

Ministry of Education and Science of Ukraine
V. N. Karazin Kharkiv National University

MANAGEMENT IN HEALTH CARE SYSTEM

Methodical recommendations
to prepare 2nd year students for independent work
Discipline "Fundamentals of healthcare system management"

Electronic resource

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M 55 **Management** in health care system : methodical recommendations to prepare 2nd year students for independent work Discipline "Fundamentals of healthcare system management" [Electronic resource] / compilers L. I. Ponomaryova, T. V. Havrylova, Yu. V. Rebrova. – Kharkiv : V. K. Karazin KhNU, 2023. – (PDF 43 p.)

Methodological recommendations will help students of higher education to develop modern managerial thinking and a sufficient amount of knowledge and skills regarding the development and implementation of work planning of health care institutions, making adequate decisions when creating and using operational subsystems in the field of health care health.

The manual is intended for students studying the discipline "Fundamentals of management in health care system".

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Introduction

"Fundamentals of health care system management" is an educational discipline that forms in students of higher education modern managerial thinking and a sufficient amount of knowledge and skills regarding the development and implementation of work planning of health care institutions, making adequate decisions when creating and using operating subsystems in the field of health care.

Characteristics of the academic discipline

"Fundamentals of healthcare system management"

| Name indicators | Field of knowledge, direction of training, educational and qualification level | Characteristics of the academic discipline full-time education |
|---------------------------------|--|---|
| 2nd | Specialty: 222 "Medicine" | Normative |
| | | A year of training |
| | | 2nd |
| | | Semester |
| The total number of hours is 90 | | IV |
| | | Lectures |
| | Educational and qualification level: master's degree Qualification: doctor | - |
| | | Practical training |
| | | 30 hours |
| | | Independent work |
| | | 60 hours |
| | | Type of control |
| | | Differentiated scoring |

The main goal of methodological recommendations from the discipline "Fundamentals of health care system management" is for students to acquire stable knowledge of the theory and practice of management of health care institutions; strategic analysis of their activities.

1. Theoretical basis and historical aspects of management development in health care

Health care is a complex socio-economic system, the main purpose of which is to ensure the implementation of the social principle: preserving and improving the health of citizens, providing them with highly qualified medical and preventive care.

Theoretical foundations and historical aspects of the development of management in health care

Despite the ancient history of management practice, it as a scientific discipline was formed in response to the challenge of production automation and became recognized and widespread only at the beginning of the last century.

In ancient India, medicine was given great importance. The basic moral principles of a doctor are contained in the Ayurveda treatise "The Science of Life", in the teachings of ancient Indian doctors, primarily Sushruta. The high status of the doctor in ancient India is evidenced by the legends, according to which one of the 14 most valuable creatures of the gods (by mixing land and sea) was a scientist-healer. The essence of the ancient Indian treatises was that the doctor should have high moral and physical qualities, be patient and calm, sympathize with the patient, and convince him of the favorable outcome of the treatment.

The peculiarity of the medical practice of ancient **Chinese** doctors was the psychological approach to the patient. The basic rules of doctors provided for an individual approach to each patient and treatment according to the nature of the disease. The doctor had to assure the patient of his recovery. In particular, the doctor must "know how to keep his heart in his chest", that is, not to get nervous and assume extreme reactions. In ancient China, there was a philosophical approach to the role of medicine in the life of an individual and society. This was manifested in the principle: «Medicine cannot save from death, but it can prolong life, strengthen the state and nations with advice».

The development of medicine in ancient **Greece** is divided into two periods: pre-hippocratic and Hippocratic. The laws of Lycurgus (IX-VIII centuries BC) established a system of hygienic and physical education of Spartans. Control over marriages was introduced, healthy newborns were assigned to public education, and the weak were destroyed. The system of public education was managed by special officials - ephors. The main principles of pre-hippocratic medicine were respect for the personality of the doctor in society, the differentiated attitude of the doctor to the patients.

The Hippocratic and post-Hippocratic periods significantly influenced the development of medicine not only in ancient Greece. The text of the Hippocratic Oath has been preserved, which forms the basis of modern codes of medical ethics and the oath that students take when receiving a doctor's diploma in most countries of the world. Hippocrates systematized the experience of medical practice in the works "On the Doctor", "On Decent Behavior", "On Art" and "Aphorisms". The main principles of medical practice consisted in the regulation of the norms of doctor's behavior, equal rights to receive medical care, preservation of medical secrecy; compliance with the norms of relations between doctors. Hippocrates recommended directing all efforts to cure the patient, not only on the part of the doctor, but also on the part of everyone around him, as this will contribute to the recovery of the patient. At the same time, Hippocrates did not recommend doctors to provide help to the hopelessly ill. In his opinion, doctors should defend the interests of the patient. If the doctor hesitated to establish an accurate diagnosis, he had to consult with his colleagues. Hippocrates noted: "There is nothing shameful if a doctor who has certain difficulties in a particular case due to inexperience asks to invite other doctors with whom he could jointly determine the condition of the patient and who would help him..." Or "Doctors who together examine the patient, they should not argue and make fun of each other, because I declare under oath that the judgment of one doctor should never cause envy of another - that would mean showing weakness." The main provisions of medical ethics, which are set forth in the Hippocratic Oath and remain relevant, testify: "Non nocere!" ("Do no harm!").

The first reform of the organization of health care, which was a component of the general system of public administration, was carried out in France. In 1822, the Higher Sanitary Council was established under the Ministry of Internal Affairs. All medical-police and sanitary-anti-epidemic functions were

entrusted to the state administrative apparatus, in particular, departmental sanitary commissions were created under prefects, district sanitary commissions under sub-prefects, and cantonal commissions under mayors. The health care systems that were created later in European countries were similar in structure to the French one. In most countries, the health care system was managed by a special division or department of the Ministry of the Interior. Such a department was headed by an official who usually did not have a medical education.

The founder of the "classical school of management" or "school of scientific management" is the American engineer F. Taylor (1856–1915), who at the beginning of the XX century. Was the first to express the opinion that enterprise (organization) management should become a system based on relevant scientific principles. Development of scientific organization of labor was laid as the basis for the formulation of leading principles scientific management designed to replace authoritarian management methods more rational approaches.

Prominent representatives of the "classical school" also include A. Fayol, H. Emerson, M. Weber. French engineer A. Fayol (1841–1925) is the founder scientific justification of the so-called "administrative (management) doctrine", according to which the main reason for the low efficiency of any organization (system) is the imperfection of its management. He is also the first distinguished such basic functions of management as prediction, organization, management, agreement and control.

The main characteristic features of the modern global science of management are:

- striving to replace traditional management methods with new ones from applications yum theory of systems and system approach;
- development and optimization on a scientific basis of management solutions (system analysis, modeling, etc.);
- a transition in solving organizational management problems from the construction of management structures based on the allocation of its functions to the creation of program-target structures based on their integration to achieve the goal;
- provision of information and computing at all levels of production equipment for performing a wide range of management and other tasks.

Methodological foundations of management in health care

Management is a general function of the complex organization of the site, aimed at achieving the proper goal in the entire site and in the surrounding environment.

When it comes to management, the following concepts emerge:

- object of management, by which it is necessary to manage;
- the goal of management - the desired behavior of the object of management;
- management system, which consists of the management object and other systems.

Management relations in medicine take place at the following levels:

- macro - level: at the level of state administration (nationwide level of the legislative and executive branches of power), regional, local, branch, departmental levels, i.e. at the level of management of the country's health care system;

- micro - level: at the level of management of a separate medical institution (medical institutions, insurance companies, public organizations, medical insurance funds).

In the management of the health care system, it is necessary to distinguish:

- health care administration,
- management of medical institutions.

Most experts believe that the definitions of "management" and "management" are synonymous, but their meaning is different - both taking into account micro- and macroeconomic approaches. Therefore, researchers believe that it is more appropriate to use the term "management" for the macro level, and the term "management" for the micro level.

The main information levels of the emergence of economic and management relations:

1. Microeconomic level. At the microeconomic level, they cover the activities of each individual, individual areas, links and structures of the production of medical services. The main microeconomic element of health care is a medical institution, which in its essence acts as a kind of enterprise (firm) that produces and provides services. As for a private practitioner, he, in essence, embodies and personifies an entire medical institution, acting alternately as the main staff, manager, service worker, etc., unless, of course, it is about the use of hired labor.

2. Macroeconomic level. Within the framework of the national economy as a whole, and, first of all, in those industries that are directly related to health care (medical industry, pharmaceutical industry, instrument manufacturing, special industries of textile, food industry, transport engineering, construction, trade and etc.), macroeconomic relations are formed. In modern conditions of integration of many types of medical activities at the international level, macroeconomic relations enter the sphere of the global economy, the functioning of the health care services market on a global scale.

3. Media economic level (from Latin — medius, English — middle — average). At this level, economic relations in health care are studied, which is considered as a large industry in the economy (super industry), consisting of a number of sub-industries, industries and specializations, connected by the solution of one functional task — protection and strengthening of social and individual health.

For the functioning of any management system, it is necessary comply with the following conditions:

- the controlled system must have the ability to switch to different states, change its properties;
- the management system must have a real opportunity to change, with the help of management decisions, the state of the object, and for this the management system must have appropriate bodies, structures and mechanisms;
- there must be management that claims to be reasonable purposeful, i.e. have a clearly defined goal and desired final goals results;
- the control system should have the opportunity to choose different options approved decisions;
- the management system must have real material at its disposal, intellectual, informational, financial resources;
- the control system should not only be clearly oriented towards the goal management, but also to have information about the current at every moment of time the state of the managed object through feedback channels;
- optimal management requires management quality assessment skills solutions, reliable criteria and representative indicators.

Three levels of the management system in a medical institution:

- strategic level (for example, chief physician, director);
- tactical level (for example, deputies of the chief physician in areas and divisions of work, chief (senior) nurse);
- operational level (for example, heads of departments, divisions that do not have subordinates of other heads, including senior nurses of departments).

The administrative decision is a directive act, mandatory for implementation, has three sub-functions: guiding, coordinating, mobilizing.

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Requirements for a management decision:

- targeted;
- justified;
- address;
- uncontroversial and legitimate;
- effective (at lower costs to achieve the intended results);
- specific.

There are two main ways of making a decision: individual and collective. In any case, the final decision remains with the manager.

Management levels and groups of managers

A manager is a specialist who has special training and is professionally engaged in management activities in a specific field of enterprise activity.

The extent of the manager's functional responsibilities is determined by the type of economic activity of the organization, the functions of its structural divisions, the manager's qualifications, the financial capabilities of the organization, the presence of deputies, subordinates, etc.

Although all managers perform certain functions, play certain roles, this does not mean that a large number of managers in the organization are busy performing the same work. As a result of the need to specialize production within the organization, functional zones arise - types of activities that require a high level of professionalism of employees, which are united in one structural division, and whose activities are coordinated by the relevant functional manager.

The process of grouping types of work within certain functional areas is based on the horizontal division of labor not only among individual performers, but also their managers. So, one of the forms of distribution of management work is horizontal in nature: the placement of specific managers at the head of individual units. For example, many companies have heads of the financial department, the production department, and the marketing department. As in the case of horizontal division of labor for production work, horizontally divided managerial work must be coordinated in order for the organization to succeed in its activities. Some managers have to spend time coordinating the work of other managers, who in turn also coordinate the work of managers, until finally we descend to the level of a manager who coordinates the work of non-managerial personnel - the people who directly produce products or provide services. This vertical deployment of the division of labor results in layers of management.

Regardless of how many levels of management exist, managers are traditionally divided into three categories. The American sociologist Talcott Parsons (1902-1979) considers these three categories from the point of view of the functions performed by the manager in the organization:

- managers of the technical level of management (lower-level managers (operational managers)) – ensure daily operations and actions necessary for the effective operation of the organization;
- managers at the management level - ensure coordination of the work of structural divisions of the organization;
- heads of the institutional level - determine the organization's mission and goals, ensure long-term planning, the organization's relations with the external environment. The pyramid shape is used to show that there are fewer people at each subsequent level of management than at the previous one.

Lower-level managers (junior managers, supervisors) - mainly monitor the work of non-managers performing production tasks, in order to constantly provide them with practical information about the correct performance of these tasks. They are responsible for the direct use of material resources (raw materials, equipment). Most people begin their management career in this capacity. A typical job title at this level is foreman, shift foreman, administrator, senior nurse.

Research shows that the work of a grassroots manager is stressful and filled with a variety of activities. It is characterized by frequent interruptions, transitions from one task to another. The time period for the implementation of decisions made by a junior manager is short, they are almost always implemented in a period of less than two weeks. It was found that lower-level managers spend about half of their working time in communication. They communicate a lot with their subordinates, little with other junior managers and very little with their management.

