technologies, where career management is a tool for professionalization and systematic management of human resources to ensure personnel competence.
Svintsytska O. M., Bogoyavlenska Yu. V.	Defined as a modern development technology that directly affects business efficiency through the synchronization of an employee's individual goals with the organization's strategic objectives.
A. V. Lobza, K. A. Yurchenko	It is interpreted as a component of modern personnel technologies aimed at optimizing recruitment and adaptation processes, which ensures long-term stability of the staff.
Tkachenko A. M., Morschenok T. S.	Presented as a strategic direction for improvement, based on planning professional advancement and creating conditions for continuous self-development of personnel.
Hlebova N. V., Merkulova V. V.	They focus on the adaptation aspect, where career management begins with the professional orientation of new employees and their integration into the internal organizational environment.
Bailal Mohamed Amin and others.	In the context of pharmaceutical management, it is defined as a method of managing specific personnel in pharmacy and manufacturing facilities to ensure professional expertise.
Shishpanova N. O.	Considers through the implementation of information technologies that allow for digitalization of career tracks and real-time monitoring of labor resources.
Barrow S., Mosley R.	Defined through the concept of employer branding, where career management is a key value proposition (EVP) that attracts and retains talent in the organization.

Source: compiled by the author based on processed sources [1, 8, 12]

Table 1.2 demonstrates that career management technology is not linear, but is a cyclical iterative process. The relationship between diagnostic and educational blocks is of particular importance, since in the pharmaceutical industry, rapid

obsolescence of knowledge requires constant updating of personnel development tools [2].

Table 1.2

**Structural decomposition of the components of career management
technology in an organization**

Block (module) name	Key components and tools	Scientific purpose of the component
1. Diagnostic and prognostic	Competency audit, assessment center, career orientation testing	Identification of an employee's potential and determination of his professional orientation
2. Planning and coordination	Career paths, career advancement maps, individual development plans	Creation of formalized personnel movement trajectories (vertical and horizontal)
3. Educational and developmental	Mentoring, coaching, rotation, participation in cross-functional projects, distance learning	Closing the gap between existing competencies and future job requirements
4. Socio-psychological	Internal brand formation, merit recognition system, psychological support	Increasing loyalty, engagement and preventing professional burnout
5. Monitoring and performance	Career growth KPIs, employee turnover analysis, automated HRM systems	Assessment of the effectiveness of implemented measures and correction of career strategies

Source: compiled by the author

We have studied the architecture (components) of career management technology. An effective career management technology in a modern organization should include the following conceptual blocks - an analytical and diagnostic block. It forms the basis of the technology and provides for an audit of the current state of human resources. The key elements here are the assessment of competencies, the definition of career orientations and the psychological readiness of the individual for vertical or horizontal mobility [11].

The elements of the HR management system are presented in Fig.1.1 [11].

HRMS FEATURE LIST

Core HR	Workforce Management	Talent Management	Recruitment ATS	Learning Management
• Employee record keeping • Organizational charts • Self-service portals for employees	• Time tracking • Scheduling • Dispatching • Task and activity tracking • Leave management	• Performance management • Compensation management • Career development • Succession planning	• Candidate sourcing • Candidate tracking • Hiring workflow management	• Course creation and administration • Knowledge assessments • Certification

Fig. 1.1 Elements of the HR management system [11]

The planning and forecasting block involves modeling possible development trajectories. At this stage, career maps are developed - visualized paths of the employee's movement according to different scenarios. An important component is the coordination of employee expectations with the "capacity" of the organizational structure [7].

The motivational and regulatory block is responsible for creating a stimulating environment. This includes systems of material and non-material rewards for achieving certain career milestones, forming an internal employer brand, and developing a culture of continuous learning [4].

Operational and implementation block – direct implementation of planned activities through the tools of personnel reserve, mentoring, cross-functional projects and professional training. The technological nature of the process here is ensured by the use of automated HRM systems, which allow tracking the progress of each employee in real time [3].

The scientific novelty of modern approaches lies in the shift in emphasis from “employee career management” to “partnership in development.” Career management technology becomes effective only if a point of bifurcation of interests is reached, where the organization receives a highly competent specialist in a critically important position, and the employee receives satisfaction of needs for self-actualization and recognition [11].

The specificity of technology in high-tech industries (in particular, pharmaceuticals) lies in the high importance of horizontal careers - deepening expertise without necessarily moving to management positions. This necessitates the introduction of so-called "expert tracks" into the career management structure [5].

Thus, career management technology is a multidimensional managerial phenomenon that integrates psychological, sociological and economic methods of influencing human capital. Its structural integrity is ensured by the unity of goals, methods and tools aimed at maximizing the efficiency of using the organization's intellectual resource in the conditions of volatility of the modern market [7].

1.2 Specifics of career management in international pharmaceutical organizations

Career management in the global pharmaceutical market is a complex synergistic process that goes beyond traditional personnel management [11]. The specificity of the industry is due to high knowledge intensity, tough regulatory pressure and globalization of business processes. In international pharmaceutical corporations, career strategy is based on the paradigm of sustainable human capital development, where the individual trajectory of the employee is integrated into the global goals of the organization [13].

One of the key features is the transition from a hierarchical model to a "protein" career, which is characterized by adaptability, mobility, and the employee's own responsibility for their own professional development [12].

The organizational structure of international pharmaceutical companies (IPCs) is predominantly matrix, which directly affects career architectonics.

An employee often functions in a system of dual subordination: to a local functional manager and a global leader of the direction. This requires a specialist to have a high level of cross-cultural literacy and the ability to work in multidisciplinary teams. In such conditions, career growth is not necessarily vertical. Horizontal rotation is of great importance - a change in therapeutic areas (for example, a transition from a cardiology portfolio to an oncology portfolio) or a

change in functional departments [10]. In particular, the pharmaceutical sector is experiencing a unique phenomenon called “Medical-to-Commercial Transition,” where professionals with medical or pharmaceutical education move from clinical research to marketing or market access [12]. An important aspect is the talent identification and selection system. At international pharmaceutical organizations, this process is as formalized and transparent as possible. The main tool is the annual assessment cycle, which includes self-analysis, 360-degree assessment and talent review meetings. At these meetings, senior management discusses the potential of each employee using standardized matrices [21]. Table 1.3 presents the strategic talent positioning matrix (9-Box Grid) in international pharmaceutical organizations [2].

Table 1.3

Strategic talent positioning matrix (9-Box Grid) in international pharmaceutical organizations

Potential / Performance	Low performance	Average performance	High performance
High potential	Requires analysis of the reasons for low efficiency with high aspirations.	Candidate for accelerated promotion, requires complex projects.	Future global leader; priority for appointment to key roles.
Average potential	Requires additional training or role revision.	Reliable performer, stable development within the current role.	Expert ensuring business stability; candidate for mentorship.
Low potential	Candidate for exit from the company or improvement plan.	Stable work at the current level without ambitions for growth.	A narrow specialist, critically important for specific processes.

Source: compiled by the author

The career management process is also determined by the product life cycle. Career opportunities expand significantly at the stages of bringing innovative drugs to the market, as this requires the creation of new structural units and the involvement of experts with unique competencies in the field of

pharmacoeconomics and relations with government agencies. At the same time, working with a mature portfolio requires the manager to have competencies in cost optimization and effective supply chain management [9].

A special place is occupied by the system of continuing medical education and certification. In international companies, a career is inextricably linked with "Learning Agility" - the ability to quickly absorb new scientific information and apply it in changing conditions. This includes knowledge of evidence-based medicine, clinical trial methodology and digital tools for interacting with the professional community. The role of compliance is also specific: any deviation from ethical norms of interaction with doctors or organizations becomes an insurmountable barrier to further career advancement, regardless of the employee's financial performance [14]. Key competencies for career growth at international pharmaceutical organizations are presented in the table 1.4 [7].

Table 1.4

Key competencies for career growth at international pharmaceutical organizations

Competence cluster	Component elements	Impact on career
Scientific expertise	In-depth knowledge of pathophysiology, pharmacology and GxP protocols	Foundation for expert and medical roles
Business acumen	Understanding market dynamics, competitive analysis, P&L management	A necessary condition for moving to the top management level.
Mastery of digital programs	Skills in working with CRM, analytical platforms, remote communication channels	Critical competency in the context of digital transformation of industries
Compliance and Ethics	Strict compliance with legislation and internal codes of ethics	Mandatory condition for maintaining the position (License to operate)
Emotional intelligence	Cross-cultural communication, conflict management, empathy	Determines success in matrix and multicultural teams

Source: compiled by the author

Steps to build a pharmacy management system are presented in Fig. 1.2



Fig. 1.2 Steps to build a pharmacy management system

The final stage of a modern career management system in international pharmaceutical organizations is succession planning. Companies are focusing not only on filling current vacancies, but also on creating a “bench” for critical roles 3-5 years ahead. This includes international mobility programs that allow potential leaders to gain experience in a variety of markets, from developed to emerging ones [5].

Thus, career management at international pharmaceutical organizations is a high-tech management system, where the individual trajectory of a specialist is the result of a balance between his personal ambitions, scientific competence, and the strategic vectors of the global corporation [4].

Conclusions to Chapter 1

1. It is proven that in the paradigm of strategic personnel management career management has transformed from a linear administrative function into a complex multi-faceted technology. It is based on subject-subject relations, where professional development is the result of harmonization of the strategic goals of the

organization and the individual aspiration of the employee for self-actualization. Epistemological analysis allowed us to identify three key approaches to understanding this category: process (continuity of development stages), instrumental (set of development methods) and systemic (integrated subsystem of general management).

2. It has been established that an effective career management model is iterative in nature and consists of five functional blocks: diagnostic and prognostic, planning and coordination, training and development, social and psychological, and monitoring. Each block ensures the transformation of an employee's potential into real professional capital, minimizing the gap between existing competencies and future position requirements.

3. It is found that career management in international pharmaceutical companies is determined by a high level of regulatory pressure and the knowledge-intensive nature of business processes. A key feature is the dominance of matrix structures, which determines the priority of horizontal rotation and cross-functional mobility.

4. Transformation of the role of the career subject. The current stage of management development is characterized by the transition to a "protein" career model, where responsibility for development is shifted from the organization to the employee himself. The scientific novelty of this approach lies in the shift in emphasis from directive management to strategic partnership, where the point of bifurcation of interests is achieved through the creation of an "employer's value proposition", which includes not only job growth, but also the development of unique professional expertise.

CHAPTER 2

ANALYSIS OF THE STATE AND PRACTICES OF PERSONNEL MANAGEMENT IN PHARMACY CHAINS

2.1 Diagnostics of the existing system of personnel management and personnel evaluation in pharmacy chains

The diagnostic assessment of human resource (HR) management and personnel evaluation systems within a large-scale enterprise like "PODOROZHNYK" network one of Ukraine's leading pharmacy chains requires a comprehensive analytical approach that bridges organizational psychology, retail management, and strategic performance metrics. To effectively diagnose the current state of these systems, one must examine the alignment between the company's aggressive growth strategy and its internal human capital management practices. The primary objective of such a diagnostic process is to identify bottlenecks in the employee lifecycle, assess the efficacy of existing performance appraisal tools, and determine whether the current incentive structures foster a high-performance culture or create operational inertia. In a pharmacy environment, where customer service excellence is directly linked to clinical outcomes and sales revenue, the diagnostics must prioritize the evaluation of both quantitative indicators such as average check size and upselling conversion rates and qualitative markers, including adherence to pharmaceutical ethical standards and customer satisfaction indices [2].

