VALUATION FUND

in the discipline (module) "Healthcare Management and Marketing"

Area of study 32.04.01 Public Health

Master's program "Leadership and governance in public health" (program in English for foreign citizens)

Vladivostok 2023

Universal competencies of graduates and indicators of their achievement:

Task type	Code and name of professional competence (result of mastering)	Code and name of the competency indicator
	UK-3 Able to organize and lead the work of the team, developing a team strategy to achieve the set goal	UK-3.1 Knows the main provisions and norms of the leading branches of law for the protection of the professional activities of medical workers
		UK-3.2 Is able to solve practical problems of forming a culture of professional communication between a doctor and patients, colleagues and the management of a medical organization
		UK-3.3 Possesses the skills of preparing proposals on certain issues of improving moral norms in the activities of medical organizations
	UK-4 Able to apply modern communication technologies, including in a foreign language(s), for academic and professional interaction	UK-4.4 Participates personally in the organization of free scientific and professional communication in a foreign language environment
		UK-4.5 Uses knowledge of a foreign language for scientific and professional communication for academic and professional interaction
		UK-4.6 Proficient in the methods of organizing public events to familiarize with information on health problems from foreign literature with colleagues in a foreign language environment

Code and name of the competency indicator	Name of the assessment indicator (the result of learning in the discipline)
UK-3.1 Knows the main provisions and norms of the leading branches of law for the protection of the professional activities of medical workers	Knows the main provisions and norms of the leading branches of law for the protection of the professional activities of medical workers
UK-3.2 Is able to solve practical problems of forming a culture of professional communication between a doctor and patients, colleagues and the management of a medical organization	He knows the concepts of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of health care. Able to work in a team, able to act within the framework of agreed goals and objectives; able to take personal responsibility and leadership in planning and implementing professional activities

	- adequately apply the necessary norms of law in their professional activities and in the work of health care institutions, - solve practical problems to form a culture of professional communication between a doctor and patients, colleagues and management He has the skill of the concept of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of health care
UK-3.3 Possesses the skills of preparing proposals on certain issues of improving moral norms in the activities of medical organizations	Knows the moral norms in the activities of medical organizations Is able to make proposals on certain issues of improving moral norms in the activities of medical organizations Possesses the skills of preparing proposals on certain issues of improving moral norms in the activities of medical organizations
UK-4.4 Participates personally in the organization of free scientific and professional communication in a foreign language environment	Speaks a foreign language Able to communicate in a foreign language environment Proficient in communication in the scientific and professional field in a foreign language
UK-4.5 Uses knowledge of a foreign language for scientific and professional communication for academic and professional interaction	Knows the principles of scientific and professional communication in a foreign language environment, one of the foreign languages Able to use a foreign language in professional activities, evaluate foreign language publications Possesses information on health problems in foreign literature, skills of free scientific and professional communication in a foreign language environment
UK-4.6 Proficient in the methods of organizing public events to familiarize with information on health problems from foreign literature with colleagues in a foreign language environment	Knows the main health care issues Able to organize public events on health issues with colleagues in a foreign language environment Proficient in the methods of organizing public events to get acquainted with information on health problems from foreign literature with colleagues in a foreign language environment

General professional competencies of graduates and indicators of their achievement:

Task type	Code and name of professional competence (result of mastering)	Code and name of the competency indicator
	OPK-3 Ability to implement managerial principles in professional activities	OPK-3.1 Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities

Task type	Code and name of professional competence (result of mastering)	Code and name of the competency indicator
		OPK-3.2 Is able to substantiate the criteria for assessing the implementation of management principles in professional activities
		OPK-3.3 Proficient in methods of collecting, processing, analyzing information and their presentation to assess the quality of medical care in the implementation of managerial principles in professional activities
	OPK-5 Ability to organize public events to solve the problems of professional activity, including with international partners	OPK-5.1 Knows the principles of organizing public events with the ability to solve problems on IT technologies with international partners
		OPK-5.2 Able to take personal part in public events with the ability to solve problems on IT technologies with international partners
		OPK-5.3 Proficient in the methods of organizing public events to solve the problems of professional activity, including with international partners