Middle managers direct the work of junior managers and have a wide range of authority.

Middle managers will be divided into:

- **linear**, which act on the basis of the principle of unity of management and are fully responsible for the state and development of the organization (enterprise) or its linear divisions (production, supply, marketing, sales). Line managers have line authority, which provides them with the legal authority to manage subordinates, the right to make decisions and act in certain situations without coordination with other managers. They often act in non-standard situations; are fully responsible for the state of affairs in subordinate units; use personal qualities as means of influence; must be decisive, responsible leaders. An example of such a line manager can be the director of the MAUP branch.

- **functional**, who are responsible for separate areas (functions) in the management system and head functional divisions (planning department, human resources department, advertising department, financial department, accounting, etc.). They hold the positions of chief accountant, head of the economic department, head of the marketing department, etc.

Senior managers (top managers) are responsible for long-term planning, defining broad goals and strategies, and directly manage the work of middle managers.

Typical positions of senior managers in business are chairman of the board of directors, president, vice president of the corporation. In the army, they can be compared with generals, among statesmen - with ministers, and in a higher educational institution - with a rector or president.

Top managers are responsible for making the most important decisions for the organization as a whole or for the main part of the organization. If the company's top management decides to enter new markets or switch to another type of product before the company can fight the competition, there is little that middle and lower managers can do to prevent a major failure.

Top managers are responsible for:

- the board of directors (in the corporation);
- official bodies (in the government);
- trustees (non-commercial organizations).

But there are great difficulties of such a position: a person in this position, as a rule, is very lonely. After carefully studying the activities of five top managers, Mintzberg came to the following conclusion: "Thus, the work of managing a large organization can be called extremely exhausting. The amount of work a manager has to do in a day is enormous, and the pace at which it must be done is very stressful. And after long hours of work, the head manager (as well as other managers), is unable to leave his environment either physically (because the environment recognizes the authority and status of his position), or in his thoughts, which are aimed at a constant search for new information."

2. Methodological bases of management in health care

Management must ensure the successful functioning of the organization, the result of which is profit, as well as certain guarantees for its future, since the accumulation of profit in the form of various reserve funds makes it possible to limit and overcome risks caused by changes in the market situation.

The goal of management is to ensure the profitability or profit of the organization's activities based on the rational adjustment of the production process and the management process, the development of the material, technical and technological base, the effective use of personnel potential, own and borrowed funds.

The profitability of the organization indicates the effectiveness of its production and sales activities, which is achieved due to the minimization of costs (for raw materials, materials, energy, wages, financing) and the maximization of income from the results of production — the production of products and the provision of services.

Achieving the goal is impossible if it is not specified and detailed in the form of tasks for management employees.

The task of management is the content of the goal of management specified in space and time for individual structural subdivisions of performers in accordance with their functional purpose.

Management tasks also include:

- detailing the organization's development goals;
- establishing their priority, order and sequence of solutions;
- development of the organization's development strategy, economic tasks and ways of their implementation;
- development of a system of measures to overcome problems;
- determination of necessary resources and sources of their supply;
- control over the performance of assigned tasks.

The content of management tasks depends on the stages of its implementation. Depending on the types and sequence of activities, the following stages are distinguished in the management structure:

- strategic management;
- operational management;
- control.

Strategic management focuses on the development of management goals, forecasting, and long-term planning.

Operational management implements strategic management measures. Its essence is organization (creation of the necessary structure and accumulation of necessary resources) and management (a system of management and motivation in the conditions of the created structure).

Control covers the analysis of achieved results (feedback) and is the starting point of a new management cycle.

Effective management involves the unity of all stages and stages of management, its economic, organizational-technical and social-psychological aspects.

Principles of management

The word "principle" comes from the Latin principium - beginning, basis. The principles summarize all laws and regularities known to modern science, as well as empirical experience. In the most general form, the principles of management can be defined as initial norms, rules and regularities in relation to the management process arising from the essence and level of development of society and its productive forces, the observance of which (norms, rules and regularities) contributes to the achievement of the goals set for society and solving tasks.

Management principles - guiding rules that determine the basic requirements for the management system, structure and organization. Just like laws, principles of management are divided into general and private.

The general principles of management are characterized by the fact that they have a universal character and affect all areas of management and all branches of the national economy.

General management principles include:

- purposefulness;
- responsibility;

- competence;
- discipline;
- stimulation;
- hierarchy;
- centralization and decentralization of management.

The principle of purposefulness is determined by the essence of program-target management and involves clearly setting goals for each enterprise and each of its divisions. At the same time, the goal should be real, achievable and extremely specific, which gives the work a common sense and mobilizes the efforts of the staff to fulfill it.

The principle of purposefulness involves not only the setting of goals, but also the correlation of these goals with the necessary resources. At the same time, it is important not only to ensure the connection of goals with the main resources necessary for their achievement, but also to focus attention on the weakest link, which can prevent the achievement of goals. The principle of responsibility involves punishing the members of the organization for failure to perform the functions or tasks assigned to them. At the same time, the responsibility should be equal to the authority, and the punishment should increase as the authority increases. Unfortunately, this principle is not always implemented in management practice (especially at higher hierarchical levels), which leads to rash decisions, abuse of power and incompetent management, and all this, ultimately, often becomes the cause of the death of organizations.

The principle of competence means the manager's knowledge of the object of management or, at least, his ability to perceive the competent advice of specialists in the decision-making process. The principle of competence is related to the horizontal division of labor by function.

The growing popularity of trade activity in modern conditions and the increase in the number of people who do not have special training, but are actually engaged in trade, as well as the increasing number of cases of the sale of low-quality goods to the population, bring to the fore the problem of licensing trade activities and the implementation of special training of persons who receive licenses, in order to ensure the necessary competence.

An integral principle of management is *discipline*, which must be present in any management system at any level. Discipline involves the unconditional fulfillment of the manager's instructions, job duties, instructions, orders and other directive documents. The level of discipline largely determines the management culture. With regard to trade, for example, the role of this principle is particularly large, since the specifics of the industry cause increased requirements not only for the level of executive discipline, but also for financial discipline in commercial activities and for the self-discipline of all personnel from the manager to the seller. At the same time, discipline should not limit the initiative of employees and leave room for a creative attitude to work.

The principle of stimulation primarily involves the motivation of work based on the use of material and moral incentives. Material stimulation is based on the personal economic interest of employees in the results of work, moral - mainly on the psychological influence on employees. Different spiritual needs of employees can act as motivating motives here: the need for belonging, involvement, success, etc.

Therefore, it would be wrong to reduce the content of the incentive principle only to remuneration, as it often happens in practice. Stimulation also implies the use of moral incentives and motivations, as well as fair treatment of personnel.

The principle of hierarchy provides for the vertical division of management work, that is, the selection of management levels and the subordination of lower management levels to higher ones. This principle is taken into account in the formation of organizational management structures, in the construction of the management apparatus, in the arrangement of personnel.

The principle of centralization and decentralization of management determines the optimal combination of centralization and decentralization in management, which requires the skillful use of unity of leadership and collegiality.

Centralized control is a process in which global commands and control signals are formed in a single control center and transmitted from it to numerous control objects. This form of management organization is most often used by small companies that produce one type of product or products of one industry, the technological process of which is closely related to enterprises that work mainly in extractive industries and focus on the local or national market.

Signs of a centralized form of management:

- the presence of a large number of functional services (departments);
- functional units are more important than production units;
- research units are located in the central office of the parent company;
- functional departments of the central apparatus of the parent company perform functional control over product departments, production enterprises and sales divisions. The level of centralization is lower, the more decisions that are immediately implemented and are of a narrow, special nature, are made directly at workplaces. Centralization is characterized by the lack of transfer of authority, which leads to a decrease in efficiency in decision-making.

Advantages of centralized management:

- elimination of possible duplication of various activities and efforts;
- the possibility of bringing all operations within the organization to a single standard;
- better control over the activities of the organization;
- more efficient use of personnel, equipment, production space.

Disadvantages of centralized management:

- procrastination in decision-making, especially at the workplace;
- decisions are made by those who are not familiar with the real situation at work;
- growth of bureaucracy, accumulation of urgent issues to be resolved, increase of documentation.

Decentralized management is a process in which a significant number of management influences relating to a given object are produced by the object itself on the basis of self-governance. The degree of decentralization of management is determined by the degree of granting authority or rights to make independent decisions to managers of departments.

Factors affecting the level of decentralization:

- size of the enterprise. At large enterprises, decisions are made by a large number of managers of different levels, so it is difficult to coordinate them. Where powers are decentralized, decisions are made more quickly;
- amount of expenses;
- availability of a suitable manager. In the absence of managers of the required level, it is necessary to concentrate powers in the higher management ranks;
- influence of the external environment;
- the nature of the organization's activities. If commercial operations are spread over large geographical areas, then a large degree of decentralization is required;
- use of control. The higher the ability to control, the greater the degree of decentralization that can be achieved.

According to the direction of influence on the managed object, management methods can be divided into:

1. Methods of direct influence, which directly affect the managed system (orders, orders, instructions, instructions, regulations, tariffs, etc.).
2. Methods of indirect influence, which create conditions for influencing the managed system (plans, incentives, methods of team formation, etc.).

According to the method of taking into account the interests of employees, management methods are divided into the following groups:

1. Methods of material influence: take into account the property and financial interests of employees and include various economic incentives.
2. Methods of power influence: aimed at streamlining the functions, duties and rights of employees, regulating and standardizing their activities (staff lists, activity regulations, regulations on executors, contracts, orders, orders, reprimands, etc.).
3. Methods of moral influence: aimed at increasing socio-economic activity and include social norms, moral incentives, methods of establishing good relations between the manager and subordinates, etc.

According to the form of influence, management methods can be conditionally divided into:

1. Quantitative methods (calculations, estimates, budget, material incentives, etc.).
2. Qualitative methods (instructions, instructions, moral incentives, methods of selecting a team based on psychophysiological factors, etc.).

According to the nature of the influence, management methods are divided into groups:

1. Economic methods of management. They are determined by various economic levers, with the help of which mutual and individual satisfaction of needs is achieved at all levels. Economic management methods include: economic plans and material incentives.

2. Technological methods of management influence employees through documents that determine the technology of production and economic processes. They include technological and design documentation.

3. Socio-psychological methods of management are used to increase the activity of employees and create appropriate social-psychological conditions for their work. This is a set of specific ways of influencing interpersonal relationships and connections that arise in labor teams, as well as on social processes that take place in them. Socio-psychological methods are methods that use individual and group consciousness, psychology and are based on socially significant moral and ethical categories, values and education.

4. Administrative methods of management (organizational management) are active methods that influence the activities of the organization as a whole and its individual employees. The condition for the use of these methods is the predominance of unambiguous ways of performing the set tasks, reducing the initiative to a minimum and assigning responsibility for the results to the manager.

The main components of the management system.

In general, management is considered as a certain type of interaction that exists between two subjects, one of which in this interaction is in the position of the subject of management, and the other is in the position of the object of management.

The subject of management is a link of the management system that controls, performs targeted action on other elements of the management system. As a subject of management, an official can act, in particular, the director of the enterprise, the head of the shop, the head of the department, etc., and the governing bodies, for example, the ministry.

The object of management is a body that perceives the actions of the subject of management, receiving impulses, management commands and acting in accordance with them. The object of management is, in particular, the employee, the workforce, resources, and information. Objects of economic management include managed objects such as producers, consumers, means of production, economic resources, as well as economic processes of production, distribution, exchange, consumption, economic relations between people, collectives, organizations, institutions.

In their unity, the subject and object of management form its system.

The management system is the unity of the subject and the object of management, which is achieved in complex social systems as a result of not only self-regulation, but also the purposeful influence of the object of management on the subject. The quality of this influence, first of all, depends on such factors as managerial and organizational relations, the content of managerial and organizational activities; expediency of the actions of the subject of management, its main components (management bodies, social organizations as a whole, individual leaders), who perform managerial and organizational work, make managerial decisions and achieve one or another managerial result. The science of management in the process of its formation and development uses and is based on a system of categories and concepts that describe the phenomena and processes of enterprise management.

Management categories are the most general and fundamental concepts that reflect essential general properties and stable relationships (connections) in the processes and structures of organization management.

The main categories of management include:

- goal,
- management,
- organization,
- object and subject of management,
- functions, methods and principles of management,
- planning, organization, motivation, control as functions of management and others.

Management functions are a type of management activity aimed at solving a specific management task using special techniques and methods.

- homogeneity of the content of works performed within the framework of one management function;
- target orientation of these works;

- separation of performed tasks.