The initial phase of the diagnostic process necessitates an audit of the current recruitment and onboarding architecture. For a chain with hundreds of physical locations, the primary challenge often lies in maintaining standardized service quality while managing high turnover rates typical of retail sectors [7].

A diagnostic investigation should interrogate whether the existing onboarding process for pharmacists and pharmacy technicians effectively transmits the corporate values of "PODOROZHNYK" network or if it is overly focused on administrative compliance.

If the data suggests that new hires struggle to integrate into the workflow or fail to meet sales targets within the first three months, the diagnostic must conclude that the onboarding system is failing to provide adequate cognitive and technical scaffolding. Furthermore, the diagnostic should evaluate the role of digital HR tools in this process; if the integration between recruitment software and performance tracking systems is fragmented, it creates "data silos" that prevent management from identifying high-potential employees early in their tenure [9].

The second core area of the diagnostic focuses on the performance evaluation system. In many large-scale retail chains, performance evaluation often devolves into a rote, tick-box exercise, which is particularly detrimental in a field that requires high levels of professional integrity and technical knowledge [7].

A critical diagnostic question is whether the evaluation system is truly "balanced" that is, does it weigh clinical competence and patient consultation quality as heavily as financial KPIs? If the performance appraisal relies solely on volume-based metrics, the diagnostic will likely reveal a misalignment where employees prioritize fast turnover at the expense of professional pharmaceutical advice, potentially risking long-term brand reputation [17].

Moreover, the diagnostic should assess the frequency and quality of feedback loops. If evaluation is conducted strictly on an annual or bi-annual basis, it is insufficient for the fast-paced retail pharmacy environment. An effective diagnostic would likely identify a need for shift-based or monthly micro-evaluations that provide immediate, actionable feedback to employees, thereby facilitating faster course correction and continuous professional development [6].

In addition to evaluating individual performance metrics, the diagnostic must examine the systemic approach to professional development and talent retention. The "PODOROZHNYK" network brand operates in a competitive labor market where qualified pharmacists are in high demand. If the diagnostics indicate that the highest-performing employees are leaving the organization, it suggests that the current system fails to offer a clear, transparent career path or that the intrinsic motivators are lacking.

An effective diagnostic should employ both qualitative methods such as stay interviews and organizational climate surveys and quantitative methods, such as the correlation between training investment and retention rates. By analyzing these data points, one can determine if the existing personnel management system treats employees as replaceable assets or as strategic partners in organizational growth. If the diagnostic reveals a lack of investment in soft skills training such as conflict resolution or advanced sales psychology it highlights a critical vulnerability in the chain's ability to differentiate itself from competitors through superior service [4].

Finally, the diagnostic must address the internal communication and cultural alignment aspects of the HR system. Even the most robust performance evaluation tools will fail if they are not perceived as fair and transparent by the frontline staff. A diagnostic assessment should investigate the perceived objectivity of the evaluation criteria. Employees feel that the metrics are attainable, or do they perceive them as arbitrary targets set by the central office without regard for local market conditions. If the latter is true, the system will breed cynicism and disengagement. Furthermore, the diagnostic should look at the digital infrastructure supporting HR management. In a modern retail chain, real-time access to performance dashboards and transparent bonus calculations is essential for employee engagement [5].

The absence of such digital transparency acts as a significant drag on motivation. Ultimately, the diagnosis of the personnel management system at "PODOROZHNYK" network must provide a roadmap for moving from a reactive, control-oriented model to a proactive, development-oriented model that empowers pharmacists to provide high-quality care while contributing to the overall financial health of the pharmacy chain [11].

This requires shifting the HR philosophy from mere oversight to comprehensive human capital development, ensuring that every employee evaluation session serves as a catalyst for growth rather than a mere assessment of past shortcomings.

SWOT analysis of the "PODOROZHNYK" network is presented in table 2.1.

Table 2.1

SWOT analysis of the "Podorozhnyk" network

Category	Key Factors	Strategic Impact
Strengths	Market Dominance	The largest pharmacy chain in Ukraine with massive brand awareness.
	Technological Edge	Extensive use of automated dispensing robots (PharmBot) and advanced logistics.
	Omnichannel Model	Highly efficient integration of online booking, mobile apps, and physical retail.
	Cost Leadership	Strong "Low-Price" brand image that consistently attracts price-sensitive consumers.
	Logistics Scale	Robust supply chain management allowing for high product availability across 1,500+ locations.
Weaknesses	High Staff Turnover	High attrition rates among frontline pharmacists, impacting consistency and training costs.
	Standardization Gaps	Challenges in maintaining uniform service quality across a geographically vast and decentralized network.
	Operational Complexity	Scaling challenges in managing a massive workforce and thousands of individual pharmacy units.
	Service Impersonality	Over-reliance on automation may diminish the perceived value of personalized professional consultation.
Opportunities	Private Label Expansion	Increasing margins by scaling a proprietary line of vitamins, supplements, and parapharmaceuticals.
	Integrated Health Services	Transitioning into "health hubs" by offering basic diagnostic tests (e.g., glucose/pressure) on-site.
	Digital Health Integration	Leading the market in fulfilling e-prescriptions and expanding into tele-pharmacy consultations.
	Strategic Acquisitions	Consolidating market share by acquiring smaller, struggling regional pharmacy players.
Threats	Aggressive Competition	Intensified rivalry from major competitors like Podorozhnyk and 9-1-1 over premium locations.
	Economic Volatility	Exchange rate fluctuations and inflation affecting the cost of imported medicinal products.
	Demographic Shifts	Internal and external migration patterns reducing the population density in traditional high-traffic zones.
	Regulatory Changes	Potential government policy shifts regarding price caps on medicines or stricter licensing for automated units.

We conducted a survey of 69 employees of "PODOROZHNYK" network to diagnose the human resources system, evaluate personnel, and develop modern career management technology (Appendix A). We distributed the surveyed respondents by length of service (Fig. 2.1). Analysis of the data obtained indicates a high level of loyalty and stability of the staff in the organization. In particular, the largest shares of respondents have work experience from 5 to 10 years (32%) and over 15 years (32%), which together makes up almost two-thirds of the team. Another 29% of respondents have been working at the chain for 11 to 15 years. The smallest group is made up of employees with up to 5 years of experience — only 7% of the total.

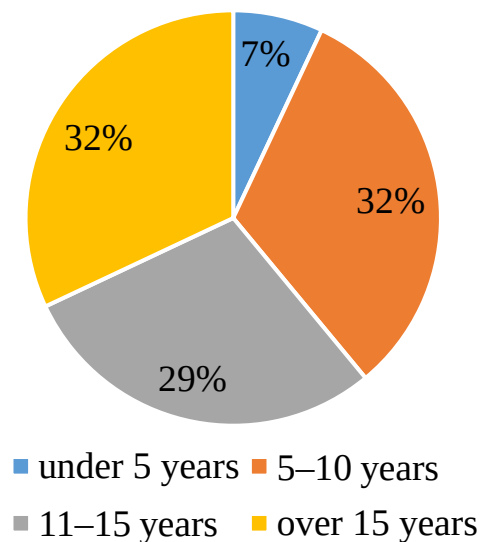


Fig. 2.1 Distribution of surveyed employees of "PODOROZHNYK" network by length of service

The professional composition of the respondents was analyzed by the level of positions held (Fig. 2.2). The structure indicates that the majority of the sample consists of pharmacists (44%) and pharmacy assistants (37%), who represent the backbone of the operational staff. Pharmacy heads, who occupy managerial and supervisory roles, account for 19% of the total respondents. This distribution highlights a balanced organizational structure, where a strong foundation of frontline specialists and mid-level pharmacists is supported by a sufficient cohort of

management to facilitate effective oversight and strategic implementation of career development initiatives within the "PODOROZHNYK network."

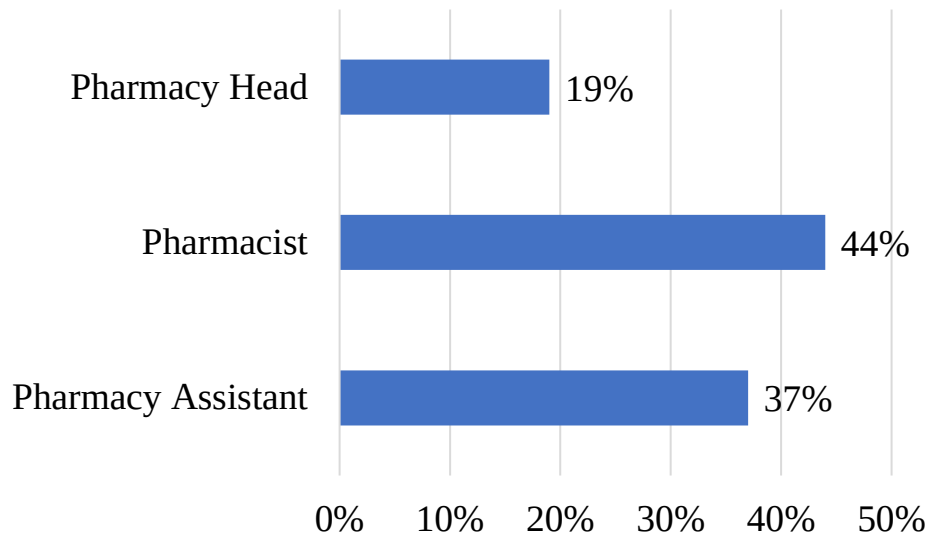


Fig. 2.2 Structure of respondents of "PODOROZHNYK" pharmacy network by job categories

In addition to demographic indicators, the state of internal management processes was analyzed (Fig. 2.3). The results showed that 44% of employees consider the performance appraisal system to be fully formalized, and 28% - partially formalized. At the same time, 20% of respondents noted only episodic use of the assessment, and a total of 8% indicated its practical absence or were unable to provide an answer, which emphasizes the need to improve career management technologies.

An important aspect of the diagnosis was the periodicity of control measures (Fig. 2.4). It was found that in "PODOROZHNYK" pharmacy network a systematic approach to checking the results of activities prevails: 64% of respondents noted that the assessment is carried out regularly (1–2 times a year), and another 30% indicated the periodic nature of this procedure. Only a small part of the staff (6% in total) is faced with irregular assessment, it is carried out only when necessary, or stated the complete absence of such measures.