Code and name of the competency indicator	Name of the assessment indicator (the result of learning in the discipline)
OPK-3.1 Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities	Knows the basic concepts of research processes in medicine on the implementation of management principles in professional activities Knows how to manage a medical organization Possesses management skills in his/her professional activities
OPK-3.2 Is able to substantiate the criteria for assessing the implementation of management principles in professional activities	Knows the principles of preparation and application of scientific, scientific-production, project, organizational, managerial and regulatory documentation Able to prepare scientific, research and production, project, organizational, managerial and regulatory documentation on accounting and auditing Proficient in the preparation of scientific, scientific and production, project, organizational, managerial and regulatory documentation on accounting and auditing
OPK-3.3 Proficient in methods of collecting, processing, analyzing information and their presentation to assess the quality of medical care in the implementation of managerial principles in professional activities	Knows methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care Is able to collect, process, analyze and present the information received in the field of his/her professional activity

		Proficient in methods of collecting, processing, analyzing information and their presentation to assess the quality of medical care in the implementation of managerial principles in professional activities
OPK-5.1 Knows the principles of organizing public events with the ability to solve problems on IT technologies with international partners	Knows the principles of organizing public events with the ability to solve problems on IT technologies with international partners Knows how to organize public events with the ability to solve problems on IT technologies with international partners Possesses the skill of organizing public events with the ability to solve problems on IT technologies with international partners	
OPK-5.2 Able to take personal part in public events with the ability to solve problems on IT technologies with international partners	Able to take personal part in public events with the ability to solve problems on IT technologies with international partners Possesses the skill of speaking at public events with international partners	
OPK-5.3 Proficient in the methods of organizing public events to solve the problems of professional activity, including with international partners	Knows the methods of organizing public events to solve the problems of professional activity Knows how to organize a public event She is proficient in the methods of organizing public events to solve the problems of professional activities, including with international partners	

MONITORING THE ACHIEVEMENT OF THE COURSE OBJECTIVES

Item No.	Supervised modules/sections/topics of the discipline	Codes and Stages of Competency Formation		Valuation Tools - Name	
				Current control	Intermediate Attestation
1	Section 1 Marketing in Healthcare	UK-3.1; UK-3.2; UK-3.3; UK-4.4; UK-4.5; UK-4.6; OPK-3.1; OPK-3.2; OPK-3.3; OPK-5.1; OPK-5.2; OPK-5.3	Knows	Interview UO-1, abstract PR-4	Credit Questions 1-28
			Can	PR-1 tests, Essay PR-3	
			Owns	Presentation Work in small groups, MA-3 reports	
2.	Section 2. Healthcare Management	UK-3.1; UK-3.2; UK-3.3; UK-4.4; UK-4.5; UK-4.6; OPK-3.1; OPK-3.2;	Knows	Interview UO-1, abstract PR-4	Credit Questions 1-86
			Can	PR-1 tests, Essay PR-3	
			Owns	Presentation Work in small groups, MA-3 reports	

		OPK-3.3; OPK-5.1; OPK-5.2; OPK-5.3			

Scale for assessing the level of competence formation

Code and Competency Statement	Stages of competence formation		criteria	Indicators	Points
UK-3 Ability to organize and lead the work of a team, developing a team strategy to achieve a set goal	Knows (Threshold)	the concepts of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of health care	Knowledge of the main points of the leader's work, teamwork, issues of modern law in medical practice	ability to use the main provisions and norms of the leading branches of law to protect professional activities	61-70
	Can (Advanced)	work in a team, able to act within the framework of agreed goals and objectives; is able to take personal responsibility and leadership in the planning and implementation of professional activities	adequately apply the necessary legal norms in their professional activities and in the work of health care institutions	solve practical problems of forming a culture of professional communication between a doctor and patients, colleagues and management	71-84
	Proficient (High)	teamwork skills; the ability to act within the framework of agreed goals and objectives; the ability to take personal responsibility and leadership in the planning and implementation of professional activities, tolerating social, ethnic,	skills of analytical analysis of the impact of a doctor's professional ethics on the quality and accessibility of medical care to patients	prepares proposals on certain issues of improving moral norms in the activities of medical organizations.	85-100