Management functions are divided into general (considered as functions that must be performed in any organizational system) and specific (concrete).

In the most common classification, general functions include:

- planning,
- order (management),
- organization,
- motivation,
- control,
- coordination.

Specific management functions include:

- marketing,
- HR,
- production management,
- technological process management,
- financial management.

These functions are characteristic of any management process, regardless of the specifics of this or that organization (its size, profile of activity, form of ownership, etc.). The relationship of common functions, which illustrates the content of the management process, is presented in fig. 2.1.

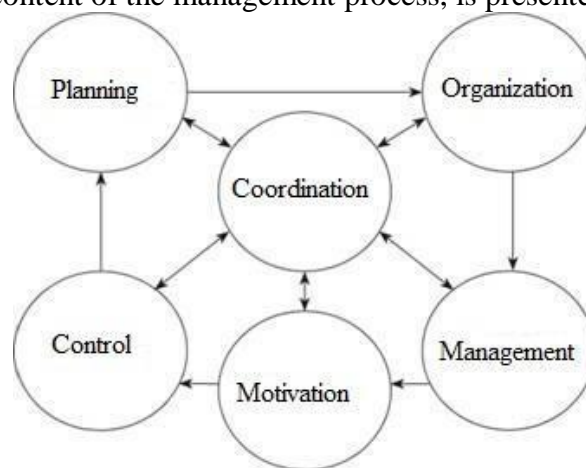


Fig. 2.1. The relationship of common functions, which illustrates the content of the management process

1. **Planning is a type of management activity related to drawing up plans for the organization and its constituent parts.**

Plans contain a list of what must be done, determine the sequence, resources and time of work necessary to achieve the set goals.

Thus, planning includes:

- Deep and comprehensive analysis of the state of the organization;
- Formation of current and prospective goals and objectives;
- Development of strategies, programs and plans to achieve goals;
- Determination of necessary resources and their distribution by goals and tasks;
- Communicating plans to everyone who has to implement them and who is responsible for their implementation.

Planning is the main function of management on which all other functions depend.

Goals are the key results to which the company strives in its activities. Setting certain goals, the manager formulates the main guidelines on which the entire activity of the organization and its team should be focused.

In order to work effectively, managers set concrete, measurable, relevant, stimulating, visible goals for the organization for a certain period of time. The creation of effective goals strengthens motivational motives, establishes clear guidelines for activity and creates a clear picture of expected results.

At the same time, the preparation of long-term and medium-term forecasts, which show the possible directions of the future development of the organization in close interaction with its environment,

becomes an organic component of planning. Forecasts for the future form the basis of strategic plans, which reflect the most important connections between goals, resources and opportunities of the environment for any organization. In turn, strategic plans form the basis of current plans, with the help of which the work of the enterprise is organized.

2. Organization (process) - forming the structure of the enterprise, as well as providing it with everything necessary for normal work: personnel, materials, equipment, premises, money, etc. After the plan is drawn up, the task is to create real conditions for achieving the intended goals.

To organize means to divide the whole into parts and to delegate the performance of the general management task to lower levels by dividing responsibility and authority, as well as establishing relationships between different types of work. For this, it is necessary to clearly define the rights, duties and responsibilities of structural divisions and individuals. This is achieved through the development of regulations on structural divisions and instructions that determine the internal procedure, the limits of the activity of each division and employee of the organization.

The organization (process) permeates the entire process of managing the company's activities and is implemented:

- Through the creation of a structure and management system that ensure internal consistency of all elements of the organization;
- Determination of forms of division of labor, rights and obligations of performers;
- Designing the communications system;
- Grouping of tasks to determine the types of work and their distribution to the relevant units;
- Development of motivation principles;
- Regulation of work, development of rules, norms and standards;
- Placement of employees, organization of ongoing work with them;
- Analysis and generalization of organizational experience;
- Organizational design, etc.

An important task of the organization's function is to create conditions for the formation of such a culture within the organization, which has a high sensitivity to changes, scientific and technical progress, and values that are common to the entire organization. Here the main thing is to work with personnel; development of strategic and economic thinking in the minds of managers; support for entrepreneurial employees who are prone to creativity, innovation and are not afraid to take risks and take responsibility for solving the company's problems.

3. The managerial function consists in informing each subject of what and how he should do to achieve the set goals. At its core is subordination - the official subordination of juniors to seniors by position (exists between divisions, managers and specialists of different levels).

The personal responsibility of officials for fulfilling the instructions of the higher management body is also provided for. With the help of instruction, conditions are created for the implementation of processes that do not depend on the individual qualities of people, but arise from the requirements of the management system.

Instruction tasks include:

- Acquaintance with production conditions, environment;
- Consultations on the performance of specific types of work;
- Provision of information.

These tasks are implemented with the help of both instructions (officials, workers) and methodical instructions. Norms, rules of action and interaction of units and services are also being developed.

According to A. Fayol (a French engineer and entrepreneur), the managerial function consists in knowing the employees well, dismissing the negligent, setting a positive example, activating, educating, holding meetings, thus ensuring the completion of the task. The successful implementation of the management function requires a good knowledge of subordinates by the manager, establishment of personal contacts with them, demonstration by his own example.

The order assumes:

- Drawing up organizational and administrative documents and delivering them to executors;
- Explanation and specification of tasks;
- Appointment of responsible persons;
- Monitoring and evaluation of work.

4. The goal of motivation is to create incentives for the employee to work and encourage him to work with full dedication. People's behavior is determined by many motives. A motive is something that

causes certain actions of a person, it is inside a person, has a personal character, depends on various external and internal factors in relation to him.

At the core of the internal motivations that make people act in a certain way are their needs.

5. Coordination - a type of management activity aimed at achieving the goals of the organization through the joint work of subjects as a whole. The main task of coordination is the implementation of orderly, coordinated in time and space work of all management units by establishing rational communications and information exchange between them. This ensures the necessary level of cooperation of participants, coherence and unity of their joint actions and thus simplifies the implementation of all other functions.

Coordination can be carried out by formal and informal methods, at one (horizontal) and different (but vertical) levels with the help of various tools (leader, special groups, personal informal contacts, etc.). The object of the coordination function is both the controlled and the controlling subsystem.

Thanks to coordination, the consistency of actions within the system and between the system and the external environment is ensured by synchronizing the efforts of the subjects in time and space, their integration into a single whole, which allows effective and efficient achievement of the set goals.

According to the nature of the tasks to be solved, the following types of coordination are distinguished:

- a) preventive (anticipation of problems and difficulties);
- b) elimination (elimination of interruptions in the economic system);
- c) regulatory (preservation of the existing system of production and management);
- d) stimulating (improvement of the production and management system of the organization even in the absence of visible problems).

Coordination influence should be systemic, minimal in scope, non-contradictory (which does not generate mutually exclusive effects).

The results of the activity of the organization, unit and individuals need to be checked, evaluated and adjusted from time to time.

Coordination of actions within the framework of a small firm is a relatively simple function, since in a small team all employees are in mind, and management, as a rule, is carried out at the level of direct communication. It is more difficult to coordinate in an average and even more so in a large enterprise, but only clearly coordinated activities of all interrelated links of the organization allow to achieve success.

6. Control is a management function, the task of which includes quantitative and qualitative assessment and accounting of the results of the organization's work. The main tools for performing this function are observation, checking of all aspects of activity, accounting and analysis. At the same time, control should be timely and simple.

Content of the control function:

- Collection, processing and analysis of information on the actual performance of all divisions;
- Comparing them with planned indicators;
- Detection of deviations and analysis of their causes;
- Development of measures for making urgent decisions related to operational activities of one or another unit of the organization.

The main types of control:

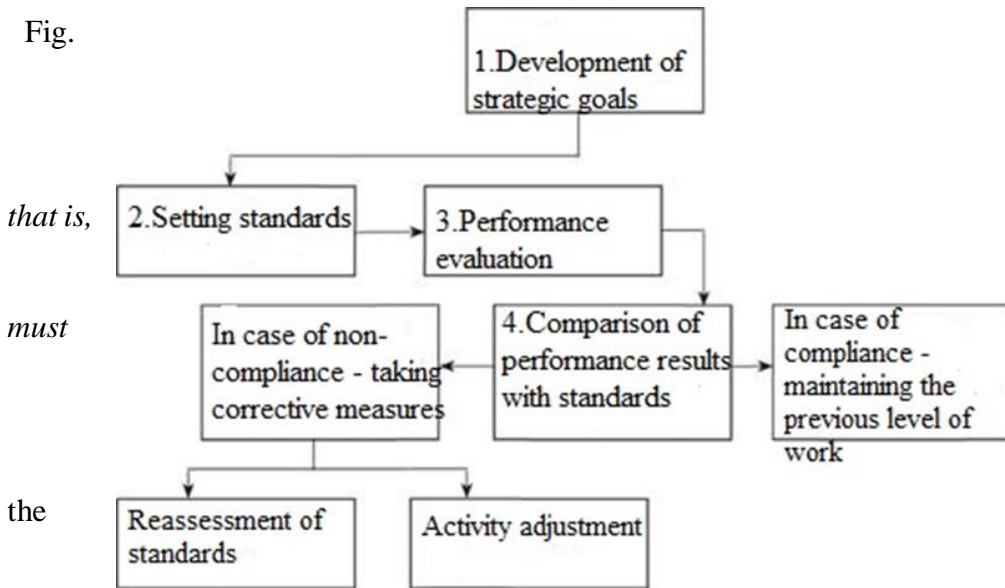
- Preliminary control, which is performed before the actual start of work (assessment of personnel qualifications, development of standards for material resources, preparation of the budget, etc.);
- Current control is carried out during work. Most often, the object of such control is the employees, and the control itself is the prerogative of their immediate supervisor. Current control for the control apparatus plays the role of feedback;
- Final control helps the management of the organization to prevent mistakes in the future when planning work.

The information obtained during the control process can be used at the stage of planning, organizing and motivating the work of employees. Performing the function of control, that is, comparing the obtained results with those that need to be achieved, managers take appropriate measures. If the results are worse than expected, then control helps to identify the causes of deviations and make the necessary corrections.

Control is directly related to the planning function. Strategic plans reflect changes both inside and outside the organization, and the monitoring process allows managers to make sure that the adopted strategy is working. If the enterprise is constantly monitored, errors can be noticed at an early stage and

the necessary measures can be taken in a timely manner to solve the problem, thereby preventing possible serious damage.

The control process is a closed cycle consisting of four stages (fig. 2.2.). In order to perform effective control, standards are established, that is, criteria for evaluating the enterprise's work. They must be closely related to strategic goals, otherwise the wrong task will be monitored.



In order for control to be effective, to ensure the achievement of the organization's goals, it comply with the following principles:

- Strategic orientation, that is, control should reflect general priorities of the organization and support them;

- Orientation on results, that is, control should contribute to the achievement of set goals and the formulation of new goals that will ensure the survival of the organization in the future;

- Timeliness, i.e. necessity:

1) determine the most suitable control time interval, which takes into account the parameters of the basic plan, the speed of changes, as well as the costs of conducting measurements and distributing the obtained results;

2) ensure the possibility of eliminating deviations before they reach serious proportions;

- Flexibility, i.e. control must be able to adapt to changes;

- Simplicity of control, which helps to better understand its goals and tools, and, therefore, provides support for the existing system of control by the organization's personnel (in addition, simple control methods are more economical);

- Economy, i.e. the costs of control should not exceed the benefits they create; its scope should meet the needs of the analytical information management system;

- Correspondence of the used means and methods of control to the controlled type of activity (subject of control).

To increase the effectiveness of control and eliminate its negative perception by employees, experts recommend:

- Establish meaningful standards perceived by employees;

- Discuss expected results with employees;

- Establish strict but achievable standards;

- Avoid strict control;

- Reward for achieving standards.

Thus, control is the process of ensuring that the organization achieves its goals. The purpose of control is to prevent possible deviations from planned plans.

A **manager** is a market-oriented manager who actively implements effective management ideas, innovations and achievements of scientific and technical progress, carefully takes into account changes in international relations, timely influences the situation and the dynamics of demand and supply, skillfully restructures production and economic activity taking into account the requirements of the market.

The laws of management are permanent and indisputable norms of management of organizations: specialization of management, integration of management, optimal combination of centralization and decentralization, democratization of management, saving time in management, proportional development of management systems, etc.

Management decision is the result of a creative purposeful analysis of a problem situation, the choice of ways, methods and means of its solution in accordance with the goal of the management system.

The management decision is the initial and main moment in the organization of the activity of each manager. In this regard, the management decision can be considered as the main content of the management process and an important tool of the system approach to the managed object. Each enterprise is not only a producer of products, but also a component of society. Therefore, when making a management decision, it is necessary to take into account not only the economic side of the activity, but a set of social, ideological, moral and other relations.