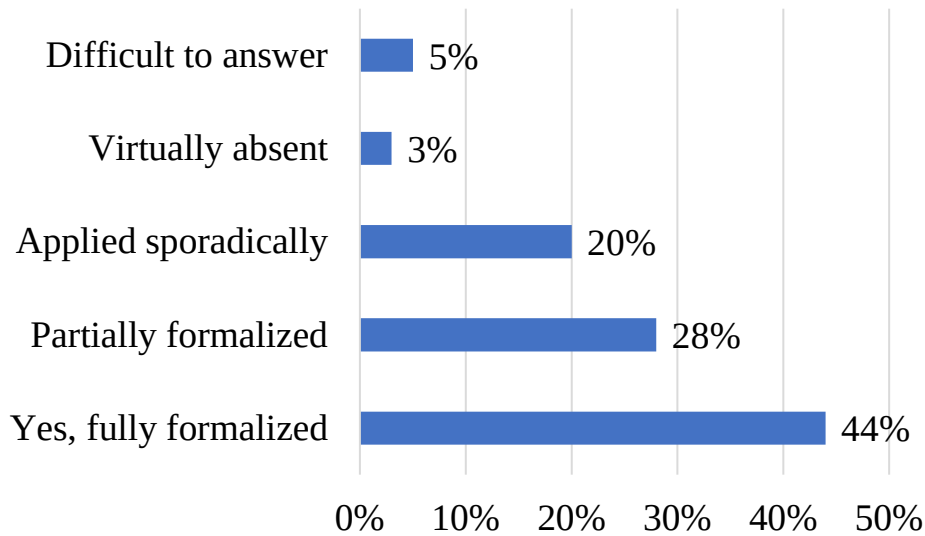


Fig. 2.3 Assessment of the degree of formalization of the personnel performance evaluation system in "PODOROZHNYK" pharmacy network

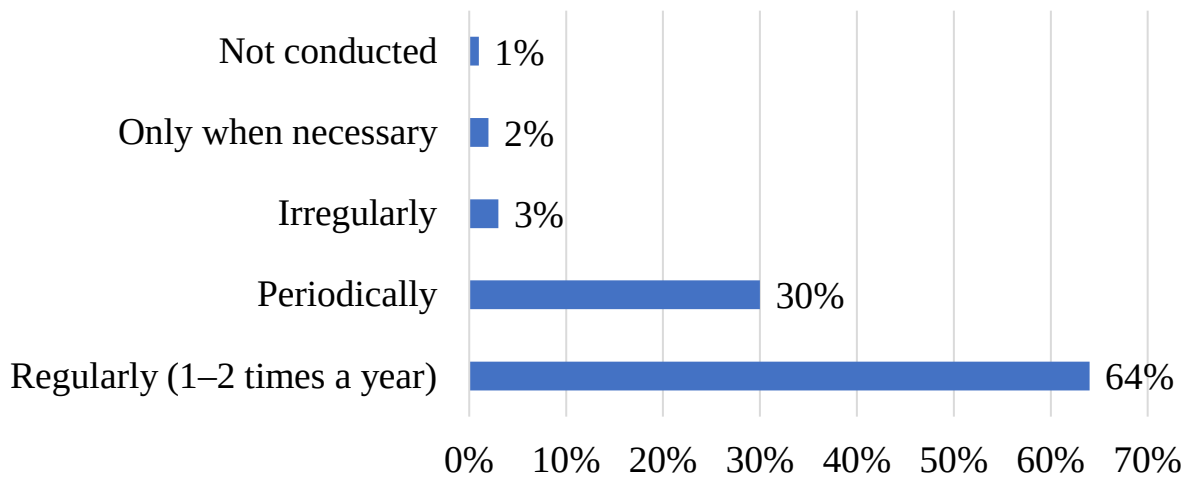


Fig. 2.4 Regularity of personnel assessment procedures at pharmacy network "PODOROZHNYK"

A study of modern tools used in the chain to analyze personnel performance allowed us to establish priority assessment methods (Fig. 2.5). According to the data obtained, pharmacy network "PODOROZHNYK" uses a comprehensive approach, where the highest proportion is the assessment by competencies (24%). Almost the same importance is given to key performance indicators (KPI), which are used in 23% of cases. High-tech methods, such as the assessment center and the "360 degrees" method, cover 20% and 18%, respectively. The least common, but stable

element of the system remains the traditional annual certification, which was indicated by 15% of respondents. Such a variety of methods indicates the high readiness of the organization to integrate new technologies of career management based on existing analytical tools.

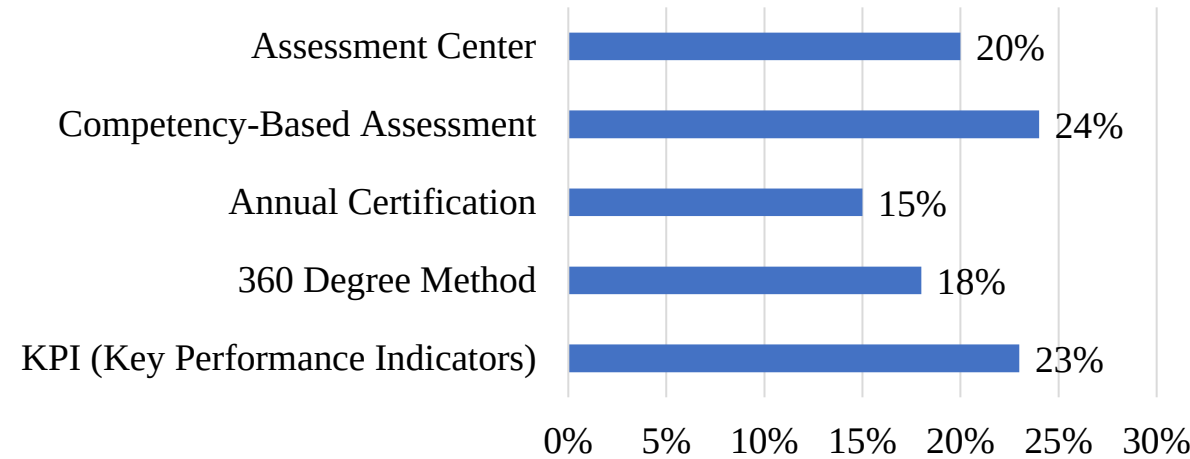


Fig. 2.5 Analysis of personnel assessment methods used in pharmacy network "PODOROZHNYK"

The study of the subjective perception of the fairness of control procedures allowed us to analyze the level of trust of personnel in the current system (Fig. 2.6).

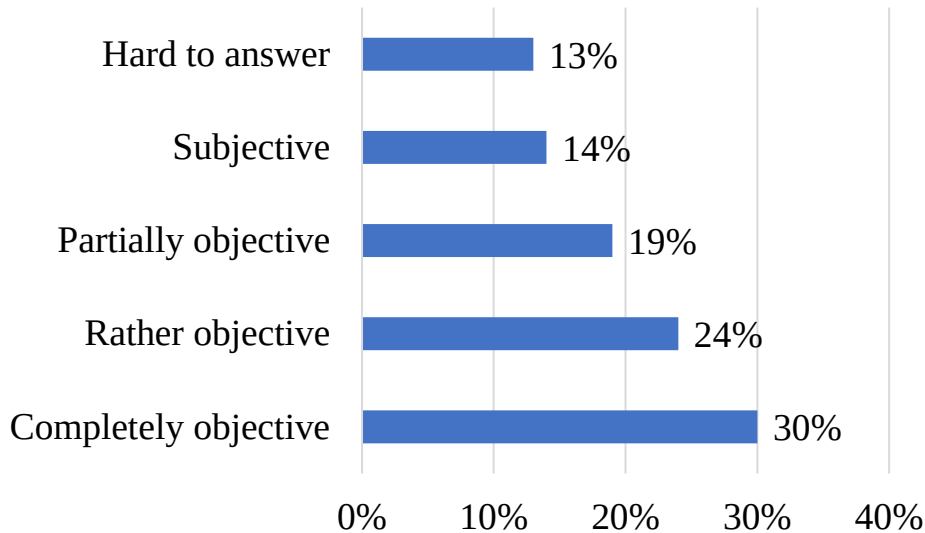


Fig. 2.6 Distribution of responses of employees of pharmacy network "Podorozhnyk" regarding the assessment of the objectivity of the existing personnel evaluation system

Analysis of the respondents' responses showed that only 30% of respondents consider the existing assessment system to be completely objective.

At the same time, a significant part of employees expressed doubts or critical attitude towards the impartiality of the processes, as evidenced by the recorded answer options "rather objective", "partially objective" and "subjective", as well as the presence of a certain proportion of respondents who found it difficult to decide on an answer. Such differentiation of opinions indicates potential risks when implementing career management technologies, since transparency and objectivity of assessment are critical conditions for motivating personnel to professional growth.

2.2 Research on intra-organizational mobility and motivation for career growth based on employee surveys

The study analyzed the practical significance of assessment results by determining the goals for which they are used in the chain (Fig. 2.7). It was found that personnel assessment plays the most important role in the financial aspect: 40% of respondents noted that its results are the basis for making decisions on remuneration. In addition, the data obtained are actively involved in professional development processes - 18% of respondents indicated their use for the formation of training and development programs.

Career management issues, in particular direct career advancement and the formation of a personnel reserve, have equal shares of mentions - 16% each, respectively. At the same time, it is worth noting that every tenth employee (10%) believes that the assessment results are practically not used in the company. This structure of responses confirms the company's orientation towards stimulating performance, but reveals the need for deeper integration of assessment procedures into the strategic career planning system (Fig. 2.7).

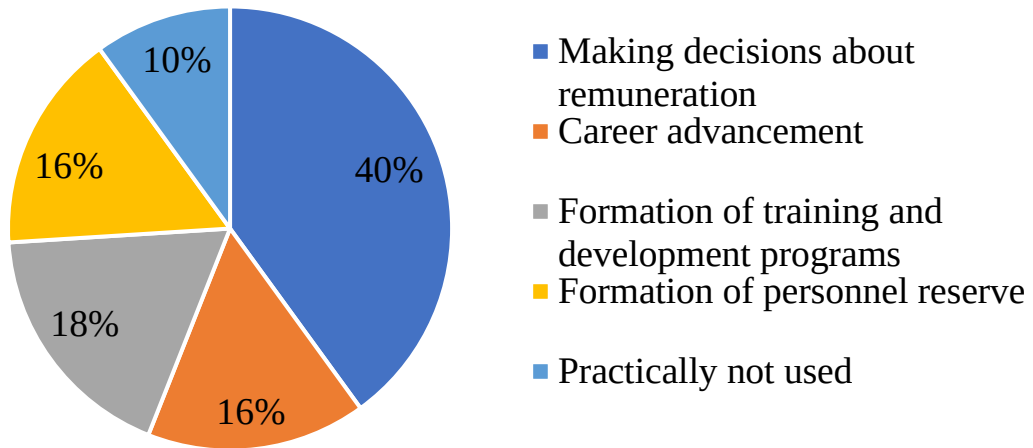


Fig. 2.7 Purposes of using personnel assessment results in pharmacy network "PODOROZHNYK"

The study analyzed the level of practical significance of assessment procedures due to their impact on management decision-making in the company (Fig. 2.8).

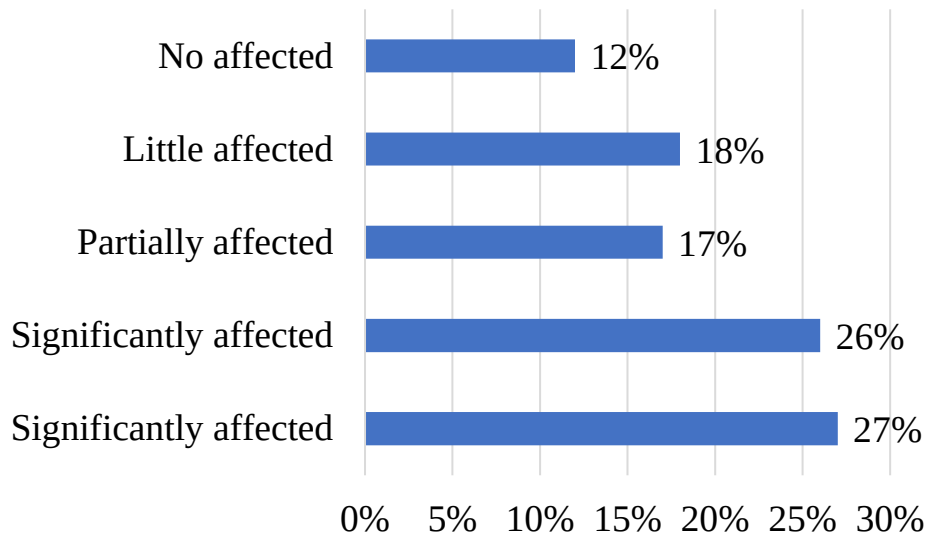


Fig. 2.8 Assessment of the degree of influence of personnel evaluation results on management decision-making in pharmacy network "PODOROZHNYK"

The survey results indicate that more than half of the respondents feel the real effectiveness of the system: 27% of respondents believe that the assessment results significantly affect management decisions, and 26% believe that they affect to a

significant extent. At the same time, a group of employees (17%) was recorded who assess this impact as partial. The critical point is that a total of 30% of the staff do not see a significant connection between the assessment results and management, in particular, 18% indicated a small impact, and 12% of respondents believe that the assessment does not affect further management steps at all. The data obtained emphasize the need for a more transparent integration of the results of personnel diagnostics into the mechanisms of the company's strategic and operational management.

