

ЛЬВІВСЬКИЙ НАЦІОНАЛЬНИЙ МЕДИЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ ДАНИЛА ГАЛИЦЬКОГО

Кафедра організації та економіки фармації

ЗАТВЕРДЖУЮ

Заступник проректора
з науково-педагогічної роботи
проф. С. А. Сосонинко




2023 р.


НАВЧАЛЬНА ПРОГРАМА ВИБІРКОВОЇ ДИСЦИПЛІНИ

Виробнича практика з фармацевтичного менеджменту і маркетингу
(назва навчальної дисципліни)

підготовки фахівців другого (магістерського) рівня вищої освіти
галузі знань 22 «Охорона здоров'я»
спеціальності 226 «Фармація, промислова фармація»
для студентів V курсу фармацевтичного факультету

ВБ 2.4

Обговорено та ухвалено
на методичному засіданні кафедри
організації і економіки фармації
Протокол № 11 від "23" червня 2023 р.
Завідувач кафедри ОЕФ
 проф. Громовик Б. П.

Затверджено
профільною методичною комісією
з хімічних та фармацевтичних дисциплін
Протокол № __ від "__" червня 2023 р.
Голова профільної методичної комісії
 проф. Білоус С. Б.

DANYLO HALYTSKY LVIV NATIONAL MEDICAL UNIVERSITY
DEPARTMENT OF ORGANIZATION AND ECONOMICS OF PHARMACY

Approved by:
First Vice-Rector
for Research and Teaching
assoc. prof. Solonyenko I.I. _____

“ _____ ” _____ 2023y.

CURRICULUM OF ELECTIVE DISCIPLINE

**"MANUFACTURING PRACTICE
ON THE PHARMACEUTICAL MANAGEMENT AND MARKETING"**
(name of an academic discipline)

**training of specialists of the second (master's) level of higher education
in the field of knowledge 22 "Health"
specialty 226 "Pharmacy, industrial pharmacy"
for 5th year students of the Faculty of Pharmacy**

Discussed and approved at the methodical
meeting of the department of organization and
economics of pharmacy
June 23, 2023
Protocol No 11
Head of the department
_____ Prof. Hromovyk B.P.

Approved by the profile methodical
commission on chemical and pharmaceutical
disciplines
June 27, 2023
Protocol No 3
Head of the methodical commission
_____ Prof. S. B. Bilous

Lviv 2023

DEVELOPERS OF THE PROGRAM – personnel of the Department of Organization and Economics of Pharmacy: O.R. Levytska (an Associated Professor, a Doctor of Pharmaceutical Sciences), B.P. Hromovyk, Head of the Department (a Professor, a Doctor of Pharmaceutical Sciences).

REVIEWER: Associated Professor of the Department of Drug Technology and Biopharmacy of Danylo Halytskyi Lviv National Medical University, PhD Vashchenko K.F.

INTRODUCTION

The program of study of the discipline "**MANUFACTURING PRACTICE ON THE PHARMACEUTICAL MANAGEMENT AND MARKETING**" according to the Educational and professional program "Pharmacy, industrial pharmacy" of the second (master's) level of knowledge 22 "Health" specialty 226 "Pharmacy, industrial pharmacy" of Danylo Halytsky Lviv National Medical University named after.

1. EXPLANATORY NOTE

The work program of industrial practice from management and marketing in pharmacy for students of V course of pharmaceutical faculty specialty 7.110201 "Pharmacy" (intramural study) was prepared in accordance with educational qualification characteristics (EQC), educational and professional program (EPP) and curriculum of specialists training in higher educational institutions of III-IV level accreditation in the specialty of "Pharmacy".

The program is structured in compliance with the "Regulations on the work program of discipline and guidelines for its development", approved by the Central methodical commission (protocol №2 from 04.23.2015) and "Regulations on practice at Danylo Halytsky Lviv National Medical University" adopted by decision of the Academic Council of Danylo Halytsky LNMU (Minutes № 8-AC of 09.16.2015).

According to the curriculum manufacturing practice on organization and economics of pharmacy is held in the tenth semester.

The structure of the Manufacturing Practice from management and marketing in pharmacy for V course students of pharmaceutical faculty, specialty 7.110201 "Pharmacy"

Name of practice	Amount of days	Credits / hours	Academic year / semester	Type of control
Manufacturing Practice on MMPH	10	4 credits / 120 hours	V course, X semester	<i>Differentiated test</i>

2. GOAL AND OBJECTIVES OF PRACTICE

The purpose of manufacturing practice on management and marketing in pharmacy: deepening the theoretical knowledge gained in the study of management and marketing in pharmacy, as well as mastering the applied aspects of management and pharmaceutical marketing that will be successful in their future professional activities.