		religious and cultural differences			
UK-4 Ability to apply modern communication technologies, including in a foreign language(s), for academic and professional interaction	Knows	Principles of Scientific and Professional Communication in a Foreign Language Environment, one of the foreign languages	uses the principles of free scientific and professional communication to solve the problems of professional activity	participates personally in the organization of free scientific and professional communication in a foreign language environment	61-70
	Can	use a foreign language in professional activities, evaluate foreign language publications	uses knowledge of a foreign language for scientific and professional communication	personal participation in free scientific and professional communication and in a foreign language environment	71-84
	Owns	information on health problems in foreign literature, skills of free scientific and professional communication in a foreign language environment	is able and willing to use communication methods when getting acquainted with information in foreign literature	organizes public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment	85-100
OPK-3 ability to implement managerial principles in professional activities	Knows (Threshold)	modern methods of collecting and processing information for the implementation of managerial principles in professional activities	Basic Concepts of Research Processes in Medicine on the Implementation of Managerial Principles in Professional Activity	The main stages of the study to assess the quality of medical care, taking into account implementation of managerial principles in professional activities	61-70
	Can (Advanced)	carry out the implementation of statistical analysis in the implementation of managerial principles in professional activities	analyze and compare the stages of the process of assessment and implementation of management principles in professional activities	substantiate the criteria for assessing the implementation of management principles in professional activities	71-84
	Proficient (High)	skills of planning, studying, analyzing, assessing trends,	methods of collecting, processing,	the ability to formulate the main stages and explain	85-100

		forecasting measures to ensure the protection of public health while implementing management principles in professional activities	analyzing information and their presentation to assess the quality of medical care while implementing management principles in professional activities	the tasks for achieving the goal of assessing the quality of medical care while implementing management principles in professional activities	
OPK-5 Ability to organize public events to solve the problems of professional activity, including with international partners	Knows (Threshold)	principles of organizing public events to solve the problems of professional activity, including with international partners	uses the principles of organizing public events to solve the problems of professional activity	personally involved in the organization of public events to solve the problems of professional activities, including international partners	61-70
	Can (Advanced)	take part in public events to solve the problems of professional activity, including with international partners	use participation in public events to solve the problems of professional activity	personal participation in public events with the opportunity to solve problems on IT technologies with international partners	71-84
	Proficient (High)	skills of ability and readiness to organize public events to solve the problems of professional activity, including with international partners	able and ready to organize public events, including with international partners	organizes public events to solve the problems of professional activity, including with international partners	85-100

Scale for assessing the level of achievement of learning outcomes for current and intermediate certification *in the discipline*

Points (rating score)	Levels of achievement Training		Requirements for the formed competencies
	Current & Intermediate certification	*Intermediate Attestation*	
100 – 86	Increased	"Passed" / "Excellent"	Freely and confidently finds reliable sources of information, operates with the information provided, has excellent skills in analyzing and synthesizing information, knows all the basic methods of solving problems provided for in the curriculum, knows typical mistakes and possible difficulties in solving a particular problem and is able to choose and effectively apply an adequate method for solving a particular problem. trouble
85 – 76	Base	"Passed" / "Good"	In most cases, he is able to identify reliable sources of information, process, analyze and synthesize the proposed information, choose a method for solving a problem and solve it. Makes single serious mistakes in problem solving, experiences difficulties in rare or difficult cases of problem solving, does not know typical mistakes and possible difficulties in solving this or that trouble
75 – 61	Threshold	"Passed" / "Satisfied"	Makes mistakes in determining the reliability of sources of information, is able to correctly decide only Typical most often Occur trouble in (process information, choose a method to solve a problem, and solve it)
60 – 0	Level Not Reached	"Failed" / "Unsatisfactorily"	Does not know a significant part of the program material, makes significant mistakes, performs practical work unconfidently, with great difficulty.