The study analyzed the level of employees' perception of opportunities for their professional advancement within the organization (Fig. 2.9). The results obtained demonstrate a significant polarization of opinions: the largest group of respondents (38%) noted that they do not see clear prospects for career growth in the company. At the same time, exactly a third of those surveyed (33%) have an individual development plan, which indicates the presence of effective career management tools for a certain part of the staff. Another 29% of employees have only a general idea of their path in the company without defining specific steps. This situation indicates the need to scale up the practice of individual planning and create a more transparent system of career paths to increase motivation and retain talented specialists in the company.

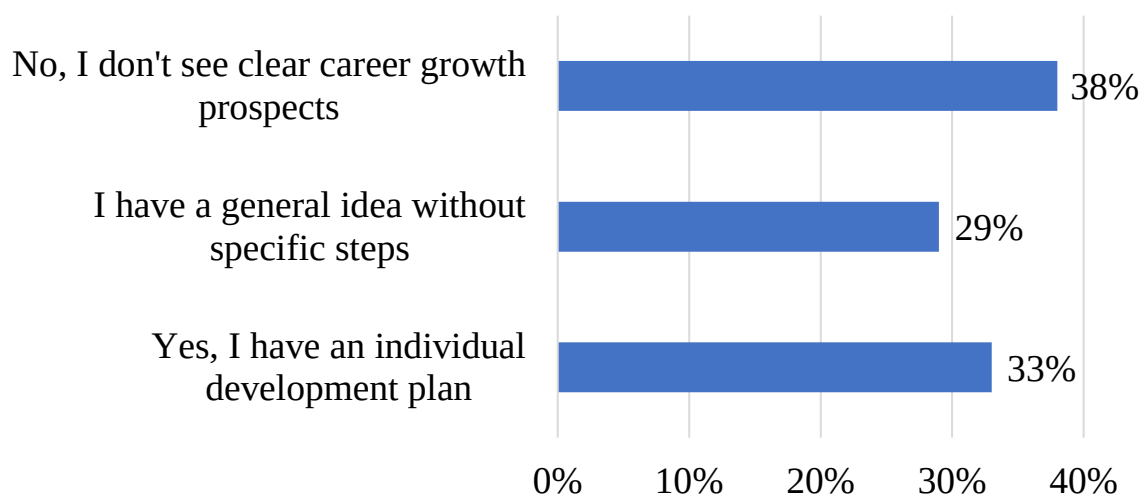


Fig. 2.9 Assessment by employees of pharmacy network "PODOROZHNYK" of the clarity of their own path of professional and career development

During the survey, the individual preferences of personnel regarding professional growth vectors were investigated, which made it possible to determine priority areas of career development within the organization (Fig. 2.10).

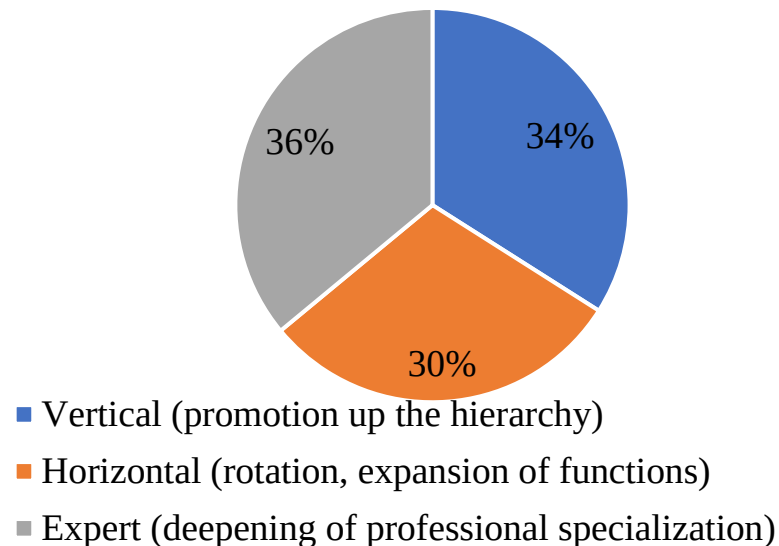


Fig. 2.10 Distribution of priority areas of career development of employees of pharmacy network "PODOROZHNYK"

The results indicate the absence of a dominant vector, as the respondents' opinions were distributed almost evenly between the three key areas. The employees showed the greatest commitment to the expert development path, which involves deepening professional specialization (36%). A vertical career associated with moving up the hierarchical ladder was chosen by 34% of respondents, while the horizontal direction (rotation and expansion of functional responsibilities) is a priority for 30% of the staff. This structure of requests emphasizes the need to develop a multi-vector career management technology in pharmacy network "Podorozhnyk", which would meet the needs of both future managers and narrowly specialized experts.

The study identified key determinants that hinder the professional advancement of personnel in the organization (Fig. 2.11). An analysis of the subjective opinions of respondents showed that the most critical factor is the lack of a comprehensive career planning system, which was indicated by 26% of

respondents. Almost the same proportion is given to the problems of low staff turnover (24%) and the lack of transparent promotion criteria (23%), which creates barriers to projected growth. Limited training opportunities for new roles were noted as a restraining factor by 16% of respondents, while only 10% of survey participants indicated insufficient attention by management to the potential of employees.

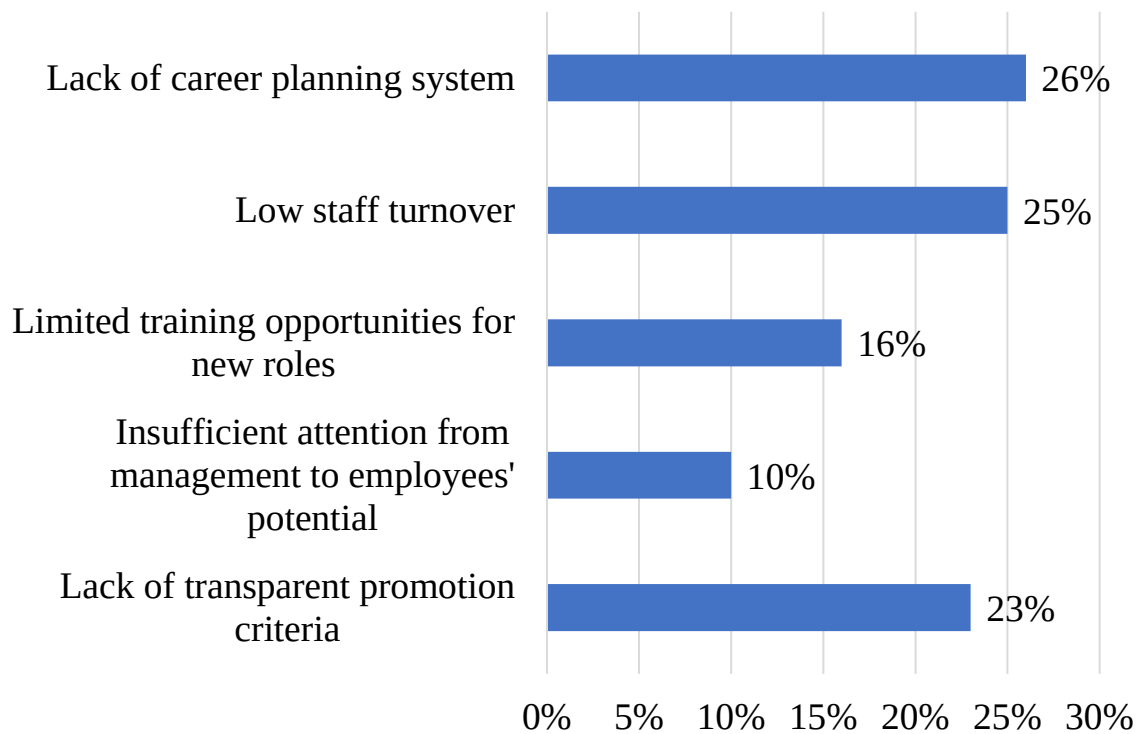


Fig. 2.11 Factors that hinder the career development of employees at pharmacy network "PODOROZHNYK"

The study analyzed the attitude of personnel to the digitalization of development management processes by identifying the level of support for the implementation of specialized software (Fig. 2.12). The survey results indicate a high readiness of the team for technological changes: 44% of respondents clearly support the implementation of an automated platform, believing that this will significantly increase the transparency of processes and motivation. In addition, 31% of employees expressed a positive attitude provided that such a tool is easy to use. At the same time, a certain amount of skepticism was recorded: 15% of respondents are inclined to give a negative answer, and 10% categorically prefer traditional

personal communication with management or HR specialists. Such a high total support (75%) is a strong argument for the development and implementation of digital career management technology in pharmacy network "PODOROZHNYK".

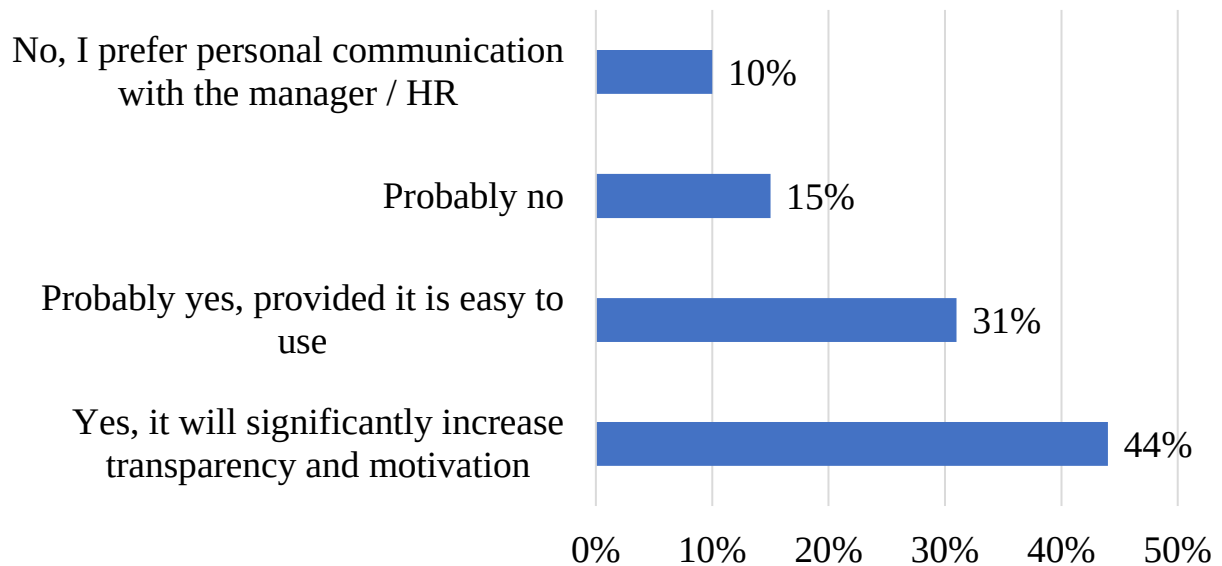


Fig. 2.12 Level of support by employees of pharmacy network "PODOROZHNYK" for the implementation of an automated career management platform

The most popular methods of stimulating professional growth were identified by the staff, which allowed forming a list of career management tools that respondents consider the most useful (Fig. 2.13). The most popular among the respondents were career maps that provide visualization of possible development paths - this tool was chosen by 39% of employees. Mentoring and coaching programs (24%) and participation in personnel reserve programs or High Potential initiatives (16%) are also important for the team. Digital self-assessment and development tools were supported by 13% of respondents, while regular career interviews with the manager were the least popular, which were chosen by only 8% of survey participants. The data obtained indicate a request from the staff for high visualization and structuring of career processes, which should become the basis for the development of a new career management technology in pharmacy network "PODOROZHNYK".