Objectives of practice:

- Familiarization with the application in practice of mechanisms of influence on the management team of employees in market conditions,
- The study of communication processes;
- Study the strategy and tactics of management activities and decision-making;
- Mastering the techniques of the pharmaceutical market research and analysis of market opportunities of the pharmaceutical enterprise;
- Research of product, pricing, distribution and communication policies of pharmaceutical companies.

The management of practice from university is carried out by lecturer of the department of organization and economics of pharmacy, from pharmacy – by the general manager of the base and practice supervisor (experienced specialist pharmacist).

Student should know:

- key management principles, including the essence of modern management theories, subjects and levels of management;
- essence, the characteristics of organizations as management objects;
- principles, types, organizational forms and peculiarities of business activities in pharmacy,
- procedure of the functioning, organization management in pharmaceutical industry;
- functions and methods of pharmaceutical management;
- mechanism of decision-making management;
- forms of administrative communications;
- the essence of leadership as unifying management function;
- management of workforce and staff of the organization, human resource management issues, basics of labor law;
- general provisions of pharmaceutical marketing and functional provision of marketing activities of pharmaceutical companies;
- principles of pharmaceutical market research and behavior of consumers of medicines;
- regularities of pharmaceutical market and marketing opportunities of pharmaceutical companies;
- basic components of complex pharmaceutical marketing, in particular, peculiarities of product, pricing, sales policies of pharmaceutical companies and marketing communications systems;

Student should be able:

- Develop focused list of competencies and skills, which managers of pharmaceutical companies must possess, depending on the levels of management.
- According to the levels to describe pharmaceutical management service in the country, identifying leaders of each level.
- characterize interconnection of internal variables of pharmacy. Identify organizational changes under the influence of internal and external environment variables.
- Describe interconnection of pharmacy and its environment (suppliers, customers, competitors, etc.)
- Identify external factors that affect the achievement of the objectives of pharmacies.
- To analyze the stages of organization of the pharmaceutical company. Know actions of firm with documentary registration of its foundation.
- Analyze and make out documents necessary for obtaining license for pharmaceutical activity. Know the requirements for the procedure of opening of pharmaceutical companies.
- Describe the sequence of stages of Strategic Planning: define your mission, set goal evaluate and analyze the environment, analysis of the strengths and weaknesses of the company, to analyze strategic alternatives.
- To design the organizational structure of the pharmaceutical company.
- To conduct a comparative analysis of theories of motivation. Identify fundamental differences.
- Develop process control scheme and use all types of organizational control: previous, current, final.
- To be able to analyze the main approaches to decision-making.
- Describe the process of preparation and adoption of sustainable management solutions.
- Describe the communication process with feedback.
- Identify types of organizational communications. Describe the possible barriers to information exchange.
- Identify managerial role of leader in the performance of certain actions.

- Serve classification management, justify the use of a certain style of leadership (autocratic, democratic, liberal) depending on the situation.
- Classify documents by types.
- Identify the functional responsibilities of employees of pharmaceutical companies and conclude instructions.
- Prepare and process commercial documentation (protocol of mutual obligations, the contract for the supply, about information service, letter of guarantee, etc.).
- Prepare the scheme of spiral (horizontal) and screw (vertical) rotation of pharmacy personnel.
- Develop measures to improve the business skills of specialists.
- Process personal dossiers and workbooks of pharmaceutical workers.
- Use the theoretical knowledge of the basic provisions of the Labor Code of Ukraine in solving of specific situations.
- Conclude labour agreement and contract.
- Identify the structure of the pharmaceutical market and characterize different types of markets.
- To conduct market segmentation, using its basic principles.
- Identify capacity and market share.
- Identify the need for specific medicines of some pharmacological groups.
- Provide curves of supply and demand; determine the equilibrium price for the drug.
- Analyze summary indicators of supply and demand factors in the pharmaceutical market.
- Identify the competitiveness of medicines on the market.
- Prepare the scheme of positioning of medicines.
- Perform of positioning of medicines on consumer benefits.
- build graphics of product life cycle (PLC) by the actual data of sales of medicines for years, characterize the PCL stages and determine the marketing strategy of the company.
- Identify type of PCL by the graphic and ratio of marketing elements at every stage.
- Identify a market niche of the company based on the results of investigation of the pharmaceutical market.
- To determine the price of a medicinal product using different pricing methods, critical drug sales.
- Determine coefficients of price elasticity of demand and explain their nature.
- Identify types of marketing intermediaries and levels of distribution channels
- Describe variants of structures channels of distribution (marketing techniques) of drugs.
- Describe the distribution strategies of medicines.
- Describe the system of marketing communications of the pharmaceutical enterprise.
- Prepare information leaflets on medicinal products for physicians, pharmacists and the public.
- Plan marketing communications and conduct a presentation of medicines.

