

Department of Pharmaceutical management

State exam 2025-2026

V course

1. Introduction to economics, definitions of economics. Economics, microeconomics analysis, macroeconomics analysis. Reason for existence and operating tools.
2. Introduction to economics, definitions of economics. Scarcity, opportunity cost, input. output.
3. Introduction to economics, definitions of economics. Factors of Production.
4. Production Possibility Frontier (PPF). Understanding the Production Possibility Frontier. Interpreting the PPF.
5. Definitions of economics. Economic systems. Command economy, laissez-faire economy, mixed economy.
6. Macroeconomics. Gross domestic product (GDP). Aggregate expenditures. Consumption expenditures, investments, government purchases, net exports.
7. Macroeconomics. Unemployment. Types of unemployment. Unemployment rate.
8. Macroeconomics. Full Employment. Unemployment and GDP.
9. Macroeconomics. Inflation. Rate of Inflation.
10. Competition. Role of competition. Types of competition according to level, according to the source of competition, according to competition strategy,
11. Competition. Types of competition. Competition according to market structure, according to "fighting" type.
12. Competition. Unfair competition, Dumping (Price discrimination). Competition advantage.
13. Competition. Competition strategies (Porter's model). Shortcomings of Porter's model.
14. Competition. Competition strategy according to competing position.
15. Benchmarking. Types of benchmarking, benefits. Benchmarking. Stages of benchmarking. Company's reaction to changing prices by competitors
16. Price, Pricing methods. Pricing considering marketing strategy of the company. Pricing based on costs.
17. Price, Pricing methods. Market oriented pricing.
18. Price, Pricing methods. Competitive pricing. Pricing considering buyer's psychology.
19. Distribution channels. Manufacturer, Wholesaler, Retailers.
20. Distribution channels. Functions of a Distribution Channel. Distribution channel levels. Additional functions of intermediaries.
21. Distribution channels. Relationship among manufacturer and retailer, manufacturer, wholesaler and retailer. Market coverage.
22. Distribution channels. Channel Conflict Management. Channels in Pharmacy.
23. Service marketing. Difference between Goods and Services. Classification of services (from ownership, communication with consumer and from service provider standpoint).

24. Service marketing. Definition and characteristics of Services. Description of services (5 characteristics). Problems in Marketing service.
25. Marketing Strategies for Companies of Services Sphere. Differentiation Management.
26. Consumer behavior. Factors influencing consumer behavior (cultural, social).
27. Consumer behavior. Factors influencing consumer behavior (personal, psychological).
28. Consumer behavior. Maslow hierarchical structure of human needs. Motivation Maslow theory.
29. Consumer behavior. Motivation, perception, types of perception, attitudes. Learning, Beliefs and attitudes.
30. Consumer buying behavior. Types of consumer buying behavior.
31. Consumer buying behavior. Buyer decision process.
32. Different types of new product. Buyer decision process toward new product. Stages.
33. Different types of new product. Innovators, early adopters, early majority, late majority, laggards.
34. Counterfeit medicines. Counterfeiting types. Identifying a substandard or falsified medical product.
35. Counterfeit medicines. Plan of action against counterfeit medicines. Examples of different types of medicine counterfeiting.
36. Promotion of products. Promotion mix. Successful planning. Six conditions of purchasing readiness of the target audience. AIDA model.
37. Promotion mix. Advertising, Sales promotion. Sales promotion tools. Consumer-oriented and Trade-oriented Sales Promotion tools.
38. Promotion mix. Publicity, Personal sales. Basics of sales' professional skills.
39. Prohibited Types of Promotion of drugs. Off-label use promotion.
40. Prohibited Types of Promotion of drugs. "False advertising". Omission or Minimization of Risks.
41. Conflicts. Recent theories of conflicts. Main causes of conflicts in organizations.
42. Frustration, Some types of defense mechanism of frustration.
43. Conflicts. Conflict avoidance. Role of manager. Strategies for conflict management. Mediation process during conflict resolution.
44. Conflict management. Important initiators of conflict situations.
45. Conflict management. Conditions creating conflict situations.
46. Conflict as a process. Positive and negative effects of conflicts
47. Process of communications and management efficiency. Internal and external, vertical and horizontal communications.
48. Process of communications and management efficiency. Communication process. The Interrelated stages.
49. Process of communications and management efficiency. Interpersonal communications. Communication noise. Provision of effective communications.
50. Motivation. Primary and secondary needs. A motive. Maslow's Pyramid of Needs Hierarchy.
51. Motivation. Primary and secondary needs. A simplified model of behavior motivation through needs. Taylor's system.