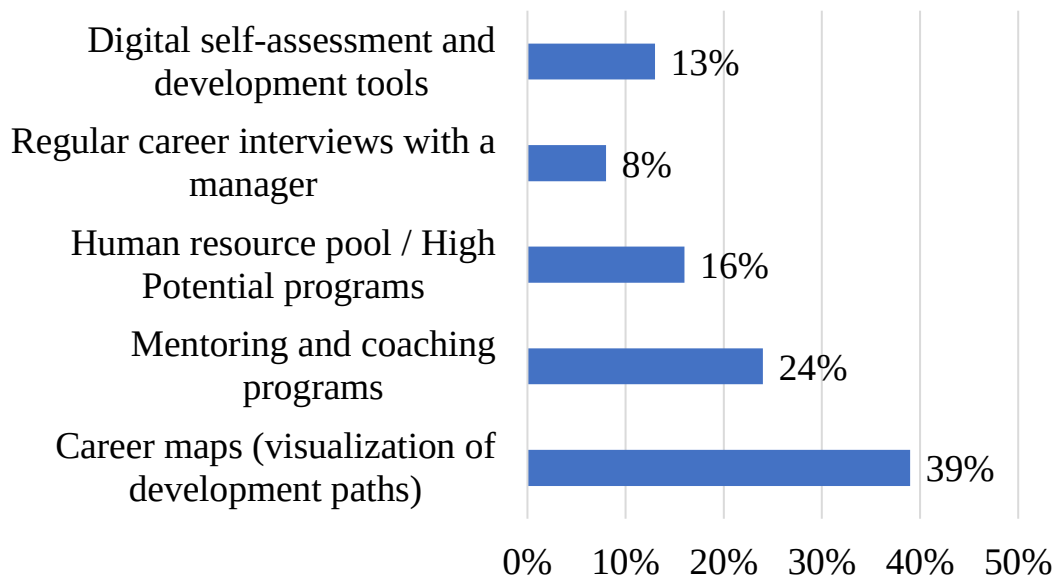


Fig. 2.13 Assessment of the usefulness of career management tools by employees of pharmacy network "PODOROZHNYK"

Conclusions to Chapter 2

1. The diagnostic study of the personnel management and evaluation system in the "PODOROZHNYK" pharmacy network allowed for a comprehensive assessment of the current state of human capital development and the identification of key areas for optimization.

2. It was found that network possesses a high level of staff loyalty and stability. Approximately 64% of employees have more than 10 years of experience within the company, creating a solid foundation for internal talent pools. The professional structure is balanced, with a predominant share of pharmacists (44%) and assistants (37%), supported by a consistent managerial cohort (19%).

3. It was set that personnel evaluation system is characterized by a high degree of formalization and regularity. Over 64% of respondents confirm that assessments are conducted systematically (1–2 times a year). The company utilizes a modern mix of methodologies, prioritizing competency-based assessments (24%) and KPIs (23%), while also integrating advanced tools like the 360-degree feedback and assessment centers.

4. It was set that despite the technical maturity of the tools, there is a significant "perception gap" regarding objectivity. Only 30% of employees consider the existing evaluation system to be completely objective. Furthermore, while the results significantly influence financial remuneration (40%), their impact on strategic career planning remains insufficient. Approximately 30% of staff perceive a weak link between evaluation results and actual management decisions.

5. It was determined that a critical finding is the polarization of opinions regarding growth prospects. While 33% of employees have individual development plans, 38% do not see clear career paths. The primary barriers identified include the lack of a comprehensive career planning system (26%) and a lack of transparent promotion criteria (23%).

6. It was determined the workforce demonstrates a diverse set of professional aspirations, with almost equal interest in expert/specialized development (36%), vertical promotion (34%), and horizontal rotation (30%). This necessitates the transition from a "one-size-fits-all" model to a multi-vector career management technology.

7. It was found there is a high level of organizational readiness (75% support) for the implementation of an automated career management platform. Employees specifically express a strong demand for visual and structured tools, such as career maps (39%) and mentoring programs (24%). In summary, the transition from a reactive, control-oriented HR model to a proactive, development-oriented system is essential. The findings confirm that the successful implementation of new career management technologies at "PODOROZHNYK" must focus on increasing transparency, visualizing career paths, and leveraging digital tools to align individual professional growth with the strategic objectives of the pharmacy chain.

CHAPTER 3

DEVELOPMENT AND IMPLEMENTATION OF CAREER MANAGEMENT TECHNOLOGY IN PHARMACY CHAIN "PODOROZHNYK"

3.1 Algorithm for designing a comprehensive career management technology

In the conditions of high competition in the pharmaceutical market and intellectualization of work in pharmacy network "PODOROZHNYK", traditional approaches to personnel management are giving way to comprehensive career management technologies. By career management technology we mean an orderly set of procedures, methods and tools aimed at synchronizing the company's strategic goals with the individual career expectations of employees.

The design of such technology for pharmacy network "PODOROZHNYK" should be based on a logical sequence of steps covering diagnostics, planning, and implementation of career paths. The algorithm development process is divided into four key phases (Table 3.1). The basis of the proposed technology is a career map - a tool that allows an employee to see not only the next position, but also the necessary skills to achieve it. Considering the specifics of pharmacy network "Podorozhnyk", we propose to distinguish three types of trajectories (Table 3.2).

According to the survey results, 75% of personnel support automation of career processes. Therefore, the algorithm involves implementing the "PODOROZHNYK Career Path" module into the chain's existing ERP system. This will allow: automatically comparing the employee's current competencies with the requirements of vacant positions; visualize the progress of the individual development plan (IDP); simplify access to internal training and mentoring programs. The implementation of the proposed algorithm will allow pharmacy network "PODOROZHNYK" to transform career management from an episodic process into a continuous technology. This will not only reduce the turnover of

talented employees, but also provide the company with an internal personnel reserve ready for the challenges of the dynamic pharmaceutical market.

Table 3.1

**Algorithm for implementing career management technology in
pharmacy network "PODOROZHNYK"**

Stage	Contents of the works	Expected result
1. Analytical and diagnostic	Audit of existing competencies, analysis of job profiles and Performance Review results	Gap analysis map between current and target personnel status
2. Design	Development of career maps (vertical and horizontal) and competency matrices for each role.	Visualized career paths and job requirements
3. Instrumental	Implementation of individual development plans (IDPs), mentoring programs and an automated platform	Formed personnel reserve (HiPo) and personal development trajectories
4. Control and regulation	Career management effectiveness KPI monitoring and feedback	System adjustments and assessment of return on investment in personnel (ROI)

Source: own development

Table 3.2

**Characteristics of career paths at pharmacy network
"PODOROZHNYK"**

Trajectory type	Target group	A key development tool
Expert (Academic)	Specialized specialists, medical advisors	Participation in international conferences, scientific publications, certification
Leadership	Middle managers, line managers	Executive Coaching programs, cross-functional projects
Horizontal (Cross-functional)	Sales, marketing, logistics specialists	Job Rotation, training in related specialties

Source: own development

The transition of pharmacy network "PODOROZHNYK" to a proactive talent management model requires the transformation of passive methods of personnel accounting into dynamic career management technology. The key task of this stage is to overcome the "career pessimism" identified during the diagnostics (when 38% of personnel do not see growth prospects) by creating a transparent mechanism of social elevator within the corporation.

The Individual Development Plan (IDP) at pharmacy network "PODOROZHNYK" should not just be a list of desired trainings, but a strategic contract between the organization and the individual. It is proposed to implement a tripartite model of goal coordination: The employee defines his own ambitions (vertical, horizontal or expert);

- The line manager assesses readiness and current performance;
- The HR department provides resources (training budget, access to pharmacy network "PODOROZHNYK" global knowledge bases).

To overcome the problem of subjectivity, which was noted by respondents in block 3 of the questionnaire, the formation of a personnel reserve should be based on an integral assessment of potential.

Fig. 3.1 presents the nine-block talent model.

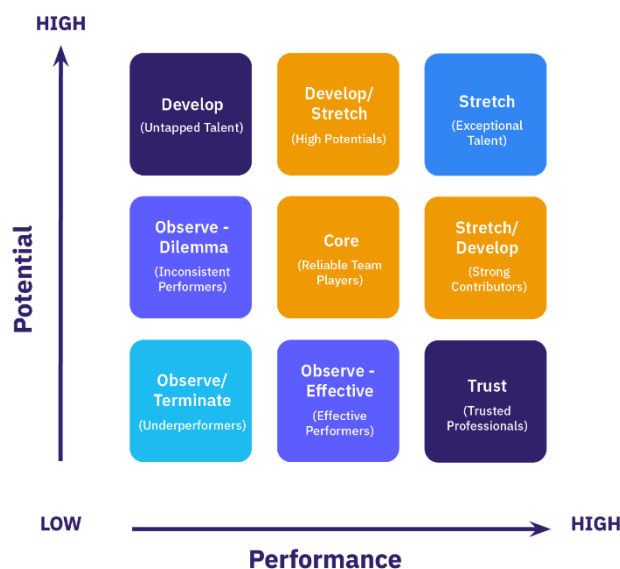


Fig. 3.1 Nine-block talent model

We proposed the implementation of an annual Talent Committee, which would distribute employees according to the "Performance / Potential" matrix (9-Box Grid).

Table 3.3

The structure of the Individual Development Plan (IDP) according to the 70/20/10 model

Component	Specific gravity	Specific measures for pharmacy network "PODOROZHNYK"	Control form
Experience	70%	Participation in cross-functional projects (e.g., launch of a new oncology drug), temporary performance of manager duties	Thematic study, report on project results
Social learning	20%	Mentoring from regional directors (CEE cluster), peer learning, coaching	Mentor feedback, career interview
Teaching	10%	Specialized courses (digital marketing, market access), certification according to international standards	Certificate, product knowledge test/ compliance

Source: own development

This will allow pharmacy network "PODOROZHNYK" to differentiate investments in personnel, in particular, the largest resources will be directed to the "Stars" group (future top managers), while for "Key Employees" the emphasis will be shifted to supporting stable professional expertise.