3. CONTENTS OF PRACTICE

1. Introduction to pharmacies as an organization.

Pharmacy as an object of management. Name of the legal address of the pharmacy and the pharmaceutical company's founding. Location of pharmacies and working hours (including changes in duration). The legal form and activities of pharmacies. Characteristics of the internal environment of pharmacy. Environmental factors pharmacy direct impact.

2. Analysis of functions and techniques of management and leadership style in the management of pharmacies

General management functions and their practical use in the management of pharmacies. Mission and goals of pharmacies (short, medium and long term). Assessment and analysis of environmental factors of direct influence. Assessment and analysis of factors internal environment. Formation options strategies for the stages of the life cycle of pharmacies, in areas of its possible development, the characteristics of the economic and financial activities in terms of implementation. Evaluation of

leadership style pharmacy. The application of economic, administrative, social, psychological and legal methods in the management of pharmacies.

3. Analysis of communication processes of pharmacies.

Characteristics of communication between departments, with the environment (suppliers, customers, financial institutions, public authorities). Using the information in the management of pharmacies. Company management in pharmacies.

4. Work with staff.

The procedure for hiring and dismissal, maintaining personnel files, execution of work books, orders, specifications. Analysis of rotation and turnover, their causes. Characteristics skills, improvement of professional skill.

5. The study of the subjects of the pharmaceutical market

Characteristics of the Pharmaceutical Market and its functions. Subjects and objects of pharmaceutical market. Research of suppliers and competitors of pharmacies as subjects of the market.

6. Research of Product Policy of pharmacies.

Analysis of the range of of pharmacies (width, depth, saturation, harmony, structure, innovation). Product line, which is specialized pharmacy. Positioning medicines on consumer preferences. Research of Competitiveness drugs.

7. Pricing Policy of pharmacies.

Factors of pricing of medicines. Analysis of pricing in pharmacies. Research of price conjuncture pharmaceutical market. Determining the availability of medicines.

8. The study of marketing policy of pharmacies.

Variants of structures of distribution channels (marketing techniques) medicines. Length x Breadth of traditional channels of distribution of medicines. Resellers collaborating with pharmaceutical facility.

9. Communication policy of pharmacies. Characteristics of external pharmacy benefits.

The system of marketing communications of pharmacies. Factors that determine the structure of the system of marketing communications. Advertising of medicinal products. "Public relations" pharmacies, personal selling and sales promotion of medicines. Merchandising pharmacies. Research of external pharmacy benefits (location, pricing, completeness assortment of drugs, using the principles of ethical pharmaceuticals, speed and quality of service).

Table 1

Plan of production practice on the management and marketing in pharmacy

No	Topic	Amount of days
1.	Introduction to pharmacies as an organization.	1
2.	Analysis of functions and techniques of management and leadership style in the management of pharmacies	1
3.	Analysis of communication processes of pharmacies	1
4.	Work with staff	1
5.	The study of the subjects of the pharmaceutical market	1
6.	Research of Product Policy of pharmacies	1
7.	Pricing Policy of pharmacies	1
8.	The study of marketing policy of pharmacies	1
9.	Communication policy of pharmacies. Characteristics of external pharmacy benefits	1
10.	Making the results of practice. Differentiated test	1
TOTAL		10