Decision-making is the basis of management. A scientifically based decision taken in a timely manner stimulates production, and a weak or untimely decision reduces labor productivity. The manager's responsibility for decision-making is very high, especially for state-level employees. The manager has no right to make ill-considered and unreasonable decisions.

The need to make decisions is determined by both external and internal circumstances. The impetus for making a management decision is the need to eliminate the problem, reduce its relevance. The main causes of problems are the following:

- imperfect principles of the organization's activity;
- erroneous criteria for evaluating the activity of the organization, unit or individual employee;
- violation of the process of achieving the set goal due to an erroneous or initiated reason;
- unforeseen circumstances (natural disasters, man-made disasters, political and economic cataclysms).

There are a number of general requirements for the management decision:

- Comprehensive justification means the need to make a decision based on the most complete and reliable information. But this is not enough. It is necessary to make an analysis of resource provision, scientific and technical capabilities, target functions of development, economic and social prospects of the enterprise, region, industry. Comprehensive validity of the decision requires the search for new forms and ways of processing scientific, technical and socio-economic information.

- Timeliness implies that the adopted decision should not be behind or ahead of the needs and tasks of the socio-economic system. A prematurely adopted decision does not find a basis for implementation, but contributes to the development of negative trends. Delayed decisions deepen negative trends.

- The completeness of the content implies that the decision should cover the entire administrative object, all spheres of its activity, directions of development. In a general form, the management decision should include: the goal of functioning and development of the system; means and resources used to achieve this goal; terms of execution; the order of interactions between units and performers; organization of work at all stages of decision implementation.

- Authority means strict observance by the subject of management of those rights and powers granted to him by a higher level of management. The balance of rights and responsibilities of each body, link or level of management is a constant problem of the emergence of new development tasks.

- Consistency with earlier decisions means continuity of development. It is necessary for compliance with legislation, resolutions, orders, and at the level of a separate organization for the implementation of a consistent market and social policy.

- Making and implementing management decisions requires high professionalism and certain social and psychological qualities of the individual. Modern office equipment is a powerful factor that activates the decision-making and implementation processes. But the process of making a decision, choosing an option, always has a creative nature and depends on a specific personality.

In making a decision, three points are present to varying degrees: intuition, thought and rationality.

The manager's intuitive decision is based on his own experience and the feeling that his choice is correct. There is a "sixth sense" here. But a manager who is exclusively focused on intuition can become a hostage of chance.

A decision built on thought is similar to an intuitive one, because at first glance the logic is weakly visible. But they are based on knowledge and conscious experience of the past, choosing the best option that will bring the greatest success. This method of decision-making is also not reliable. These two methods are chosen by experienced managers in the process of operational personnel management.

Rational solutions are mainly based on methods of economic analysis, justification and optimization of strategic and tactical issues.

According to the nature of the manager's personality, decisions are divided into balanced, impulsive, risky, inert and cautious.

- Balanced decisions are made by managers who carefully and critically approach their actions. Such persons already have a formulated idea before making a decision.

- Impulsive decisions are very easily generated by managers in large quantities, but they cannot be qualitatively checked, clarified and evaluated. Such decisions are insufficiently substantiated and reliable in management activities.

- Risky decisions by managers are not clearly justified, their authors are self-confident, not afraid of danger.

Inert solutions are the result of a careful search by the manager, but they lack originality, search, innovation, and are not marked by reasonableness.

3. Health care facilities as an object of management

An organization is a group of people whose activities are consciously coordinated to achieve a certain goal.

Organizations are classified according to various characteristics:

1). According to the method and purpose of formation, organizations are divided into formal and informal:

- *Formal organizations* – groups of employees whose activities are consciously planned, motivated, controlled and regulated to achieve a certain goal. Such organizations are enterprises, departments,

subdivisions, services, committees, faculties, departments, etc.

- *Informal organizations* are groups of workers that arise and function spontaneously.

2). According to the number of goals, simple organizations (have one goal) and complex organizations (set before themselves a complex of interrelated goals), which are the vast majority in the economy, are distinguished.

3). Large, medium and small organizations are distinguished by size. Large organizations have thousands of employees, medium-sized organizations have hundreds, and small organizations have dozens.

4). According to the forms of entrepreneurship, organizations are divided into enterprises, business associations, banks, insurance companies, funds, etc.

5). According to the nature of adaptation to changes, mechanistic organizations (characterized by conservatism, inflexible organizational management structure, autocracy in control and communications, fetishization of standardization, etc.) and organic organizations (characterized by dynamism, flexibility of organizational management structures, developed self-control, democratization of communications, etc.) are distinguished.

All organizations have the following general characteristics:

- purpose;
- personnel;
- structure.

Health care organizations set goals in several areas:

- social responsibility, manifested in the improvement of public health;
- medical care of the population;
- needs and welfare of employees;
- profits of the organization (for commercial healthcare institutions).

Personnel is the basis of every organization, its main wealth, a necessary condition for providing medical services or organizing the work of a pharmacy.

Modern management is designed to provide such conditions under which the health care institution and its employees would be useful to each other and satisfied with this interaction.

Structure. All health care organizations have a specially developed structure, which is a necessary condition for the performance of tasks in the field of medical care of the population. As a rule, this is a traditional PDF structure with clearly defined instructions, functional responsibilities, regulations on the activities of each structural unit.

The development of each organization is cyclical in nature, that is, it goes through certain stages of the life cycle, which determine the peculiarities of production, investment, financial and other types of activities, etc.

Stages of the organization's life cycle

1. "Birth" - Market penetration; ensuring survival for unprofitable activities; provision of sufficient amounts of capital investments to start the organization's activities.
2. "Childhood" - Consolidation in the market, its individual segments; ensuring break-even activity.
3. "Youth" - Significant expansion of target market segments; ensuring high rates of profit growth; development investment on the basis of self-financing.
4. "Early maturity" - Further expansion of market segments; regional diversification orientation; ensuring stable growth of profits at an optimal level.
5. "Final Maturity" - Formation of the image of the enterprise; balanced growth; focus on sectoral diversification of activities in order to maintain the level of competitiveness; ensuring the maintenance of the level of profitability at an optimal level.
6. "Aging" - Preservation of positions or partial reduction of production volumes; curtailment of activities; decrease in profitability, financial stability.
7. "Renaissance" - Significant renewal of forms, types and directions of activity; ensuring conditions for increased profitability; attraction of significant amounts of investment.

Let's list the specific features of healthcare institutions

1. The difficulty of determining the quality of work of individual medical workers and the health care institution in general.
2. The need for clear coordination of work:
 - individual medical workers:
 - a doctor is a doctor;
 - doctor - nurse;
 - medical nurse - medical nurse;
 - individual divisions, services of the health care institution:
 - medical information service - facility management;
 - diagnostic service - treatment departments of the hospital, outpatient polyclinic care;
 - metrological support services - diagnostic service, medical departments;
 - ambulatory clinical care structures - hospital department;
 - ambulance and emergency services - hospital department;
 - blood services - medical departments of the hospital;
 - pathoanatomical service - treatment departments of the hospital.
3. The need for a high degree of specialization.
4. Inadmissibility of a tolerant attitude towards mistakes.
5. Urgency and urgency of work.

Classification features of health care facilities:

- sphere of activity (medical, sanitary and preventive, sanitary education and medical and social protection institutions, pharmacies, centers of medical statistics, dairy kitchens, bureau of forensic medical examination, etc.);
- organizational and legal form (state, departmental and private institutions, business associations, associations of legal entities);
- size;
- participation in research work (clinics at scientific research institutes, clinical healthcare institutions, research divisions of pharmaceutical companies).

In the organization, as an open system, its internal and external environment are distinguished.

The internal environment of the organization is formed under the influence of variables that have a direct impact on the production process.

Purposes. For effective management, each organization must form common goals. General goals are developed based on the organization's mission. Goals are developed by the top management of the organization and communicated to each unit (department). Based on the general goals of the enterprise, each division (department) develops (local) goals for general achievements.

Structure. The structure combines horizontal and vertical division of labor in the organization. Each division specializes in the performance of certain types of work and is responsible for their performance.

Tasks are types of work that must be performed by units and individual employees within a specified time and in specified ways.

Technology. The performance of any task requires the use of a specific technology as a means of transforming input elements (materials, raw materials, capital, information and other resources) into outputs (profit, product, product, assimilation of new sales markets, staff satisfaction, etc.).

Personnel (people) is the most important situational (variable) factor of any organization. The role of the personnel (people) of the organization is determined by the following main factors: abilities, talents, needs, knowledge, behavior, attitude to work, attitude to values and their understanding, etc.

Organizational culture. In the process of evolution, the organization forms its culture, which characterizes the qualitative aspects of management activity and its compliance with economic, organizational, social, ecological, ergonomic, physiological, aesthetic, psychological and technological requirements.

The culture of the organization is a set of values, traditions, norms of behavior, and views characteristic of the members of the organization.

Organizational culture is formed by objective and subjective elements.

Subjective elements of organizational culture include organizational taboos, customs, rituals, patterns of behavior, language of communication, slogans.

Objective elements: location of the organization, design and equipment of workers places, prestige and image of the organization.

The organization as an open system constantly interacts with the external environment. Analyzing the influence of environmental factors on the organization's activities, two main types are distinguished:

- direct impact (action);
- indirect (indirect) impact.

Factors of the external environment of direct influence (actions):

- resource providers;
- consumers of products and services;
- regulatory normative acts of state, legislative and executive bodies;
- competitors;
- public institutions;
- the owners.

Factors of the external environment of indirect (indirect) influence:

- state of the economy (economic factor);
- international factors;
- political circumstances;
- scientific and technical progress;
- socio-cultural factors;
- environmental factors.

The external environment of health care institutions

Each health care institution functions in a certain external environment and can exist only in constant contact and exchange with this environment, from which it receives its main resources. Limitation of resources affects not only the potential of the organization, but can also lead to negative consequences of its activity. Therefore, the external environment of the organization should be taken into account when developing a strategy, forming the structure of the organization, and determining behavior in relation to competitors (for a commercial institution). The analysis of the external environment of the health care institution, like other organizations, includes the analysis of:

- macro environment of the organization;
- the immediate environment of the institution.

The legal framework of an organization is a factor that enables it to determine the norms and limits of relations and permissible actions with respect to other legal subjects. The main law of Ukraine is the Constitution of Ukraine, which in Art. 49 declares the right of every citizen of Ukraine to health

care, medical assistance and medical insurance. Health care is provided by state financing of relevant socio-economic, medical and sanitary and health and preventive programs.

Economic environment. Analysis of the economic environment helps to understand how health care resources are formed and allocated.

A healthcare facility's access to resources is one of the important conditions for its existence. In particular, the following factors are important for each health care institution: · the size of the gross national product;

- the share of health care costs as a percentage of GDP (gross domestic product);
- inflation rate;
- share of underprivileged population segments;
- ratio of state and private property;
- investment activity;
- provision of basic funds for health care, physical culture and social security.

Sociocultural environment. The activity of health care institutions can also be influenced by such a factor of the socio-cultural environment as people's attitude to their own health. In addition to the general attitude to health, the following factors can influence the activities of health care institutions:

- demographic situation in the country (birth/mortality trends, changes in the age structure);
- morbidity rate;
- the degree of action of the factors of the accident at the Chernobyl in a specific region;
- bad habits (drinking, drug addiction, tendency to self-medicate, seeking medical help from quacks);
- standard of living and education.

The socio-cultural factor of the macroenvironment sometimes includes the state of the environment, which directly affects the level of morbidity and the frequency of visits to health care institutions.

Technological environment. Development of technology, biotechnology, genetic engineering; implementation of the latest methods of diagnosis, prevention, and treatment; the rate of development of new pharmaceuticals, scanners, linear accelerators, and computer tomography are the main technological factors affecting the activities of health care institutions.

The main factors of the immediate environment of healthcare institutions include the following:

- consumers;
- suppliers;
- competitors;
- regulatory bodies.

Consumers:

- patients or their representatives. The consumer of a medical service, medicine and their buyer can be different people. For example, decisions about medical care for children are made by their legal representatives - parents. The situation is more complicated if a person is in a state where he cannot make or express his decision (for example, in an unconscious state, etc.). In this case, the decision can be made by the legal representative, using the patient's own funds by agreement or according to a will draw up in case of a critical condition;
- the state, which through the system of state and communal health care institutions, finances medical care for the population;
- medical and preventive institutions, which can be not only service providers, but also their buyers.