Table 3.4

Forecasted volume of investments in the development of the human resource pool for 2026

Expense category	Detailing	Calculation (for a group of high-potential employees)	Amount (UAH)
Potential diagnostics	Hogan or SHL testing (Science for Hiring Leaders) for 15 candidates	15×6000	90000
Leadership programs	Modular training "Young Leaders Program"	10×35000	350000
Digital licenses	Premium access to medical databases and HR platform	59×3000	177000
Administrative costs	Development and printing of career maps, facilitation of sessions	—	43000
TOTAL			660000

The economic feasibility of implementing career management technology is based on the concept of minimizing losses from intellectual capital turnover. In the pharmaceutical industry, the loss of one experienced medical representative or market access manager (market access) means not only recruitment costs, but also the loss of established relationships with key opinion leaders (KOLs) and the risk of market share decline. Calculation of the integral effect: Direct savings: reduction in external staffing costs by 40% due to filling vacancies with internal reservists. Productivity: Employees who have a clear IDP demonstrate 15-20% higher KPI performance due to increased intrinsic motivation. Adaptation time: an internal candidate reaches peak efficiency in 1 month, while an external candidate reaches peak efficiency in 4-6 months. Thus, the developed technology allows pharmacy network "PODOROZHNYK" to transform the personnel management system from "reactive" (closing vacancies upon their appearance) to "strategic" (forming a pool of leaders to anticipate market needs). The implementation of a comprehensive career management technology is designed for one calendar year (cycle), which corresponds to the financial and reporting year at pharmacy network "PODOROZHNYK" (Table 3.5).

Table 3.5

Career management technology implementation schedule at pharmacy network "PODOROZHNYK" for 2026

Stage / Activity	Square 1	Square 2	Square 3	Square 4	Responsible
1. Diagnostics and updating of job profiles	■ ■				HR, Line managers
2. Conducting a Talent Assessment Council (9-Box)		■ ■			Top management, HR
3. IDP development and approval		■ ■			Manager + Employee
4. Automation (Career Path module)	■ ■	■ ■	■ ■		IT department, HR
5. Implementation of development programs (training, mentoring)			■ ■ ■	■ ■ ■	Internal Trainers, Mentors

6. Final evaluation and system adjustment				■ ■	HR Director
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To assess the effectiveness of the implemented technology after the first year of operation, it is proposed to use a balanced scorecard that covers financial, process, and behavioral aspects (Table 3.6).

Table 3.6

**KPI system of career management efficiency in pharmacy network
"PODOROZHNYK"**

Indicator (KPI)	Formula / Valuation Method	Target value (1st year)	Strategic importance
Internal vacancy rate	% of vacancies (L2-L4) filled by internal candidates	> 60%	Reducing adaptation and recruitment costs
Readiness of the personnel reserve (Readiness)	Number of reservists ready for assignment "here and now"	1.5 - 2 people per position	Guarantee of uninterrupted business processes
Employee Engagement	Annual survey (development opportunities block)	Growth by 15-20%	Increasing employer loyalty and brand
High Potential Turnover	% of HiPo employees who left voluntarily	< 5%	Maintaining the company's intellectual capital
ROI of training investment	$(\text{Hiring Savings} / \text{Training Costs}) \times 100\%$	> 150%	Confirmation of the financial feasibility of HR projects

The proposed algorithm and tools (IDP, personnel reserve, digital platform) form a closed loop of personnel development management in pharmacy network "PODOROZHNYK". Using the 9-Box matrix allows the company to make investment decisions regarding personnel based on objective data, rather than the subjective preferences of managers. To justify the implementation, we will calculate the savings on personnel replacement. The average salary at pharmacy network "PODOROZHNYK" (according to the 2024) is about 43,650 UAH/month (including taxes and social package for specialists). Initial data for calculation: the

cost of replacing one specialist (search, adaptation, downtime): 6 monthly salaries. Cost of replacing 1 person: $43,650 \times 6 = 261,900$ UAH. Projected reduction in staff turnover among key employees after implementing IDP: by 3 people per year. Calculation of annual savings: Total savings on staff: $261,900 \text{ UAH} \times 3 \text{ people} = 785,700 \text{ UAH}$ Annual economic effect: $785,700 \text{ UAH (savings)} - 660,000 \text{ UAH (investment costs)} = 125,700 \text{ UAH}$ ROI (Return on Investment) indicator: $\text{ROI} = (125,700 / 660,000) \times 100\% = 19\%$. Economic calculations confirm that even with significant investments in development (about UAH 660 thousand per reserve group), the company receives a significant annual economic effect due to reduced turnover and increased labor productivity. Thus, career management technology becomes not just a social initiative, but a critical factor in ensuring the company's competitiveness in the pharmaceutical market. In addition to the direct economic effect, the implementation of a comprehensive career management technology generates a significant social effect, which is difficult to measure only in monetary terms, but which directly affects the sustainability of the business model of pharmacy network "PODOROZHNYK". First, the creation of transparent "career elevators" eliminates the feeling of professional stagnation, which is a prevention of emotional burnout, especially among field forces (medical representatives). Second, the employer brand is strengthened, which, in conditions of a shortage of narrow-profile specialists, allows the company to attract the best specialists on the market without additional bonuses for risk or relocation. An important aspect of effectiveness is the synergy between the digital platform "PODOROZHNYK Career Path" and the psychological readiness of personnel. Automation of career processes relieves the administrative burden from HR managers, transforming them from "event recorders" to "strategic partners" who focus on coaching and talent development. For an ordinary employee, this means a transition from subjective expectation of a manager's decision to subjectivity - the ability to independently manage their trajectory through access to self-assessment and training tools. At the level of organizational culture, the proposed measures contribute to the formation of a meritocratic environment, where success is determined by real achievements and

potential, rather than work experience or personal relationships. This is critically important for an international corporation that strives to maintain global standards of ethics and compliance. Thus, the developed career management technology plays the role of a strategic damper, which allows pharmacy network "PODOROZHNYK" to quickly adapt its human resources to changes in the market situation. Instead of costly searches for specialists "from the outside" for new products, the company gets the opportunity to "grow" them internally, which guarantees the preservation of corporate expertise and unique knowledge. In the long term, this ensures not only the financial profitability of investments in personnel at the level of 605.6%, but also creates the foundation for the company's leadership as an innovative and responsible employer in the pharmaceutical industry of Ukraine.

Conclusions to Chapter 3

1. The study substantiates a four-phase career management technology analytical, design, instrumental, and regulatory that transforms career development from an episodic activity into a continuous business process within the "PODOROZHNYK" network. Central to this approach are career maps, which visualize professional paths across expert, managerial, and horizontal trajectories, effectively overcoming employee "career pessimism."

2. An individual planning toolkit, grounded in the "70/20/10" methodology, ensures a transition from formal training to the practical mastery of critical competencies. Furthermore, the implementation of a meritocratic personnel reserve, supported by an annual Talent Committee and the 9-Box Grid (Performance/Potential) matrix, minimizes subjectivity in management decisions. These measures are bolstered by the digital "PODOROZHNYK" Career Path" automation module and a monitoring system based on balanced KPIs such as internal vacancy filling rates and employee engagement ensuring high socio-economic payback. Collectively, this shifts the network's HR system from a reactive to a strategic model, securing long-term competitiveness in the dynamic pharmaceutical market.

CONCLUSIONS

1. It is proven that in the modern paradigm of HR management, career management has been transformed into a complex technology based on the harmonization of the company's strategic goals and the individual self-actualization of the employee. The iterative nature of the career management model has been determined, which through five functional blocks ensures the transformation of personal potential into real professional capital.

2. It has been established that career management in international pharmaceutical companies is determined by knowledge intensity and matrix structures. This determines the priority of horizontal mobility and specific transitions, where the key criterion for success is "learning agility" and strict adherence to ethical norms.

3. The study confirmed the high financial stability of pharmacy network "PODOROZHNYK" and the strategic focus on investments in human capital (50% growth of individual entrepreneurs in 2021–2024). Despite the high loyalty of the staff (61% have been working for over 10 years), critical gaps were identified: 38% of employees do not see growth prospects due to the lack of systematic planning, and the existing evaluation is perceived as insufficiently transparent (only 16% see a connection between evaluation and promotion).

4. A comprehensive career management algorithm has been developed, including four phases: from diagnostics to monitoring. The implementation of IDP tools (according to the 70/20/10 model) and career maps (expert, managerial, horizontal) allows synchronizing personnel requests, where 36% of respondents seek different development vectors. A method of forming a reserve based on meritocracy using the 9-Box Grid matrix is proposed. To increase transparency and satisfy the request of 75% of personnel, digitalization of processes is provided through the "MSD Career Path" module, which transforms the HR system from reactive to strategic. The high payback of the project is justified, the ROI indicator is 19%. The social effect is to strengthen the employer brand and create a meritocratic environment, which guarantees business stability in a dynamic market.

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APPENDICES

Appendix A**QUESTIONNAIRE FOR RESEARCH ON THE HUMAN RESOURCES AND
CAREER DEVELOPMENT SYSTEM**

Dear colleague!

We ask you to participate in a survey, the results of which will be used to diagnose the human resources system, evaluate personnel, and develop modern career management technology at pharmacy network "Podorozhnyk".

1. *Your work experience at pharmacy network "Podorozhnyk":*

- ☐ up to 5 years
- ☐ 5–10 years
- ☐ 11–15 years old
- ☐ over 15 years old

2. *Your position:*

- ☐ pharmacist assistant
- ☐ pharmacist
- ☐ head

3. *Does the chain have a formalized personnel performance evaluation system?*

- ☐ Yes, fully formalized
- ☐ Partially formalized
- ☐ Used sporadically
- ☐ Virtually non-existent
- ☐ Difficult to answer

4. *How often does the chain conduct personnel evaluations?*

- ☐ Regularly (1–2 times a year)
- ☐ Periodically
- ☐ Irregularly
- ☐ Only when necessary
- ☐ Not held

5. *What personnel evaluation methods are currently used in the chain?*

(you can choose several options)

- ☐ KPI (key performance indicators)
- ☐ The “360 Degree” Method
- ☐ Annual performance review
- ☐ Competency-based assessment
- ☐ Assessment center

6. *How objective, in your opinion, is the existing personnel evaluation system?*

- ☐ Completely objective
- ☐ Rather objective
- ☐ Partially objective
- ☐ Subjective
- ☐ Difficult to answer

Continuation of Appendix A

7. *For what purpose are the results of personnel evaluations used in the chain? (you can choose several options)*

- ☐ Making decisions about remuneration
- ☐ Career advancement
- ☐ Formation of training and development programs
- ☐ Formation of a personnel reserve
- ☐ Practically not used

8. *To what extent do the results of personnel evaluations influence management decisions?*

- ☐ Definitely influence
- ☐ Significantly affected
- ☐ Partially affected
- ☐ Little influence
- ☐ Not affected

9. *Do you see a clear path for your professional and career development at pharmacy network "Podorozhnyk"?*

- ☐ Yes, I have an Individual Development Plan (IDP)
- ☐ I have a general idea without specific steps
- ☐ No, I don't see clear career growth prospects

10. *What direction of career development is a priority for you?*

- ☐ Vertical (moving up the hierarchy)
- ☐ Horizontal (rotation, function expansion)
- ☐ Expert (deepening of professional specialization)

11. *What factors, in your opinion, most hinder career development in the chain? (choose no more than three)*