**A list of practical skills which a student should be able during practice
and their evaluation in points**

№	Name of ability, practical skills	Assessment in points
1.	To substantiate the organizational structure of the pharmaceutical institution, to define its goals and objectives.	«5» - 5 points «4» - 4 points «3» - 3 points «2» - 0 points
2.	Describe the relationship of internal variables pharmacy.	-« « -
3.	Describe the relationship of pharmacy and its environment	-« « -
4.	To prove the optimal form of management for pharmacy and prepare founding documents.	-« « -
5.	Analyze stages of organization and know the procedure for documenting pharmaceutical company foundation	-« « -
6.	Describe the overall pharmaceutical enterprise management features	-« « -
7.	Describe the process of preparing rational management decisions	-« « -
8.	Identify the types of organizational communications. Describe the possible barriers to information exchange	-« « -
9.	Make adequate staffing based on their training, business and professional skills, define functional and duties.	-« « -
10.	To justify the order of conclusion and termination of the employment contract.	-« « -
11.	To substantiate the procedure for admission and dismissal of workers and of labor books.	-« « -
12.	Conduct market segmentation, to determine the capacity and market share. To determine the need for individual medicines of different pharmacological groups.	-« « -
13.	Identify assortment policy of pharmaceutical companies and characterize the range of medicines.	-« « -
14.	Conduct positioning of medicines in the pharmaceutical market.	-« « -
15.	To determine the competitiveness of medicines on the market.	-« « -
16.	Build graph of life cycle of drugs (drug life cycle) characterize its stages and determine the strategy of marketing of the enterprise at different stages of life cycle of drugs.	-« « -
17.	To analyze the pricing policy of pharmaceutical market.	-« « -
18.	To determine the price of the medicinal product in different pricing methods, its critical sales.	-« « -
19.	Identify the types of marketing intermediaries and levels of channels.	-« « -
20.	Describe options for structures of channels of distribution (marketing techniques) medicines.	-« « -
21.	Describe the strategy of distribution of medicines.	-« « -
22.	Describe the system of marketing communications of the pharmaceutical company.	-« « -
23.	Implement measures to stimulate sales of drugs and medical devices.	-« « -
24.	Identify a niche market enterprises based on the results of investigation of the pharmaceutical market.	-« « -

4. CONTROL METHODS.

Score from practice is the sum of scores for performance of student practical skills that are tested supervisor of base of practice (maximum 120 points - minimum 72 points) and points for the final control, offered during a differentiated scoring (maximum of 80 - at least 50 points).

Current control is monitored daily, according to the specific goals of each topic, by supervisor of base of practice, who approves the performance of practical skills in the student diary of practice. In the process of monitoring practical skills the students are recommended to use diagnostic tools of training: practical tasks, simulations, research, explanation and evaluation of their results.

Criteria of evaluation of mastering practical skills and abilities

Mark	Performance
«5»	All tasks in the program are fulfilled completely, made all the necessary calculations, carried out registration in the relevant logbooks, done documenting of business transactions conducted at the pharmacy.
«4»	Tasks are made fully, committed minor errors in calculations or the design of results
«3»	Tasks are fulfilled not completely, errors in the calculations and presentation of results, applied the wrong algorithm for solving
«2»	Task is not performed

5. LIST OF QUESTIONS SUBMITTED TO FINAL CONTROL

1. Features of the development management theories in the pharmaceutical industry.
2. The essence of management concepts.
3. Basic principles and stages of development of management.
4. The causes of rise of management levels and their essence.
5. The essence of the concept of "organization" and their classification.
6. The life cycle of the organization and their characteristics.
7. Factors of internal environment of the pharmaceutical company.
8. General characteristics of environmental factors.
9. The essence and stages of the organization management.
10. Essence and classification peculiarities of management functions.
11. Essence and types of planning.
12. The essence of organizing function.
13. The essence and theoretical and applied principles of motivation.
- The essence and principles of classification control.
14. The essence of the regulatory process.
15. The essence and principles of classification methods of pharmaceutical management.
16. Characteristics of economic methods of pharmaceutical management.
17. Characteristics of technological, social, psychological and administrative methods of pharmaceutical management.
18. Interconnection of functions and methods of pharmaceutical management.
19. The essence and principles of classification management decisions.
20. Factors affecting the process of making management decisions.
21. Features of the successful management decision making.
- Optimization of management decisions.
22. General characteristics of forms of collective management information exchange.
23. The essence and principles of classification of Communications.
24. The characteristic features of the communication process.
25. The most common barriers in the communication process.
26. The characteristic features of information support of the communication process.
27. The essence of the document, documentation and classification principles of administrative documents.