For example, a private medical and preventive institution may not have its own diagnostic complex, and therefore purchase its services under an appropriate agreement. At the same time, medical and preventive institutions are consumers of medicines, medical equipment, instruments, etc. In the conditions of insurance medicine, the consumer of a medical service is multifactorial. In most other industries, the consumer makes the purchase decision on his own.

Suppliers are organizations that provide health care institutions with goods or services necessary for the provision of medical services, as well as for production or intermediary activities (pharmacy bases, medical equipment bases or warehouses, sanitary transport companies, dairy kitchens, pharmaceutical companies, distributors).

A health care facility may find itself in a difficult position if it has only one supplier, as the latter may experience a force majeure situation. Taking into account the experience of Japanese management in the field of medical services, it is necessary to have at least two suppliers for each position; such actions will expand the possibilities of the buyer.

Competitors are organizations or businesses with which healthcare facilities compete for customers and resources. Thus, for a commercial medical and preventive institution, a competitor can be a state hospital.

Competitors of treatment and prevention facilities of all forms of ownership are healers who carry out activities in the field of folk and non-traditional medicine. In this case, non-traditional and folk medicine are a substitute product. Competition in the field of providing medical services is characterized by a peculiar specificity.

Health care is an industry with a high level of innovation, but despite the success of competition in the introduction of new medical technologies that significantly improve the quality of medical care, their impact on reducing costs is minimal. The system of incentives in this field contradicts the fundamental laws of competition.

According to M. Porter's classic concept of competition strategy, the forces that shape the competitive environment of a service and its competitive capabilities are grouped into five groups:

- competitive forces of manufacturers of similar products;
- suppliers of materials and components;
- buyers of a product or service;
- potential manufacturers of similar products;
- manufacturers of substitute products.

Types of enterprises in Ukraine

When carrying out any type of activity by a business entity on such features of the market as the form of ownership acquire great importance, legal status and chosen field of business, branch affiliation, the size, as well as the purpose and nature of the activity, taking into account the territorial integrity.

Depending on the form, the following types of enterprises can operate:

- a private enterprise operating on the basis of private property of citizens or business entity (legal entity);
 - an enterprise operating on the basis of collective ownership (enterprise collective ownership);
 - a communal enterprise operating on the basis of communal ownership territorial community;
 - a state-owned enterprise operating on the basis of state ownership; the enterprise is based on a mixed form of ownership (on the basis combining property of different forms of ownership).
- Depending on the ownership of capital in the statutory fund, enterprises are classified as follows:
- if the foreign investment is at least ten percent (10%), it is recognized as an enterprise with foreign investments;
 - if the foreign investment is one hundred percent (100%), it is considered a foreign enterprise;
 - if there are no foreign investments in the statutory fund, such an enterprise is considered national.

Depending on the method of formation (establishment) and formation of the statutory fund, the following enterprises operate in Ukraine:

- unitary;
- corporate.

A unitary enterprise is created by one founder, who allocates the property necessary for that, forms a statutory fund in accordance with the law, no divided into shares (shares), approves the charter, distributes income, directly or through the manager appointed by him, manages enterprise and forms its labor team on the basis of labor hire, resolves the issue of reorganization and liquidation of the enterprise. They are unitary state and communal enterprises, enterprises based on property associations of citizens, a religious organization or on private property the founder.

A corporate enterprise is formed, as a rule, by two or more by the founders by their joint decision (agreement), acts on the basis of association property and/or entrepreneurial or labor activity of the founders (participants), their joint management of affairs, based on corporate rights, including through the bodies created by them, the participation of the founders (participants) in distribution of income and risks of the enterprise. Corporate are cooperative enterprises, enterprises created in the form of an economic enterprise companies, as well as other enterprises, including those based on private property of two or more persons.

Depending on the number of employees and the amount of gross income from sales of products for the year of the enterprise can be attributed to:

- small;
- medium;
- large.

Enterprises are recognized as small (regardless of the form of ownership), in whose average number of employees for the reporting (financial) year is not exceeds 50 (fifty) persons, and the amount of gross income from sales of products (works, services) for this period does not exceed the amount equivalent to 500,000 (five hundred thousand) euros at the average annual exchange rate of the National Bank of Ukraine against the hryvnia.

Enterprises are recognized as large enterprises in which average number of employees for the reporting (financial) year exceeds 1,000 (one thousand) persons, and the amount of gross income from sales products (works, services) per year exceeds the amount equivalent to 5,000,000 (five million) euros at the average annual exchange rate of the National Bank of Ukraine in relation to the hryvnia.

All other enterprises are recognized as medium.

Taking into account the existence of a degree of dependence on another enterprise the following enterprises are distinguished:

- the main ones;
- subsidiaries.

Depending on the branch affiliation, the following are distinguished:

- industrial;
- agricultural;
- construction;
- transport;
- trade,
- research;
- leasing;
- banking;
- insurance;
- tourist;
- communication companies;
- household service enterprises.

According to the legal status and form of business, the following are distinguished:

- sole proprietorships - are the property of one person who is responsible for his obligations with all his property;
- cooperative enterprises - voluntary associations of citizens for the purpose of joint economic activity;
- rental enterprises - based on contractual relationships regarding temporary ownership and use of property;
- business partnerships (partnerships) - enterprises or other business entities created by legal entities and/or citizens by combining their property and participating in the company's business activities for the purpose of making a profit.

Business associations include:

- corporations;
- limited liability companies;
- companies with additional responsibility;
- general partnerships;
- limited partnerships.

A joint-stock company is a business company that has a charter a fund divided into a specified number of shares of the same nominal value, and bears responsibility for obligations only with the company's property, a shareholders bear the risk of losses associated with the company's activities within the limits the value of their shares.

Joint-stock companies can be open or closed.

Shares of an open joint-stock company may be distributed through open subscription and buying and selling on stock exchanges. Shareholders of an open partnership may alienate shares belonging to them without the consent of others shareholders and the company.

The shares of a closed joint-stock company are distributed among by the founders or among a predetermined circle of persons and cannot distributed by subscription, bought and sold on the exchange.

Shareholders of a closed company have a preferential right to purchase shares, which are sold by other shareholders of the company.

A limited liability company is a business company, which has a statutory fund divided into shares, the size of which is determined founding documents, and is responsible for its obligations only with his property. Company members who have fully paid their contributions, bear the risk of losses related to the company's activities within their limit's deposits

A company with additional liability is a business company, the authorized fund of which is divided into shares determined by the founders size documents and which is responsible for its obligations own property, and in case of its insufficiency, the members of this society bear additional joint and several liability as determined by the founders documents in the same multiple of the contribution of each of the participants.

A general partnership is a business partnership, all of which are members in accordance with the contract concluded between them, they carry out entrepreneurial activities on behalf of the company and bear additional joint and several liability for the company's obligations with all its property.

A limited partnership is a business partnership in which one or several participants carry out business activities on behalf of the company and bear additional joint and several liability for his obligations with his property, which may be levied by law (full members), and other members are present in the company's activities only through their own contributions (contributors).

Depending on the purpose and nature of activity, enterprises are divided into:

- commercial enterprises - aim to make a profit;
- non-commercial - enterprises in the non-production sphere, the purpose of which is not is making a profit (credit unions, charities, etc.).

Enterprises can unite in:

- associations – contractual associations created for the purpose of permanent coordination of economic activity. The association has no right to interfere in production and commercial activity of any of its participants;
- corporations – contractual associations created on the basis of a combination industrial, scientific and commercial interests, with the delegation of individual one's powers of centralized regulation of the activities of each of the participants;
- consortia – temporary statutory associations of industrial and bank capital to achieve a common goal;
- concerns – statutory associations of industrial and scientific enterprises organizations, transport, banks, trade, etc. on the basis of full financial dependence on one or a group of entrepreneurs;
- other associations based on industry, territorial and other principles.

4. Health care facilities as an object of management

Decision making is directly related to the purposeful activity of a person. In his personal life, each person decides on the choice of profession, the device of the family, the conduct of rest, the distribution of the budget, etc.

A decision is the result of a person's mental activity, which leads to some conclusion and necessary actions.

The decision can be made by a person in three main systems:

- technical (includes machines, equipment, computers),
- biological (includes the flora and fauna of the planet),

- social (characterized by the presence of a person in a set of interrelated elements (family, production team, informal organization)).

An employee whose functional duties include actions to manage the activities of other employees (subordinates) is the head.

Decisions made by the head are called management decisions.

A decision is called managerial if it is developed and implemented for the social system and is aimed at the following:

- strategic planning;
- management of economic activity;
- human resource management (productivity, activation of knowledge, skills);
- management of production and service activities;
- formation of the company's management system (methodology, mechanism);
- management consulting;
- management of internal and external communications.

A management decision is a creative act of the subject of management, which determines the program of the team's activities for the effective solution of an urgent problem based on knowledge of the objective laws of the functioning of the controlled system and the analysis of information about its state.

Management decision is characterized by the following features:

- goals (the subject of management makes decisions based not on their own needs, but in order to solve the problems of a particular organization);
- consequences (decisions made by the manager of the highest rank can significantly affect the state of the control object);
- division of labor (some workers should be busy analyzing problems and making decisions, others implementing decisions);
- professionalism (in order to make effective management decisions in the organization, the manager must have the appropriate knowledge, skills and have some experience in the relevant field).

Making management decisions is a determining process of management activity, since it forms the activities of the organization and its individual employees. Work on making management decisions requires a high level of competence from managers, significant time, energy, experience. It also implies a high level of responsibility, since in order to implement the decisions made, it is necessary to ensure the effective and coordinated work of the entire organizational mechanism.

A management decision is the result of an alternative formalization of management methods, on the basis of which the management system directly affects the managed one.

Classification of management decisions.

Management decisions are classified according to the following criteria:

1. By scope:

- general decisions – concern the entire organization;
- partial solutions – relate to divisions, services, problems, etc.

2. By duration of action:

- promising solutions – implemented over a long time;
- current solutions – implemented in the short term for ensuring the current work of the organization.

3. According to the level of acceptance:

- decisions at the highest (institutional) level of management;
- decisions at the middle (management) level of management;
- solutions at the lowest (technical) level of management.

4. According to the features of the tasks solved by the organization:

- organizational programmed solutions – characterized by a small number of alternatives; are accepted periodically in standard situations;
- organizational unprogrammed decisions – caused by new factors and situations; such may be decisions on the implementation of the organization's goals, improving product quality, improving the management structure, motivation methods, etc.;
- compromise solutions – designed to balance contradictions.

5. According to the method of justification:

- intuitive decisions – based on the manager's feelings in the correctness of the choice; their validity, optimality depends on the personal qualities of the manager;
- decisions based on judgments (opinions, reasoning, conclusions);
- rational decisions – based on scientifically based analytical processes; more are the most objective.

6. According to the method of acceptance:

- sole solutions;
- collegial decisions – are prepared by a group of specialists, and made by the appropriate group of managers;
- collective decisions – are made by the general meeting, the relevant team.

7. Behind the character:

- economic solutions;
- socio-psychological decisions;
- administrative decisions.

8. By the number of alternatives:

- binary solution (there are two alternatives to the action – "yes" or "no");
- low-alternative (not a large set of alternatives is considered);
- multi-alternative (there is a very large, but finite number of alternatives);
- continuous (the choice is made from an infinite number of states of controlled quantities).

9. According to the degree of achievement of goals:

- permissible (acceptable);
- optimal (best);
- effective.

10. According to the personality type of the manager who makes the decision:

- impulsive;
- risky;
- inert;
- careful;
- balanced.

11. By scope:

- technical;
- economic;
- social;
- political.

To make effective management decisions, the following conditions are necessary:

- the right to accept,
- powers
- obligation,
- competence
- responsibility.

The right to make decisions outlines the scope of activities of specific managers to make appropriate decisions. All managers have certain decision-making rights, but each of them or their respective groups can make only specific decisions.

Authority characterizes the line between groups of managers when making decisions. For example, shop managers cannot make decisions that, according to official duties, can only be made by the director of an enterprise.

Obligation is the ability to objectively realize the need to make a decision in accordance with the current situation. Requires the manager to make an inevitable decision if circumstances require it.

Competence characterizes the ability of a manager to make adequate realities, qualified, informed decisions.

Responsibility appears as a duty imposed on someone or an assumed duty to be responsible for a specific area of work, deed, actions; shows what sanctions can be applied to the manager in case of an unsuccessful decision.

Decision-making is a creative, responsible management task, the content of which is to determine the further actions of subordinates in a particular field of activity, the tasks of structural units in the organization's system of activity, the order of their interaction in accordance with the situation.