52. Motivation. Content Theories of Motivation. McClelland's theory of motivation.
53. Motivation. Content Theories of Motivation. Two-Factor Theory of Herzberg.
54. Management, Pharmaceutical Management. The notion the concept and classification of management.
55. Organization. Environment of organization (external, internal). Types of organizational structure in management (informal, formal).
56. Organization. Types of organizational structure in management. Hierarchical structure (draw the scheme).
57. Organization. Types of organizational structure in management. Functional structure,(draw the scheme).
58. Organization. Types of organizational structure in management. Horizontal or flat structure (draw the scheme).
59. Formal and informal organizations. Types of organizational structure in management. Divisional structures (market-based, product-based, geographic).
60. Formal and informal organizations. Types of organizational structure in management. Matrix structure (draw the schemes).
61. Formal and informal organizations. Types of organizational structure in management. Network structure (draw the schemes).
62. Formal and informal organizations. Types of organizational structure in management. Team-based structure, (draw the scheme).
63. Organization. Management and goals of organization. VGORM Management System.
64. SMART System and goals. Characteristics of reachable goal (Specific , Measurable, Achievable).
65. SMART System and goals. Characteristics of reachable goal (Relevant ,Time bound). Benefits and Drawbacks of SMART system.
66. Corporate culture of the firm. Four types of organizational culture. Clan culture. Adhocracy culture. Market culture. Hierarchy culture.
67. Corporate culture of the firm. Characteristics of Successful Corporate Cultures.
68. Ethics of the firm. Understanding a Code of Ethics. Types of Codes of Ethics.
69. Ethical values. Ethical Code of Johnson & Johnson Corporation. Behavior Ethics of Professional Managers.
70. Management Hierarchy. Management Levels
71. Management Hierarchy. Hierarchical view of management in organizations.
72. Board of Directors in Management. Top managerial staff of the company and its functions. Functions of the Board of Directors.
73. Company types depending on the sizes of the capital belonging to the parent company, and on legal status and subordination of the firm under parent company.

74. Management in Pharmaceutical Enterprises. The Decision-Making Process in management. Types of decision-making.
75. Management in Pharmaceutical Enterprises. Classification of managerial decisions.
76. Requirements of a decision. Technology of Decision Making in Management.
77. The Process of Decision Making. The stages of decision making process. The types of decision making.
78. Staff management. Staffing. Definition according to Koontz and O'Donnell. Importance of staffing.
79. Staff management. Leader, approaches to leadership. The difference of Leadership and management.
80. Types of management styles. "One-dimensional" Styles of Management.
81. Types of management styles. "Multi-Dimensional" Styles of Management. "Double Management" Style. Management Net.
82. Human Resource Management. Goals of Human Resource Management.
83. Human Resource Management. The Role of Human Resource Manager.
84. Human resource management in pharmaceutical sector. Recruitment, Selection, and Retention of Pharmacy Personnel.
85. Managerial Requirements and Responsibilities. Key Skills of a manager.
86. Managerial Requirements and Responsibilities. Roles and duties of a manager. Project manager, Employee manager.
87. Pharmacy Manager's Roles . Essential Management Skills for Pharmacy Managers.
88. Interview. Preparation to Interview. Interviewing methods. Compulsory method.
89. Interview. Interviewing methods . Advisable and Possible methods.
90. Interview, interviewer mistakes. Difficult communicators. Useful advice for interview.

Literature

1. Lectures read in the department.
2. F. Kotler. Marketing management. Express course. Moscow. 2006.
3. Robert N. Anthony. James S. Reece. Accounting: Text and cases.

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ամբիոնի վարիչ՝



Մ.Հ. Միմոնյան