28. Circulation of incoming and outgoing documents for pharmaceutical companies.
29. The principles of systematization of documents
30. The essence of leadership and its main function.
31. Legislation which makes regulation of labor relations.
32. Working time and forms of recreation.
33. Motivating of labor, guarantees and compensation in the workplace.
34. Legal regulation of labor, labor discipline and labor disputes.
35. The essence of fluidity and rotation of personnel.
36. The essence of pharmaceutical marketing.
37. The essence of complex pharmaceutical marketing.
38. The condition of the pharmaceutical market, its types.
39. Approaches to determine the need for medicines.
40. Market segmentation: principles, criteria and types of segmentation of the pharmaceutical market.
41. The essence of positioning of medicines.
42. The main methods of "portfolio " analysis of the activities of pharmaceutical enterprise.
43. The concept of pharmaceutical product range of the company and its characteristics.
44. The stages of the life cycle of drug.
45. The essence of the indicators "competitiveness" and "quality" of drug.
46. Features of the methodology for assessing the level of quality and price competitiveness.
47. Steps of process of setting initial prices for medicines and key factors that affect the pricing of pharmaceutical firms.
48. Interconnection between price and demand for the drug.
49. Indicators of price conjuncture of the pharmaceutical market.
50. The essence of the concept of "sales", "sales activity", "sales policy".
51. Alternative structures of medicines distribution channels.
52. The possible length and width of the distribution channels of medicines.
53. Strategies for distribution of medicines..
54. The essence of the concept and types of pharmaceutical logistics.
55. The goals of communication policy of pharmaceutical companies.
56. Characteristic features of components of marketing communications.
57. Advertising, public relations, personal selling and sales promotion as major elements of marketing communications.
58. The essence and basic principles of merchandising.

6. METHODOLOGICAL PROVISION

1. Hromovyk B.P., Levytska O.R. Guidelines for manufacturing practices on management and marketing in pharmacy for the 5th year students of pharmaceutical faculty. - Lviv, 2014. - 26 p.

8. REQUIREMENTS FOR PRACTICE REPORT

To obtain the test from the practice the student must submit a report on the practical training in the form:

- 1) diary, stamped and signed by the general Head from the base of practices (head of pharmacy), which includes a table evaluating practical skills of the student, completed and signed by the supervisor of base practices (Table 2);
- 2) characteristic of supervisor practices certified by general director of base practices.

9. CONCLUSIONS OF PRACTICE

Results of manufacturing practice in management and marketing in pharmacy are heard and discussed at meetings of the department methodological, practice reports are considered at meetings of profile methodological commissions pharmaceutical disciplines, academic councils of the Faculty of Pharmacy and the University.

THE EXAMPLE OF DIARY FROM MANUFACTURING PRACTICE

Making of title page

**DIARY
MANUFACTURING PRACTICE
ON THE MANAGEMENT AND MARKETING IN PHARMACY
STUDENT _____ GROUP ____ COURSE OF FACULTY OF PHARMACY**

(name of pharmacy)

Surname, name _____

Time of practice:

from « _____ » _____ 201__ to « _____ » _____ 201__

Practice supervisor from the University _____

Practice supervisor from the pharmacy _____

Date	Records of performance The content of the work performed	Comments and signature of the head
	Introduction to pharmacies, as an organization	
	Name of the pharmacy and the legal address of the pharmaceutical company Founder:	
	Location of pharmacy (center, suburbs, industrial, sleeping area, availability of cultural, commercial facilities, etc.):	
	Opening hours (including duration of shifts):	
	Name of the pharmacy and the legal address of the pharmaceutical company Founder:	
	The legal form of pharmacy and types of activities:	

**A list of practical skills which a student should be able during practice
and their evaluation in points**

№	Name	Mark	Signature of supervisor
1.	To substantiate the organizational structure of the pharmaceutical institution, to define its goals and objectives.		
2.	Describe the relationship of internal variables pharmacy.		
3.	Describe the relationship of pharmacy and its environment		
4.	To prove the optimal form of management for pharmacy and prepare founding documents.		
5.	Analyze stages of organization and know the procedure for documenting pharmaceutical company foundation		
6.	Describe the overall pharmaceutical enterprise management features		
7.	Describe the process of preparing rational management decisions		
8.	Identify the types of organizational communications. Describe the possible barriers to information exchange		
9.	Make adequate staffing based on their training, business and professional skills, define functional and duties.		
10.	To justify the order of conclusion and termination of the employment contract.		