As part of the management decision, the following main aspects are distinguished:

- the organizational aspect predetermines the implementation of certain actions aimed at the development and implementation of the solution (creating a communication system, organizing the discussion of problems and alternatives, instructing, motivation, control);
- the psychological aspect allows us to consider the decision as a manifestation of the logical-understanding activity of the subject aimed at solving the problems of the organization and includes a variety of behavioral traits;
- the information aspect means that successful decision-making is possible only if there is reliable, timely information received at each stage of decision-making in the right amount and undergoing the necessary transformation;
- the legal aspect is that any decision from the point of view of legal and regulatory acts must be correct both in content and in form;
- the economic aspect is manifested in the fact that the development and implementation of any management decision requires financial, material, and other costs (each management decision has a real cost);
- the social aspect is laid down in the mechanism of personnel management of the organization, which includes motivational levers for coordinating the activities of the team;
- the technological aspect is manifested in the ability to provide personnel with the necessary technical, information and computing and other means and resources for the development and implementation of the solution.

Management decision-making methods

Each stage of the implementation of a management decision corresponds to general scientific research methods and special methods for developing management decisions.

General scientific methods include:

- analysis and synthesis (problem situation, near and far environment, strengths of the organization, goals, criteria, alternatives, risks);
- induction and deduction (for example, generalization of the experience of organizations in the field of management decision-making and adaptation of the developed tools to the specifics of the activity and the specifics of the problem situation of a particular organization);
- methods of collecting and processing information (for example, information about the state of the external and internal environment);

Special methods include the following.

At the stage of determining the current state of the organization:

- diagnostic methods (employee surveys, questionnaires);
- methods of self-diagnosis (meetings, business games, trainings).

At the stage of determining the desired state of the organization (goals):

- diagnostic methods (employee surveys, questionnaires);
- forecasting methods;
- methods of analyzing the experience of organizations (formation of a knowledge base).

The most optimal version of the process of developing rational management decisions covers the following stages:

1. The emergence of a situation that requires a decision (this may be an increase in profits, the development of new types of products, the expansion of sales markets, etc. these problems can be known for a long time and are taken into account in the plans of the organization, or may appear suddenly already in the course of their implementation, when it is not possible to achieve the planned result or new circumstances arise and you need to look for new ways to achieve certain goals).

2. Collection and processing of information on the developed management methods. Formulation of goals. (When making important decisions, it is necessary to clearly understand the goals of the organization. for this purpose, methods of a simple list of goals, the formation of a "tree of goals" are used, and this allows you to determine the hierarchical structure of the system of goals and "criteria" that make it possible to assess the degree of their achievement. only after determining the goals can factors, mechanisms, patterns, resources affecting the development of the situation be determined).

3. Identification and evaluation of alternatives laid down in the developed management methods (technologies for generating alternatives are quite diverse, these can be methods of individual creative search (method of analogies, idealization, inversion), methods of collective search ("brainstorming", "conference of ideas", "collective notebook")).

4. Preparation and optimization of the management decision that is made (choice of alternative).

In the process of selecting basic options, it is necessary to be guided by certain criteria by which solutions can be evaluated. The choice of criteria is a creative process and quite often non-formalized. Let's name some general groups of criteria that can be used to compare options:

- economic (cost, profitability, profitability);
- technological (reliability, quality, service life, etc.);
- technical and economic (productivity, payback period, investments, operating costs, etc.);
- ergonomic (safety, convenience, etc.);
- psychological (leadership skills, individual characteristics, etc.);
- social (legal norms, social consequences, etc.);
- environmental (environmental norms, environmental standards, environmental monitoring and consequences).

5. Making a management decision (legitimizing the alternative).

6. Implementation of management decisions and evaluation of results.

Each stage is implemented through the appropriate links. This technology of developing a management decision is a logical continuation of the management process, since the management decisions made complete the procedures for the formation of tools for the influence of the control system on the controlled one.

The following factors influence the management decision-making process:

1. Personal qualities of the manager (education, knowledge, age, experience, character, etc.);

2. Manager's behavior (habits, psychology, etc.);

3. Decision-making environment:

- certainty (the manager is aware of the expected consequences of the implementation of all possible alternative solutions);
- risk (the manager knows the likely results of the implementation of each alternative);
- uncertainty (it is impossible to find out the likely consequences of the implementation of any alternative solutions).

4. Information restrictions (due to the increase in the cost of obtaining additional information).

5. Interdependence of decisions.

6. Expectation of possible negative consequences.

7. The possibility of using modern technical means.

8. Availability of effective communications.

9. Compliance of the management structure with the goals and mission of the organization, etc.

Management decision-making models

The science of management as a mechanism for optimizing management decisions can be implemented using the scientific method, the use of system orientation, the use of models.

Scientific method. It involves the use of clearly regulated analytical procedures, the essence and content of which are presented in fig. 4.1.

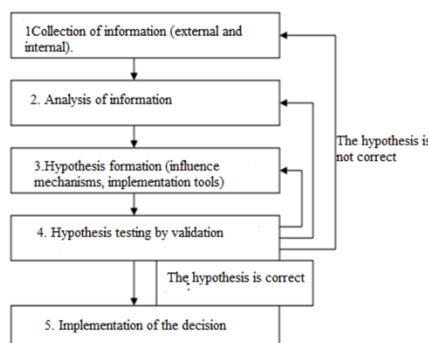


Fig. 4.1. Scheme of the scientific method of optimization of management decisions

For example, in the process of optimizing the volume of sales of products at the first stage, first of all, they collect various and reliable information about the market and demand, at the second stage

they analyze it, and at the third stage they find out specific factors affecting demand, hypothetically determining the optimal value of sales volumes.

After testing the hypothesis (fourth stage), further actions can develop according to one of two options:

1) implementation of the solution, if the hypothesis is correct (fifth stage);

2) returning through feedback to one of the previous stages, continuing the search for the best option if the hypothesis turned out to be incorrect.

System orientation. It is based on the realization that the organization is an open system, which consists of interrelated elements. In the process of activity (transformation), the organization processes inputs (resources, information, etc.), transforming their shares of products, services, profits, etc.

The study of all aspects of this process provides material for making the most effective management decision option.

Application of models. When justifying management decisions, it ensures that all factors and alternatives arising in the process of production and economic activity are taken into account. Therefore, modeling is considered the most effective way to optimize management decisions.

Model - reflection in the scheme, formula, sample of characteristic features of the object under study.

It is a simplified specific management situation, reflecting real events, circumstances, etc. The need to use models is due to the following reasons:

- the complexity of production and economic activity;
- the presence of multivariate dependencies in the process of solving management problems;
- the need for experimental verification of many alternative management decisions;
- the need to orient management for the future;
- the need to take into account the dynamics of the operating environment.

According to the internal essence and features of functioning, the following models are distinguished:

- physical - they are a description of the object on an increased or decreased scale;
- analog - function as real objects, but do not look like them;
- mathematical (symbolic) - their peculiarity is the use of symbols in the process of describing the properties and characteristics of an object.

In practice, the following order of model development is traditional:

1. Statement of the problem. The expected results from the development and application of the model are determined.

2. Preparation of information. The most important information about the modeling object is collected and economic information on the feasibility of developing a model is evaluated.

3. Formation of the model. It is carried out using various means of forming a simplified display of the simulated object or process.

4. Checking the model for accuracy. It occurs according to specific criteria: realism, compliance with tasks, taking into account environmental factors of functioning.

5. Using the model.

6. Restoration of the model. It involves its improvement.

The most common are the following modeling methods:

- Game theory. Models the impact of the decision on competitors. Formed under the influence of the needs of the military.
- Queue theory. Determines the optimal number of service channels in accordance with the need for them (model of "optimal service").
- Modeling of inventory management. Determines the placement of orders, finished products in stock.
- Linear programming. Provides the best way to combine resources in the presence of specific needs. Such models are the most popular in management.
- Simulation modeling. Provides practical application of the model instead of the real system.
- Economic analysis (a method for estimating costs and economic benefits). It is based on finding out the economic conditions under which the enterprise becomes profitable. The main condition is the situation in which the total income is equal to the total costs.
- Balance methods. Based on building balances of expenses, profits, budgets, etc.

- Payment matrix. Statistical method, with the help of which the most optimal is chosen from several solutions. In this case, payments (monetary rewards, income, etc.) are submitted in the form of a table.
- Decision tree. Schematic reflection of actions in management, taking into account financial results, the probability of obtaining their positive value, the possibility of comparing alternatives.
- Prediction. Implemented through modeling future management situations. It plays a very important role in the economy.

Forecasting is a type of planning in which the accumulated experience and assumptions are used to predict the future.

In practice, the following forecasts are most often used:

- economic – relate to the level of prices and taxes, exchange rates, etc.;
- social – predict changes in the consumer basket, minimum wage, unemployment rate;
- political – provide for the location of political forces in the state;
- development of competition – related to the prediction of the market situation and the redistribution of market shares;
- development of scientific and technological progress – related to forecasting the introduction of innovations;
- development of technology – relate to predictions of qualitative changes in the structure of technologies;
- development of society – predict quantitative and qualitative changes in the development of certain nations, peoples, society;
- development of spheres of production (industry, agriculture, etc.).

There are several groups of forecasting methods.

1. Informal forecasting methods:

- on the basis of verbal (verbal) information received by radio, television, conversations, telephone messages, etc.;
- based on written information received from newspapers, magazines, bulletins, reports, etc.;
- according to the results of industrial espionage.

2. Formal forecasting methods.

Quantitative methods:

- analysis of past series – based on the assumption that the past may be repeated in the future and that there are certain tendencies towards this;
- causal (correlation) modeling – used to predict situations that depend on more than one variable.

Qualitative methods:

- jury opinion – consists in combining and synthesizing the opinions of experts – members of the jury (council, commission, etc.);
- opinion of salespeople – based on the prediction of demand by a group of experienced sales agents;
- consumer opinion – based on the results of a customer survey;
- expert opinion – based on procedures, implementing which a group of experts reaches a certain agreement.

5. Work with staff and personnel management of a medical institution

Personnel management is both a science and an art of effective management of people in the conditions of their professional activities. This is a system of principles, methods and mechanisms for optimal staffing, development and motivation and rational use of personnel.

Labor force is a set of physical and intellectual abilities of a person that can be used in economic activity. In fact, this concept reflects a person's ability to work.

Labor resources - the working population of the country.

Human resources are a set of different qualities of people that are manifested in the process of their work. The human factor is the people of organizations united for joint activities, the subject of social life, which has a social, demographic, economic and political structure, and whose interaction ensures the development of society.

Human resource management is a system of influence of the organization on its employees, focused on the maximum use of their potential to achieve the goal of the organization.

Types of management

1. The first type is characterized by a *collectivist form of management*, which assumes individual decision-making by the leader of the team, its leader. The main lever of management in this case is the leader's authority.
2. The second type is characterized by a *market management form*. When using it, decisions are made in accordance with the laws of the market, and the market is the main measure of their effectiveness. The main lever of influence on the staff is money, which is quite appropriate consideration of personnel as subjects of the labor market. A manager will seem strong, effective, if he can provide his employees with a reward that corresponds to the effort spent, more favorable financial conditions than another manager.
3. The third type is *related to the bureaucratic management form*. In this case, decisions are made, as a rule, by a higher manager. The main lever of influence on subordinates is power influence, often based on the use of methods of direct influence (orders, punishments).
4. The fourth type is characterized by a *democratic management form*. This type of management is associated with the use of law as the main lever of management. A participative organizational culture is characterized by the presence of professionals, on the one hand, focused on achieving results (acquiring new knowledge), on the other hand, on their own professional development.

Personnel. By personnel, we will understand the totality of all human resources that the organization possesses. These are employees of the organization, as well as partners who are involved in the implementation of some projects, experts who can be involved in conducting research, developing a strategy, implementing specific measures, etc.

Features of the organization's personnel:

- peculiarities of individual behavior;
- peculiarities of group behavior;
- peculiarities of behavior of managers, members of the management team.

Features of individual treatment:

- individual abilities, inclinations and giftedness - inclination to implement any activity, orientation to its implementation;
- the specifics of motivation - the specifics of human needs, ideas about the goals of professional activity;
- individual values - general beliefs, faith, worldview, ideas about the world;
- demographic - gender and age characteristics;
- national and cultural characteristics - methods, rules and norms of behavior learned through experience, which determine specific reactions of a person in specific situations.

Peculiarities of group behavior:

- features of corporate culture - values, rules of behavior specific to a specific work team;
- phenomena of group dynamics - the stage of development of the team, the peculiarities of leadership, the way of behavior in a conflict situation.

Peculiarities of managers' behavior:

- subjects with individual characteristics;
- members of some group with a corporate culture;
- functionaries of a certain management technology (management type) that has its own rules of conduct.