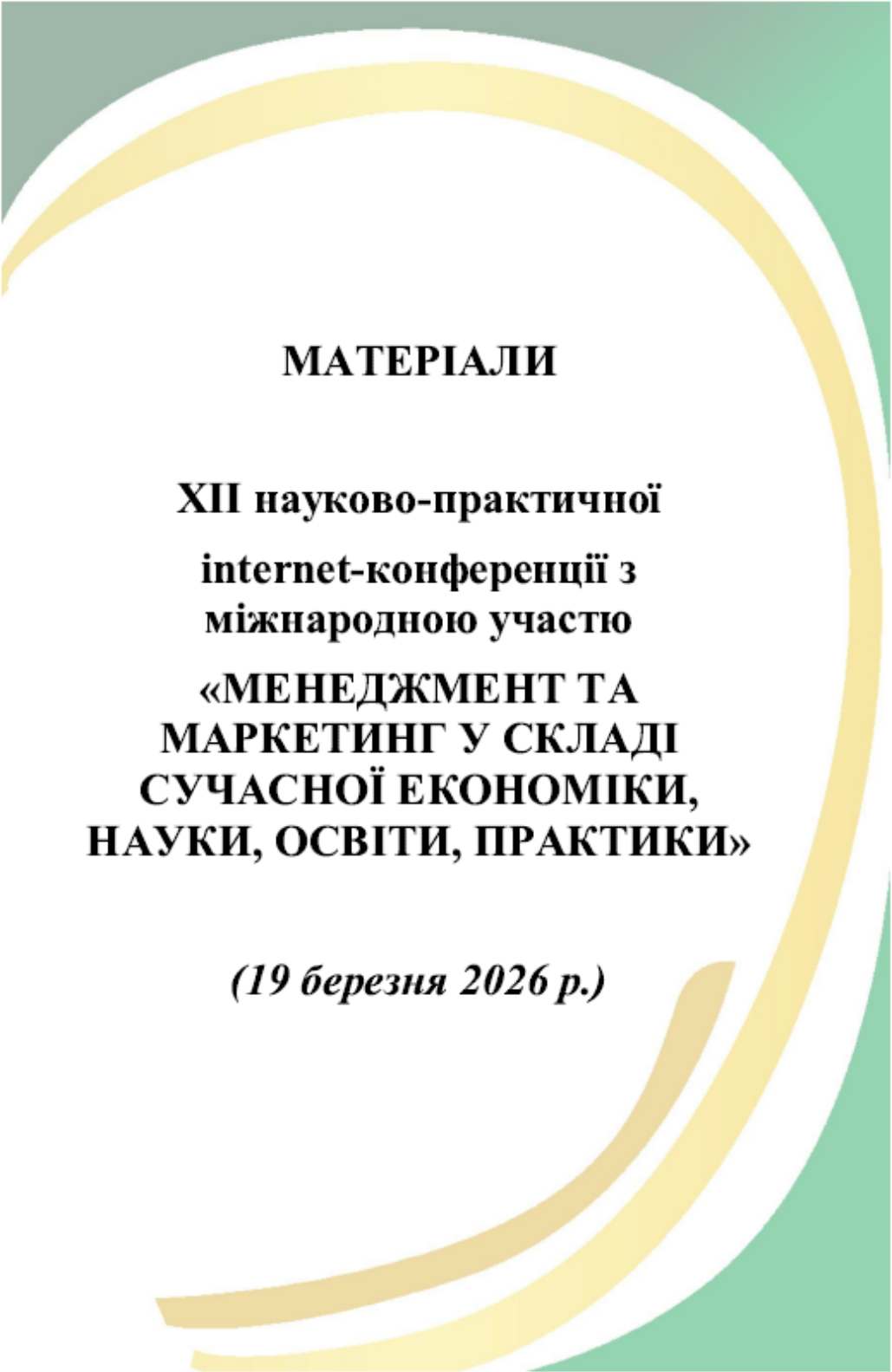
- ☐ Lack of transparent promotion criteria
- ☐ Insufficient attention from management to employees' potential
- ☐ Limited training opportunities for new roles
- ☐ Low staff turnover
- ☐ Lack of a career planning system

12. *Do you support the implementation of an automated career management platform (career tracks, job requirements, progress tracking)?*

- ☐ Yes, this will significantly increase transparency and motivation
- ☐ Rather yes, provided it is easy to use
- ☐ Probably not
- ☐ No, I prefer personal communication with the manager / HR

13. *What career management tools would be most useful for you? (you can choose several options)*

- ☐ Career maps (visualization of development paths)
- ☐ Mentoring and coaching programs
- ☐ Human resource reserve / High Potential program
- ☐ Regular career interviews with the manager
- ☐ Digital self-assessment and development tools



МАТЕРІАЛИ

**XII науково-практичної
internet-конференції з
міжнародною участю
«МЕНЕДЖМЕНТ ТА
МАРКЕТИНГ У СКЛАДІ
СУЧАСНОЇ ЕКОНОМІКИ,
НАУКИ, ОСВІТИ, ПРАКТИКИ»**

(19 березня 2026 р.)

Continuation of Appendix B



*Міністерство охорони здоров'я України
Міністерство освіти і науки України
Національний фармацевтичний університет
Кафедра менеджменту, маркетингу та
забезпечення якості у фармації*

**МАТЕРІАЛИ**

**XII науково-практичної internet-конференції з міжнародною участю
«МЕНЕДЖМЕНТ ТА МАРКЕТИНГ У СКЛАДІ
СУЧАСНОЇ ЕКОНОМІКИ, НАУКИ, ОСВІТИ,
ПРАКТИКИ»
(19 березня 2026 р.)**

**MATERIALS**

**of XII scientific and practical internet-conference
with international participation**

**«MANAGEMENT AND MARKETING IN THE MODERN
ECONOMY, SCIENCE, EDUCATION AND PRACTICE»
(19 March 2026)**

Харків

2026

Continuation of Appendix B

UDC 615.1:658.012.32

IMPROVING CAREER MANAGEMENT TECHNOLOGIES IN PHARMACY CHAINS

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ABSTRACT

The article investigates the optimization of career management technologies within pharmacy chains, with a specific focus on the "Podorozhnyk" network. In the context of a knowledge-based economy and rapid digitalization, human resources have evolved into a strategic competitive advantage. Through a comprehensive diagnostic analysis including financial performance evaluation and employee surveys the study identifies a critical gap between performance appraisal systems and career development opportunities. The research demonstrates that while pharmaceutical staff exhibit high organizational loyalty, the lack of transparent, automated career planning tools acts as a barrier to professional growth. The authors propose an integrated model for career management, leveraging digital platforms to synchronize individual employee development with corporate strategic objectives.

Keywords: career management, pharmacy chains, human resource potential, digital transformation, employee loyalty, talent development

РЕЗЮМЕ

У статті досліджується оптимізація технологій управління кар'єрою в аптечних мережах, з особливим акцентом на мережу "Подорожник". В умовах економіки, що базується на знаннях, та швидкої цифровізації управління персоналом перетворилося на стратегічну конкурентну перевагу. За допомогою комплексного діагностичного аналізу, включаючи оцінку фінансової ефективності та опитування співробітників, дослідження виявляє критичний розрив між системами оцінки ефективності роботи та можливостями кар'єрного

Continuation of Appendix B

розвитку. Дослідження демонструє, що хоча фармацевтичний персонал демонструє високу лояльність до організації, відсутність прозорих, автоматизованих інструментів планування кар'єри виступає перешкодою для професійного зростання. Автори пропонують інтегровану модель управління кар'єрою, використовуючи цифрові платформи для синхронізації розвитку індивідуальних співробітників зі стратегічними цілями компанії.

Ключові слова: управління кар'єрою, аптечні мережі, потенціал людських ресурсів, цифрова трансформація, лояльність співробітників, розвиток талантів

Introduction. In the current global economic landscape, characterized by the transition to a knowledge economy and the acceleration of digital transformation, the paradigm of human resource management (HRM) is undergoing a fundamental transformation. Personnel are no longer categorized merely as a production factor; they represent a strategic asset and the primary driver of an organization's long-term competitive advantage. This paradigm shift is particularly acute within high-tech and knowledge-intensive industries, where the pharmaceutical sector occupies a leading position.

The pharmaceutical market is defined by rigorous state regulation, the necessity for constant innovation, and an extremely high cost of error. These environmental pressures place exclusive demands on the professional competencies, intrinsic motivation, and organizational loyalty of pharmaceutical specialists. In this context, the development and implementation of effective career management technologies cease to be merely an element of standard personnel policy and become a critical necessity for ensuring the operational viability and sustainable development of the business.

Aim. The aim of this research is to scientifically substantiate and develop recommendations for improving career management technologies within pharmacy chains, focusing on aligning individual professional growth with the strategic goals of the organization.

Continuation of Appendix B

Materials and methods. To achieve the goal, a set of methods was used: a systematic approach, methods of logical generalization, statistical analysis, employee questionnaires.

Results. It is proven that in the paradigm of strategic personnel management career management has transformed from a linear administrative function into a complex multi-faceted technology. It is based on subject-subject relations, where professional development is the result of harmonization of the strategic goals of the organization and the individual aspiration of the employee for self-actualization. Epistemological analysis allowed us to identify three key approaches to understanding this category: process (continuity of development stages), instrumental (set of development methods) and systemic (integrated subsystem of general management).

It has been established that an effective career management model is iterative in nature and consists of five functional blocks: diagnostic and prognostic, planning and coordination, training and development, social and psychological, and monitoring. Each block ensures the transformation of an employee's potential into real professional capital, minimizing the gap between existing competencies and future position requirements.

It is found that career management in international pharmaceutical companies is determined by a high level of regulatory pressure and the knowledge-intensive nature of business processes. A key feature is the dominance of matrix structures, which determines the priority of horizontal rotation and cross-functional mobility. The phenomenon of "Medical-to-Commercial Transition" is identified as a unique industry phenomenon, which requires specific mechanisms for adapting scientific specialists to the commercial environment.

Competency paradigm and potential assessment. It is substantiated that in the conditions of international pharmaceutical companies career advancement is strongly correlated with the "Learning Agility" model and the level of compliance with ethical norms. The use of standardized tools, such as the 9-Box Grid matrix, allows you to formalize the talent selection process, allocating company resources to the

Continuation of Appendix B

development of employees with the highest potential and ensuring stability through "expert tracks".

Transformation of the role of the career subject. The current stage of management development is characterized by the transition to a "protein" career model, where responsibility for development is shifted from the organization to the employee himself. The scientific novelty of this approach lies in the shift in emphasis from directive management to strategic partnership, where the point of bifurcation of interests is achieved through the creation of an "employer's value proposition", which includes not only job growth, but also the development of unique professional expertise.

Applying this theoretical framework to the retail pharmacy sector, we conducted a diagnostic analysis of the 'Podorozhnyk' chain.

The financial analysis conducted for the period 2021–2024 confirms the priority status of human capital in "Podorozhnyk." Despite the economic instability associated with martial law, the company has maintained a strategy of active investment in its workforce, characterized by a steady increase in the payroll fund. This indicates a focus on retaining key expertise.

Diagnostic results show a high level of team loyalty: 61% of employees have been with the company for over 10 years. The organizational structure is supported by a stable professional core, consisting of middle managers (44%) and line specialists (37%). However, analysis of the assessment system revealed high formalization but insufficient transparency. While various tools competency assessments (24%), KPIs (23%), and assessment centers (20%) are utilized, only 30% of respondents consider the system objective.

A significant "gap" was identified between the appraisal procedure and its subsequent career outcomes. Although 40% of employees acknowledge that assessment results influence remuneration, only 16% perceive a direct link to professional career advancement, and 30% believe the impact on management decisions is nonexistent.

Continuation of Appendix B

Barriers to career progression include the lack of a comprehensive planning system (26%) and low staff turnover (24%). Notably, 38% of employees do not perceive clear prospects for growth. The demand for development is diverse: 36% favor professional/expert growth, 34% prefer vertical career paths, and 30% prioritize horizontal mobility. Tools such as individual career maps (39%) and formalized mentoring programs (24%) were identified as the most desired instruments for improvement.