11.	To substantiate the procedure for admission and dismissal of workers and of labor books.		
12.	Conduct market segmentation, to determine the capacity and market share. To determine the need for individual medicines of different pharmacological groups.		
13.	Identify assortment policy of pharmaceutical companies and characterize the range of medicines.		
14.	Conduct positioning of medicines in the pharmaceutical market.		
15.	To determine the competitiveness of medicines on the market.		
16.	Build graph of life cycle of drugs (drug life cycle) characterize its stages and determine the strategy of marketing of the enterprise at different stages of life cycle of drugs.		
17.	To analyze the pricing policy of pharmaceutical market.		
18.	To determine the price of the medicinal product in different pricing methods, its critical sales.		
19.	Identify the types of marketing intermediaries and levels of channels.		
20.	Describe options for structures of channels of distribution (marketing techniques) medicines.		
21.	Describe the strategy of distribution of medicines.		
22.	Describe the system of marketing communications of the pharmaceutical company.		
23.	Implement measures to stimulate sales of drugs and medical devices.		
24.	Identify a niche market enterprises based on the results of investigation of the pharmaceutical market.		
	Total points for mastering of practical skills		
	Final control of practical skills		Signature of university supervisor of practice

Score by differentiated credit	Points	Mark	Signature of university supervisor of practice

Recommended literature:

Basic:

1. Громовик Б. П., Гасюк Г. Д., Левицька О. Р. Менеджмент і маркетинг у фармації: підручник ; за ред. д-ра фарм. наук, проф. Б. П. Громовика. К.: Медицина, 2008. 752 с.
2. Громовик Б. П., Гасюк Г. Д., Левицька О. Р. Фармацевтичний маркетинг: Теоретичні та прикладні засади. Вінниця: Нова книга, 2004. 464 с.
3. Менеджмент у фармації / О. Є. Кузьмін, Б. П. Громовик, Г. Д. Гасюк, О. Р. Левицька, О. Г. Мельник. Вінниця: Нова книга, 2005. 448 с.

4. Громовик Б., Гасюк Г., Мороз Л., Чухрай Н. Фармацевтичний маркетинг : навчальний посібник. Львів: Наутілус, 2000. 320 с.

5. Мнушко З. М., Мусієнко Н. М., Ольховська А. Б. Практикум з менеджменту та маркетингу у фармації. Ч. I. Менеджмент у фармації: Навч. посіб. для студ. вищ. навч. закл. Х.: Вид-во НФаУ; Золоті сторінки, 2002. 144 с.

6. Мнушко З.Н., Мусієнко Н. М., Пестун І. В., Рогуля О. Ю. Практикум по менеджменту и маркетингу в фармации. Ч. II. Маркетинг в фармации: учеб. пособие для студентов вузов. Харьков: Изд-во НФаУ: Золотые страницы, 2004. 140 с.

Additional:

2. Белявцева М. І., Воробйова В. Н. Маркетинговий менеджмент: навч. посібн. К.: ЦУЛ, 2016. 407 с.

3. В'юн В. Г., Кішак І. Т., Шевчук С. П., Лагодієнко В. В. Організація і методика маркетингових досліджень (навчально-методичний посібник для самостійного вивчення). Миколаїв: Іліон. 2015. 312 с.

4. Громовик Б. П. Фармацевтична логістика : фокус на допомозі пацієнту : монографія / Б. П. Громовик, Л. М. Унгурян. Львів: РАСТР-7, 2013. 212 с.

5. Жарська І. О. Практикум з маркетингу: теоретичні основи, тести, завдання, кейсові справи. [текст] : навч. посіб. Одеса: Атлант ВОІ СОІУ, 2016. 284 с.

6. Ільчук В. П., Штирхун Х. І. Практикум з маркетингу. Методичні вказівки до практичних занять з дисципліни «Маркетинг» для студентів економічних спеціальностей всіх форм навчання. Чернігів: ЧНТУ, 2018. 81 с.10.Кібік О.М., Белоус К.В., Котлубай В.А. Менеджмент і маркетинг: навч.-метод. посібник. Одеса, 2017. 114 с.

7. Князева Т. В., Колбушкін Ю. П., Петровська С. В. та ін. Міжнародний маркетинг: навч. посібник. К. : НАУ, 2019. 164 с.

8. Котлер Ф. Маркетинг: від А до Я. Альпіна Паблішер Україна. 2021. 252 с.

9. Котлер Ф., Армстронг Г. Основи маркетингу. Диалектика. 2020. 880 с.17.

10. Крикавський Є. В. Дейнега І. О. Маркетинговий менеджмент: навч. посібник. Л.: Вид-во Львівської політехніки, 2015. 254 с.

11. Крикавський Є. В., Данько Т. І., Ярошевич Н. Б. Маркетинг та менеджмент: навчальний посібник. Львів: Видавництво Львівської політехніки. 2016. 96 с.

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