Personnel management is a system of interrelated organizational, economic and social measures to create conditions for normal functioning, development and effective use of workforce potential at the organizational level.

The objects of personnel management are the organization as a whole, each of its structural subdivisions regardless of the number of hierarchical levels of management, primary labor teams, and each employee regardless of their status in the organization.

The subjects of personnel management in the organization are line and functional managers of all levels of management, employees of production and functional units who provide managers with the necessary management information or perform service functions.

The main tasks of the personnel management system today include:

- providing the organization with qualified personnel;

- creation of necessary conditions for effective use of knowledge, skills and experience of employees;
- improvement of the remuneration and motivation system;
- increase in job satisfaction of all categories of staff;
- providing employees with opportunities for development,
- professional development and professional growth;
- stimulation of creative activity;
- formation and preservation of a favorable moral and psychological climate;
- improvement of personnel evaluation methods; management of internal transfers and careers of employees;
- participation in the development of organizational strategy.

Personnel management methods are means of influencing teams and individual employees in order to coordinate their activities in the production process to achieve a specific result.

All methods are divided into four groups:

- legal,
- administrative,
- economic,
- socio-psychological.

Legal management methods are based on the distribution, regulation, and use of rights, duties, and responsibilities of organizational units and officials. They are based on: laws, resolutions, decrees, orders, statutes, agreements, regulations on structural subdivisions, job instructions and regulations.

Administrative methods are focused on motives related to the need for work discipline, a sense of duty, a person's desire to work in a prominent organization, etc. The main functions of administrative methods are to ensure a stable legal environment for the organization's activities, to protect a specific environment, and to guarantee rights and freedoms.

Economic and socio-psychological methods have an indirect nature of managerial action. With the help of economic methods, material stimulation of collectives and individual employees is carried out. These methods are based on the use of an economic mechanism.

Socio-psychological methods of management, in turn, are based on the use of a social mechanism (relationships in the team, social needs, etc.).

Recruitment is a system of measures provided by the organization to attract employees who possess the necessary professional skills and moral qualities and are able to perform all job duties in production.

The main task of the HR manager is to ensure the availability of people with the right qualifications at the right time at the right workplace.

The first and one of the most important stages of personnel selection is the planning of personnel needs.

Forecasting the need for personnel includes:

1. An econometric method by which the need for personnel is derived from the estimated levels of final demand for goods and services for a certain year in the future.
2. Extrapolation is the simplest method that is often used and consists in transferring past trends, changes in the size of the total labor force and its structure to the future.
3. The method of expert assessments is a method based on the use of the opinion of specialists (head of departments) to determine personnel needs.
4. The balance method of planning consists in establishing a dynamic balance between labor resources, on the one hand, and their distribution in accordance with the needs of the enterprise, on the other.
5. Economic-mathematical methods, which consist in the optimization of calculations based on various types of models, which include correlation models that reflect the relationship between two variables.
6. Linear programming methods allow, by solving a system of equations and inequalities connecting a number of variable indicators, to determine their optimal values in the relationship.

7. Computer models are a set of mathematical formulas that allow the simultaneous use of methods of extrapolation, standards, expert assessments and information on changes in factors affecting the quantitative and qualitative composition of personnel.
8. The normative method is a method of applying the system of norms that determine the number of employees in a functional section, costs for the production of a unit of production (working time, fund salary).

Among the recruitment methods that are currently the most common and strong entered into the daily work of HR managers, it is appropriate to highlight:

1. Recruiting – selection of personnel among applicants who are employed job search Recruitment is usually done with the help of recruiting middle and lower level employees.
2. Executive search – used to select rare one’s specialists and senior managers. In this case are considered candidacies of not only those who are looking for a job, but also working professionals.
3. Head hunting – is used relatively rarely and consists of recruiting specialists working in other companies. This reception used if we are talking about professionals who have a rare specialty, or an exceptional level of skill.
4. Preliminaring - the peculiarity of the method is that attract talented students and young professionals to work after graduation study with the prospect of further employment
5. Non-standard selection methods are becoming more and more common personnel, which involve conducting a not quite ordinary interview with the applicant.

The most common non-standard methods of selection are interviews:

1. Cross-examination. The candidate is interviewed by not one, but at the same time by two or more employees of the personnel service. It is noteworthy that they ask questions that are different in form, but the same in content. The purpose of this method of conducting an interview is to clarify the answers in which the applicant may be lying. When re-clarifying such an answer, the interviewee may imperceptibly say the information is true.

2. Clarifying questions. The interviewer asks a significant number of clarifying questions, is interested in minor details from the candidate's biography. Such a conversation can last several hours. Such tactics can tire even a trained person. Basically, this method is applied to candidates for management positions.

3. A stressful situation is when the candidate is placed in deliberately uncomfortable conditions during the interview. For example, the location of his chair can be opposite the window, when the sunlight will interfere with concentration, and monitor the person's reaction: will he change his seat, or will he continue the conversation in an uncomfortable position.

4. The applicant for a vacant position is invited to fill out a standard questionnaire. The candidate is also offered to carry out 2-3 tasks of the manager in a stressful atmosphere. For example, to quickly type a certain document on the computer. In the process of work, interviewers distract the applicant in various ways. At the end of the meeting, agency or company employees must explain what happened and apologize for incorrect questions. This is necessary so that the candidate leaves the office not in a depressed state of mind, but confident that he has overcome a difficult interview, taken another step towards a successful career.

Such models of personnel development are most often used, such as:

- model of competitive advantages;
- employee support model;
- community support model;
- model of human development.

The model of competitive advantages involves the creation of an environment of competition in the organization among employees. As a result, the individual abilities, knowledge and skills of employees are manifested, which contribute to the growth of the competitiveness of the entire organization.

The employee support model includes improving the working conditions of the staff. The quality of the staff's working life is an indicator of employee satisfaction with working conditions. This includes both the degree of difficulty of the performed work and the conditions of satisfaction of the employee's stay in the team.

The model of community support includes the concept of corporate social responsibility. That is, the relevant enterprise undertakes to act within the limits of established ethical standards, and must

also create decent living conditions not only for employees, but also for their families, and generally ensure a reduction of tension in society.

The model of human development includes three main directions:

1. Continuous training of employees;
2. Health support of employees;
3. Ensuring a sufficient material level for the worthy life of the employee and his family.

The main purpose of this method is to provide disclosure and development of various aspects of personnel potential: intellectual, physical, creative, educational and cultural.

In their method, it is proposed to evaluate the effectiveness of personnel development at four levels:

1. Evaluation of the reaction is a check of the employee's reaction to the training process.
2. Assimilation of acquired knowledge - for example, test results will indicate the level of assimilation of the material.
3. Behavior - the level of application of knowledge in practice is assessed.
4. Results – measurement of the economic effect (increase in profit, decrease in staff turnover, labor productivity).

One of the ways to analyze the effectiveness of the use of labor resources and to identify their degree of return is personnel evaluation.

Personnel evaluation also allows solving a number of additional tasks:

- employee development;
- providing feedback;
- satisfaction of the employee's need to evaluate his own work;
- quality control of managerial activity;
- improvement of the personnel management process as a whole.
- to plan the career and promotion of employees;
- determine the level of competence of specialists;
- carry out personnel reshuffling taking into account the competence and potential of employees;
- to obtain a psychological portrait of the organization's employees;
- carry out effective selection of necessary specialists;
- to study the specifics of interpersonal relations and the psychological climate in the team;
- determine the degree of satisfaction and interest of employees in the organization;
- find the means to secure the necessary specialists in the organization;
- to develop an effective system of labor motivation;
- rationalize methods of working with personnel.

Objectives of personnel evaluation:

- the main ones (determining the effectiveness of staff work, changing wages and incentives based on work results, staff development);
- additional (checking the compatibility of the employee with the team, checking the motivation for work and work in this position, determining the career development prospects of the employee);
- general (improving personnel management and increasing the efficiency of personnel work, increasing responsibility and executive discipline);
- specific (determination of the circle of employees and the list of positions subject to dismissal and reduction, improvement of the psychological climate in the organization).

The evaluation method is a set of certain theoretical and methodological approaches to the evaluation of personality qualities, behavior and work results of an employee.

Assessment methods are divided into traditional and non-traditional.

Traditional methods are effective in large hierarchical organizations that work in a fairly stable external environment. Their shortcomings are that the assessment is given to an individual employee without taking into account the goals of the organization, is based on the manager's assessment, while completely ignoring the opinions of work colleagues, subordinates, customers, etc.; focuses on the past (achieved results) and does not take into account long-term prospects for the development of the organization and the employee.

Non-traditional methods - consider the work group (unit, brigade, team) and emphasize the evaluation of the employee by his colleagues and the ability to work in a group; the evaluation of an

individual employee and work group is carried out taking into account the results of the entire organization, and not only the successful performance of today's functions, but also the ability to professional development and mastering new professions and knowledge is taken into account.

Among the traditional methods, the following are distinguished:

- biographical method;
- arbitrary oral and written assessments;
- method of group discussions;
- standard method;
- matrix method;
- forced choice method;
- method of rank order;
- method of pairwise comparison;
- the method of the given point assessment;
- method of coefficients;
- graphic profile method.

Motivation is a person's conscious drive to activity, purposeful action, and solving set tasks. The desire is internal and is revealed only when it is fully understood by the subject. Motivation is based on a certain need (physiological, spiritual, valuable), after the satisfaction of which the impulse to act decreases significantly.

Stimulation is a measure of external support, thanks to which influence on human activity is carried out. The main task of such a process is to speed up management processes, incline the subject to perform the expected action, change behavior. Stimulation can be both positive (reward) and negative (threat of sanctions).

What is the difference between motivation and stimulation?

These concepts denote the processes of influencing a person's personality, thanks to which his behavior is programmed. However, motivation is characteristic of a specific personality and is an internally conscious urge to act, while stimulation is an external influence. Stimulation is a simple form of influencing a person, for example, giving a discount to a client when making a purchase.

The difference between motivation and stimulation is as follows:

Orientation: motivation is an internal interest characteristic of a specific person; stimulation is an external influence aimed at a circle of subjects;

Content: stimulation is a positive or negative impetus to action; motivation can only be positive;

Existence: stimulation is used until it is canceled, motivation - until it is not implemented;

Purpose: motivation - satisfaction of an internal need, stimulation - a way of influencing a person;

Belonging: motivation is characteristic of a specific person, an employee, and stimulation is characteristic of a group of people united by a common feature.

Motivation methods are methods of managerial influence on personnel to achieve the company's goals.

By method of influence:

- Compulsion. It is based on a feeling of fear of punishment (dismissal, transfer to a lower-paid job, imposition of a fine, etc.);

- Rewards. It is based on a system of economic (salary, bonuses, profit sharing) and non-economic (certification, gratitude, etc.) incentives.

- Solidarity. It involves the formation of employees' values and goals that are as close as possible to the organization's goals and values.

By subject:

- Self-motivation. Intrapersonal methods aimed at studying oneself.

- External motivation. Methods of influence of the subject of motivation on the object of motivation.

By direction of influence:

- Positive. Contribute to the emergence of positive emotions that form the desire to succeed in professional activities (gratitude, bonuses, promotions, etc.).

- Negative. Various types of punishment (fines, dismissal, transfer to a lower position).

By place of origin:

- Internal. Satisfaction with the work process, significance of work, satisfaction with communication with colleagues.

- External. Salary, career growth, symbols of official status and prestige.

In economic terms:

- Financial. Salary, bonuses, participation in the company's income, tuition fees, etc.

- Non-financial. Increasing the attractiveness of work, career growth, participation in management, decision-making, professional development, flexible work schedules, proper working conditions.

By functional purpose:

- Economical. Salary, bonuses for work results, participation in the company's income, tuition fees, various payments.

- Organizational. Enrichment due to work, improvement of organization and working conditions.

- Social. Career promotion, retraining, payment of transportation costs, free meals, financial guarantees for unemployment, provision of housing, social and medical insurance, etc.

- Moral and psychological. Increasing the attractiveness of work, involving employees in the management of the enterprise, forming a favorable social and psychological climate in the team.

Personnel policy is one of the most important tools of active influence on all processes taking place in the team. In particular, it affects the country's economy, because the activities of organizations largely depend on employees. That is, work with personnel refers to the key moments of the activity of any enterprise as an element of the state economy.

Objectives of personnel policy:

- timely supply of the enterprise with necessary staff qualifications in the required number;
- ensuring conditions for the implementation of rules and obligations
- employees provided for by labor legislation;
- rational use of personnel potential;
- formation and support of effective labor work collectives.