Conclusions. The research proves that the organization is prepared for HR innovation, with 75% of employees actively supporting the implementation of an automated career management platform. The current resource potential of "Podorozhnyk" is sufficient to transition from traditional, administrative HR practices to a data-driven, digitalized model.

The implementation of modern career management technology specifically, an integrated platform that connects performance metrics with personalized development paths will allow the company to harmonize the professional goals of employees with the strategic objectives of the pharmacy chain. This approach is recommended as the foundation for ensuring long-term competitiveness and employee engagement in the pharmaceutical retail market.

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Continuation of Appendix B



Національний фармацевтичний університет

Кафедра менеджменту, маркетингу та забезпечення якості у фармації

XII Науково-практична internet-конференція з міжнародною участю
 “Менеджмент та маркетинг у складі сучасної економіки, науки, освіти,
 практики”



СЕРТИФІКАТ УЧАСНИКА № 183

Khaider Amina

брав(ла) участь у роботі круглого столу “Сучасні виклики та інноваційні рішення у
 фармацевтичному менеджменті, маркетингу та охороні здоров'я” за програмою
 обсягом 6 годин / 0,2 кредита ЄКТС
 19 березня 2026 року, м. Харків

Досягнуті результати навчання:
 використання у професійній діяльності знань щодо впровадження сучасних інноваційних підходів у
 фармацевтичному менеджменті та маркетингу; розвиток управлінських і креативних компетентностей у
 сфері охорони здоров'я

Ректор закладу
вищої освіти

Олександр КУХТЕНКО

National University of Pharmacy

Faculty pharmaceutical

Department management, marketing and quality assurance in pharmacy

Level of higher education master

Specialty 226 Pharmacy, industrial pharmacy

Educational and professional program Pharmacy

APPROVED

**The Head of Department
management, marketing and
quality assurance in
pharmacy**

Volodymyr MALYI

«01» September 2025

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

Amina KHAIDER

1. Topic of qualification work: «Improving career management technologies in pharmacy chains», supervisor of qualification work: Iryna BONDARIEVA, C.Sc.Ph, assoc. prof.

approved by order of NUPh from “06” of October 2025 № 266

2. Deadline for submission of qualification work by the applicant for higher education: May 2026

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 define the essence of career management as a complex technology and identify its key structural components; to explore the industry specifics of career management in the context of the activities of international pharmaceutical companies; provide an organizational and economic characteristic of pharmacy chains and analyze its position in the modern pharmaceutical market; to conduct diagnostics of the current personnel management system and personnel evaluation methods at the enterprise under study; conduct a survey to identify the level of employee motivation for professional development and the features of intra-organizational mobility in pharmacy chain; to substantiate and develop an algorithm for designing a comprehensive career management technology for the company to offer practical tools for individual career planning and mechanisms for forming an effective personnel reserve; assess the projected socio-economic efficiency and effectiveness of the implementation of the proposed measures.

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

Figures – 21, tables – 11

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 management, marketing and quality assurance in pharmacy	01.09.2025	01.09.2025
2	Iryna BONDARIEVA, associate professor of higher education institution of department management, marketing and quality assurance in pharmacy	30.11.2025	30.11.2025
3	Iryna BONDARIEVA, associate professor of higher education institution of department management, marketing and quality assurance in pharmacy	16.03.2026	16.03.2026

7. Date of issue of the assignment: «01» September 2025.

CALENDAR PLAN

№	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	September 2025	done
2	Disclosure of the essence of career management as a complex technology and identify its key structural components; to explore the industry specifics of career management in the context of the activities of international pharmaceutical companies	October 2025	done
3	Diagnostics of the existing system of personnel management and personnel evaluation in pharmacy chains	November 2025	done
4	Development of the algorithm for designing a comprehensive career management technology	December 2025	done
5.	Implementation of individual career planning tools and formation of a personnel reserve	January 2026	done
6	Writing and design of qualification work	March 2026	done
7	Approbation of qualification work	May 2026	done
8	Submission of the qualification work to the EC of the National University of Pharmacy	May 2026	done

An applicant of higher education _____ Amina KHAIDER

Supervisor of qualification work _____ Iryna BONDARIEVA

ВИТЯГ З НАКАЗУ

По Національному фармацевтичному університету

«06» жовтня 2025 р.

№ 266

Фармацевтичний факультет

Затвердити теми кваліфікаційних робіт здобувачам вищої освіти 5 курсу 2025-2026 н. р., група Фм21(4,10д)англ-01, освітньо-професійна програма «Фармація», спеціальність «226 Фармація, промислова фармація», галузь знань «22 Охорона здоров'я», рівень вищої освіти другий (магістерський), денна форма здобуття освіти, термін навчання 4 роки 10 місяців, мова навчання англійська.

Прізвище, ім'я здобувача вищої освіти	Тема кваліфікаційної роботи (українською мовою)	Тема кваліфікаційної роботи (англійською мовою)	Керівник кваліфікаційної роботи	Рецензент кваліфікаційної роботи
Кафедра менеджменту, маркетингу та забезпечення якості у фармації				
Хаїдер Аміна	Удосконалення технологій кар'єрного менеджменту в аптечних мережах	Improving career management technologies in pharmacy chains	доц. Бондарєва І.В.	доц. Терещенко Л.В.

Підстава: подання декана фармацевтичного факультету доцента Олександра ГОНЧАРОВА

Ректор

Вірно. Секретар



ВИСНОВОК
експертної комісії про проведену експертизу
щодо академічного плагіату у кваліфікаційній роботі
здобувача вищої освіти
«05» травня 2026 р. № 333760097

Проаналізувавши кваліфікаційну роботу здобувача вищої освіти ХАІДЕР Аміні, групи Фм21(4,10д)англ-01, спеціальності 226 Фармація, промислова фармація, освітньої програми «Фармація» очної (денної) форми здобуття освіти на тему: «Удосконалення технологій кар'єрного менеджменту в аптечних мережах / Improving career management technologies in pharmacy chains», експертна комісія дійшла висновку, що робота, представлена до Екзаменаційної комісії для захисту, виконана самостійно і не містить елементів академічного плагіату (копіляції).

Заступник голови Комісії,
заступник директора інституту
в складі ЗВО ННІПФ,
доцент



Олена НОВОСЕЛ

REVIEW

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

Amina KHAIDER

on the topic: «Improving career management technologies in pharmacy chains»

Relevance of the topic. In the context of the transition to a knowledge economy and the rapid digitalization of global business processes, the paradigm of human resource management is changing radically. Today, personnel are considered not just as a factor of production, but as a strategic asset and a key factor in the formation of long-term competitive advantages of the organization. This issue is particularly acute in high-tech and knowledge-intensive industries, the leader among which is the pharmaceutical industry.

Practical value of conclusions, recommendations and their validity. The practical significance of the results of the work lies in the development of specific applied recommendations for improving the career management system in "Podorozhnyk" network. In particular: an algorithm for designing a comprehensive career management technology has been proposed, which can be integrated into the company's overall HR strategy.

Assessment of work. Amina KHAIDER 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 Phm21(4,10) eng-01 group Amina KHAIDER on the topic: "Improving career management technologies in pharmacy chains" 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

12 May 2026

_____ Iryna BONDARIEVA

REVIEW

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

Amina KHAIDER

on the topic: «Improving career management technologies in pharmacy chains»

Relevance of the topic. The current stage of the development of the labor market is marked by a number of destructive factors: mass migration of the population, the outflow of intellectual capital abroad and the change in the value orientations of young specialists. For a pharmaceutical chain, this means an increase in the cost of attracting new talents and the critical need to retain existing experts.

Theoretical level of work. The qualification work reveals the theoretical foundations of defining the essence of career management as a complex technology and identify its key structural components; exploring the industry specifics of career management in the context of the activities of international pharmaceutical companies.

Author's suggestions on the research topic. Author offers practical tools for individual career planning and mechanisms for forming an effective personnel reserve.

Practical value of conclusions, recommendations and their validity. The results of the study have practical significance and can be used by pharmaceutical chains to improve career management technologies.

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. Amina KHAIDER qualification work "Improving career management technologies in pharmacy chains" 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. prof. Lyubov TERESHCHENKO

13 May 2026

**МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ
ВИТЯГ З ПРОТОКОЛУ № 19**

14 травня 2026 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. 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. 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.,
здобувачі вищої освіти фармацевтичного факультету.

ПОРЯДОК ДЕННИЙ: Про допуск здобувачів вищої освіти випускного
курсу фармацевтичного факультету спеціальності 226 Фармація, промислова
фармація, освітньо-професійної програми Фармація до захисту кваліфікаційних
робіт в Екзаменаційній комісії НФаУ.

СЛУХАЛИ: Про допуск здобувача вищої освіти факультету
фармацевтичного випускного курсу спеціальності 226 Фармація, промислова
фармація освітньо-професійної програми Фармація групи Фм21(4,10д)англ-01
Аміні ХАІДЕР до захисту кваліфікаційної роботи в Екзаменаційній комісії
НФаУ. Кваліфікаційна робота на тему «Удосконалення технологій кар'єрного
менеджменту в аптечних мережах».

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

УХВАЛИЛИ: Допустити здобувача вищої освіти Аміна ХАІДЕР до
захисту кваліфікаційної роботи на тему «Удосконалення технологій кар'єрного
менеджменту в аптечних мережах» 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 Аміна ХАІДЕР до захисту кваліфікаційної роботи за галуззю знань 22 Охорона здоров'я спеціальністю 226 Фармація, промислова фармація освітньо-професійною програмою Фармація на тему: «Удосконалення технологій кар'єрного менеджменту в аптечних мережах».

Кваліфікаційна робота і рецензія додаються.

Декан факультету _____ / Олександр ГОНЧАРОВ /

Висновок керівника кваліфікаційної роботи

Здобувач вищої освіти Аміна ХАІДЕР виконала на кафедрі менеджменту, маркетингу та забезпечення якості у фармації НФаУ кваліфікаційну роботу, яка присвячена дослідженню удосконалення технологій кар'єрного менеджменту в аптечних мережах.

Перший розділ розкриває теоретичні основи управління кар'єрою та їх специфіку у міжнародних фармацевтичних компаніях. У другому розділі проаналізовано практики менеджменту персоналу в аптечних мережах, систему оцінювання та мотивацію працівників до зростання. Третій розділ присвячено впровадженню технології управління кар'єрою в мережі «Подорожник», розробці інструментів планування та формуванню кадрового резерву.

У цілому подана до захисту кваліфікаційна робота Аміна ХАІДЕР на тему «Удосконалення технологій кар'єрного менеджменту в аптечних мережах» відповідає вимогам, що висуваються до кваліфікаційних робіт, оцінюється позитивно і може бути рекомендована для захисту в Екзаменаційну комісію НФаУ.

Керівник кваліфікаційної роботи

12 травня 2026 року

Ірина БОНДАРЄВА

Висновок кафедри про кваліфікаційну роботу

Кваліфікаційну роботу розглянуто. Здобувач вищої освіти Аміна ХАІДЕР до захисту даної кваліфікаційної роботи в Екзаменаційній комісії.

Завідувач кафедри
менеджменту, маркетингу та
забезпечення якості у фармації

14 травня 2026 року

Володимир МАЛИЙ

Qualification work was defended
of Examination commission on
«09» of June 2026

With the grade _____

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

_____/Volodymyr YAKOVENKO/