The constituent elements of personnel policy are:

1. Employment policy, that is, the placement of workers, the creation of such working conditions so that they have opportunities for career and personal development;

2. Education policy designed to upskill employees so that they have the opportunity to move up the career ladder;

3. Remuneration, it is carried out in accordance with the qualifications and skills of the workers, and of course it should be such that the employees feel comfortable and do not intend to go to the competition;

4. Well-being, that is, it is the creation of favorable conditions for workers on the basis of the provision of some benefits, benefits to families, etc.;

5. Politics in labor relations, it is necessary to prevent the creation of conflict situations within the team.

Types of personnel policy:

1. Passive personnel policy: the management of the enterprise does not have one a certain system of actions in relation to personnel, and work with personnel consists in eliminating negative consequences.

2. Reactive personnel policy: the management of the enterprise monitors the negative aspects of work with personnel, the causes and situation of the development of the crisis, and also applies measures to localize the crisis.

3. Preventive (proactive) personnel policy. It predicts certain forecasts (short-term and medium-term) that are necessary the enterprise in personnel, and has formulated tasks of personnel development.

4. Active personnel policy: the management of the enterprise has not only a forecast, but also means of influencing the situation; the personnel service is able to develop anti-crisis personnel programs, conduct constant monitoring of the situation and adjust the implementation of programs in accordance with external and internal environment parameters.

5. Adventurous personnel policy consists in the fact that the management does not know enough about the work of the personnel, but still intends to influence it.

Depending on the degree of openness in relation to the external environment, the following types of personnel policy are distinguished when forming personnel:

1. Open personnel policy: the company is ready to accept on the work of any specialist, if he has the appropriate qualifications, without taking into account work experience in this or a related enterprise.
2. Closed personnel policy: the company focuses on the inclusion of new personnel only of a lower job level, and the replacement takes place from among the company's employees.

Stages of personnel policy formation

The first stage is the stage of normalization. It consists of establishing certain norms for coordination between the goals of work with personnel and general goals of the organization. It is being analyzed at this stage the company's strategy, according to which the desired image is formed the employee, his skills and qualifications, as well as his training methods.

The second stage is the programming stage. At this stage, certain programs are created to work with personnel. When creating these programs, both current conditions and possible future changes will be taken into account.

The third stage is the stage of personnel monitoring. At this stage personnel evaluation is carried out. Specific measures are being developed development and use of knowledge and skills of personnel.

It should be remembered that personnel policy is necessary for effective selection, training, use of personnel potential, for the possibility of further prosperity of the enterprise. Successful staff is a necessary condition for the development of the enterprise.

6. Leadership styles in medical institutions

The concept of leadership style. In the modern psychological literature there are two main approaches to understanding the essence of leadership. In accordance with the first, the concept of "leadership" is mostly used as a synonym for the concept of "management". Proponents of the second approach consider leadership as one of the central elements of governance. Such a guide is the basis for understanding leadership as a process of establishing interpersonal relations with sublegal, personal influence on them in order to achieve managerial goals. Thus, the concept of "leadership" in this case is narrower in its size from the concept of "management".

The style of leadership is a whole, positively stable system of methods, methods, methods of influence of the head of the educational institution (or group of managers) on the team in order to perform managerial functions, which is characterized by certain individual and typological features.

This structure finds a peculiar expression in different styles of leadership. In psychology, the corresponding classification of K. Levin is known, where the following main styles of leadership are distinguished:

- democratic (collegial, sociable);
- authoritarian (autocratic, administrative, volitional, directive);
- liberal (free, anarchic, neutral, formal, non-interfering).

Each of the styles of leadership has its own "psychological portrait", in which any structural element of the style has its own specific "relief". This is especially clearly seen in the opposite styles of leadership - democratic and authoritarian.

The democratic style of leadership is characterized by the following features.

1. The level of importance for the manager of creative cooperation with the team. The manager's orientation to joint activity, active interaction with the team in all matters of the team's life, collegiality in making management decisions, attentive attitude to all proposals and wishes, taking into account their experience, knowledge, innovative approaches of employees, encouraging their independence and self-discipline, stimulates the activity and initiative of the team.

2. The direction of the manager on the establishment of interpersonal relations in the team, the formation of a team. When a manager attaches great importance to establishing psychological contact with each employee and the team as a whole, carefully, respectfully treats all employees, without creating around himself a group of the most "trusted" people who enjoy certain "benefits" in exchange for the support of the manager, then he can really unite the team, form a favorable psychological climate, orient the team to jointly overcome difficulties.

3. Type of communication between the manager and the substitutes. Democratic leadership style implies true partnership and equality of participants in the communicative process. Such a leader does

not focus on the problem of the authorities, does not adhere to the "social distance" in communication. It contributes to the formation of an extensive network of communications in the team (official and unofficial, role-playing and personal, unilateral and bilateral, contact and contactless, etc.), without "locking" them on itself, which makes it possible to provide employees with the necessary information in a timely manner, to foresee the possibility of the emergence of communicative barriers and to find adequate ways to overcome them.

4. The steps of taking into account in the process of management the individual and psychological characteristics of employees and the socio-psychological characteristics of the educational team. A democratically minded leader should always take into account the needs and interests of each employee, create maximum conditions for their satisfaction (for the realization of material and economic interests, the needs of professional self-realization and self-affirmation, professional growth and self-improvement). It is necessary to try to unite the interests of the case and the employee himself as much as possible. In the case when there is a "clash" of such interests, it is advisable to find a compromise solution (to appoint additional material and moral incentives to perform work that the employee is not directly interested in it, to convince, to explain to the employee the importance of this work, without resorting to strict disciplinary measures). It is important, when entrusting a particular job, to take into account not only the individual, psychological, personal characteristics of employees (general and special abilities, temperament, character), but also the psychological compatibility of workers in working groups.

5. The main methods of influencing employees. Democratic leadership style requires the use of mainly socio-psychological methods of influence, in particular personal example ("Look, I would do so-and-so..."), explanation ("This task is best done in this way"), a request ("Please do it"), persuasion ("You need to "do it because..."), seeking advice ("What do you think?", "Will you help solve this issue?") etc. It is important to develop a clear system of moral and material incentives for employees, as well as compliance with the ethics of official relations.

6. The degree of orientation of the leader to himself. This requirement of a democratic style is perhaps one of the most difficult, since it requires not only a friendly attitude to criticism, but also optimization of leadership. Such a leader self-critically evaluates his activities, its results, his own personal characteristics, quickly adapts to the conditions of social changes, constantly improves his professional creative potential.

The authoritarian leadership style has directly opposite characteristics.

1. The level of significance for the head of fruitful joint activities with the team.

The manager has no such orientation. All issues of the life of the team, he solves solely. The head does not stimulate the activity, initiative of employees, does not listen to their wishes and suggestions, does not take into account their knowledge and experience, preferring purely external control, ensuring "iron" discipline, demonstrating constant demands.

2. The measure of the manager's orientation to establish interpersonal relationships in the team, the formation of teams.

An authoritarian leader does not attach importance to establishing psychological contact with individual employees and the team as a whole. Inattentive to employees, to their professional and personal problems. Selectively forms interpersonal relationships, creating around itself a group of the most "trusted" persons who have certain "benefits" (detailed information, receive more "winning" tasks, etc.). Does not contribute to the formation of a team, social adaptation of workers. The interpersonal relationship between employees and between such a leader and the team is constantly tense, since the difficulties that arise in the work, each employee overcomes separately, without help from others. The psychological climate in the team is characterized as unfavorable (not healthy), which is especially noticeable in cases of hard and intensive work, when even psychological breakdowns can occur in such teams.

3. Type of communication with subordinates. Communication of the manager with employees is based not on the principles of equality, partnership, but on "superiority". The manager focuses on his power over employees, emphasizes social distancing. The team is dominated by official and one-sided communication channels ("from top to bottom"), which are closed to the manager. Bottom-up communication is almost absent. The modality of the leader's statements, as a rule, is peremptory, categorical, often sharp, even brutal, aggressive, with elements of sarcasm that causes the emergence of communicative barriers. Information is often "dosed" in a direction favorable to the manager or deliberately delayed, which leads to various kinds of speculation, rumors, situations of uncertainty, tension, etc.

4. The degree of consideration in the process of leadership of the individual psychological characteristics of employees and the socio-psychological characteristics of the educational team. In the process of joint activities and communication, the manager gives an absolute advantage to the realization of the goal of this activity, not paying attention to the needs and interests of individual employees ("Plan is above all"). When employees try to object, they use strict administrative methods ("You get paid, you have to earn it"). Practically does not care about creating conditions for professional self-realization and self-affirmation of employees, their professional improvement. It does not take into account the peculiarities of the temperament and character of employees, the possibility of their psychological compatibility in working groups, as well as the socio-psychological characteristics of the whole team.

5. The main methods of influencing employees. Such a leader uses, as a rule, command - prescriptive methods ("Do it!", "Go!", "Bring!"). Administrative methods of influence are not complemented by socio-psychological. There is no system of moral and material incentives, the ethics of official relations between the leader and subordinates are violated.

6. The degree of orientation of the leader to himself. He is aggressive to critical comments addressed to him, does not take them into account in the process of organizing activities. It may even impose disciplinary sanctions on those who critically evaluate his activities and personal characteristics, of which he himself (as a rule) has too high an opinion. Such a leader for the most part has a negative attitude towards innovations, is not focused on improving his professional and creative potential.

The liberal leadership style is characterized by the absence of a clearly expressed influence on the team.

1. The manager does not interfere in the work of employees, gives them the opportunity to perform their functional duties as they see fit, does not stimulate the activity, initiative of employees, but also does not require reporting or responsibility for the assigned business. It is rarely in a team, as it coordinates plans with management, searches for sponsors, etc. The actual management is often carried out by his deputies.

2. The manager is indifferent to the establishment of interpersonal relationships, the formation of a psychological climate in the team, the problems of social adaptation of workers.

3. The manager does not consider it necessary to communicate with subordinates and does not pay attention to such attempts of subordinates, believing that he himself will better understand all matters.

4. The manager does not create conditions for the realization of the interests of individual employees, is indifferent to innovations, etc. At the same time, he either tries not to notice the poor performance of employees ("it's better not to get involved") or prefers to solve the problem himself. It is clear that the individual psychological characteristics of workers in this case are also not taken into account.

5. The methods of influencing employees are dominated by passive non-interference, observation "from the side", since the manager rarely uses both requests, beliefs, explanations, and orders and orders.

6. A liberal leader is indifferent to criticism because they mean nothing to him. Due to the fact that under the liberal leadership style, the leader and the team seem to be "divorced" in time and space, such collectives for the most part do not achieve high results in their work, have a low social status.

Individual leadership style.

The leadership styles described are basic, but not the only ones. Given that the structure of the leadership style is quite complex and includes, as already noted, more than twenty parameters that relate to management activities and are combined into six main blocks, as well as the fact that each of the components of the style (or at least each of its main blocks) can have one of the above directions (democratic, authoritarian and liberal), in real managerial life one can observe a large number of leadership styles, which is created by a combination of the main and secondary parameters of the style, and also depends on the degree of their practical manifestation. Each of these styles is a unique, unique, peculiar, holistic system of methods, methods, techniques of leadership, which constitutes an individual leadership style and significantly distinguishes one leader from another.

The individual leadership style in its structure is an integrated, hierarchically constructed system, that in it one or more components are leading, dominant, and the rest are subdominant. Leading, dominant components of the style and defining the "handwriting", "face" of the style (its democracy, authoritarianism, liberality). Analyzing the individual leadership style as a relatively stable system, it should be taken into account that the style is characterized by a certain flexibility, which is manifested, in particular, in the fact that, depending on the specific management situations in which the manager falls, certain components of the style can come to the fore, helping the manager to adapt himself and his

activities to the specific conditions of the team's life. At the same time, it can be argued that the leading elements of the style still determine the main strategy of interaction between the manager and the team, "cement" the basis of the style.

The use of one or another individual leadership style, that is, the manager's orientation to the use of specific structural elements of the style adapted to certain conditions, depends on various kinds of social and managerial situations themselves, the occurrence of which is caused by the influence and interaction of certain objective and subjective factors.

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Електронне навчальне видання комбінованого використання
Можна використовувати в локальному та мережному режимі

Пономарьова Лілія Іванівна
Гаврилова Тетяна Вікторівна
Реброва Юлія Володимирівна

УПРАВЛІННЯ В СИСТЕМІ ОХОРОНИ ЗДОРОВ'Я

Методичні рекомендації
до практичних занять для здобувачів вищої медичної освіти 2-го року навчання
з дисципліни «Основи управління системою охорони здоров'я»

(Англ. мовою)

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