Methodological Recommendations Defining the Procedures for Assessing the Results of Mastering the Discipline

Current assessment of students. It is carried out in accordance with the local regulations of FEFU and is mandatory. It is carried out in the form of control measures: defense of a test work, interviews to assess the actual results of students' learning and is carried out by the leading teacher.

The objects of assessment are:

- academic discipline (activity in classes, timeliness of various types of tasks, attendance of all types of classes in the discipline being certified);

- the degree of assimilation of theoretical knowledge (survey);

- the level of mastery of practical skills and abilities in all types of educational work (colloquium);

- results of independent work.

Intermediate attestation of students.It is carried out in accordance with the local regulations of FEFU and is mandatory. It provides for the consideration of the results of all stages of the course. Upon successful completion of the two stages of the current certification, the student is given an intermediate certification (test, exam).

Test and examination materials. When assessing students' knowledge, the intermediate control takes into account the amount of knowledge, the quality of their assimilation, understanding of the logic of the academic discipline, and the place of each topic in the course. The ability to freely, competently, logically coherently present what has been studied, the ability to defend one's own point of view with arguments are evaluated.

.   **Assessment Tools for Intermediate Attestation**

The assessment includes the student's answer to the test questions.

Questions for the test in the section Management in Healthcare

1. Management as a science. Regularities of management of socio-economic systems.

2. A modern system of views on the management of a medical organization.

3. Models of Organizations as Management Objects: Closed and Open Systems.

4. New Organizational Forms in the Structure of the Russian Economy.

5. Nature, Subject and Methods of Management.

6. Modern Management Concepts.

7. Situational management in modern management.

8. The internal environment of the organization. Specialization and scope of control in the organization. Internal constraints on the functioning of the organization.

9. The external environment of the organization.

10. The main characteristics of indirect and direct impacts of the organization's external environment.

11. Gaining public trust by a medical organization.

12. Organizational Culture in Medicine.

13. Types of Organizational Cultures and Their Features.

14. Goals, types of organizational authority and their delegation in management.

15. Effectiveness of delegation of authority and responsibility in a medical organization.

16. Integration processes in a modern medical organization. The main directions of integration in the company and the difficulties of ensuring it.

17. Typology of management decisions and requirements for them.

18. Composition and sequence of stages of the management decision-making process.

19. Modeling of socio-economic processes as a condition for decision-making.

20. Methods of group problem solving.

21. Systematization of management functions.

22. Characteristics of the management functions of a medical organization (on a specific example).

23. Target management and its stages.

24. Tasks, principles and stages of planning.

25. Strategic planning scenario and its stages.

26. Strategic planning of the activities of a medical organization.

27. Types of current plans for a healthcare organization.

28. A scorecard used in tactical planning.

29. Linear structure of controls: advantages and disadvantages.

30. Line-Staff Structure of Management Bodies and Its Features.

31. Functional Structure of Governing Bodies: Advantages and Challenges.

32. Linear-functional structure and its characteristics.

33. Project and matrix structures and their specifics.

34. Divisional structure of management bodies and its features.

35. Essence, Concepts and Methods of Employee Motivation in the Company

36. Motivation of personnel in a medical organization and stimulation of employees' work.

37. Personnel motivation system from the standpoint of content theories.

38. Process Theories of Personnel Motivation at the Enterprise.

39. Types and forms of control and regulation in a medical organization.

40. Organization of the main types of control activities in a medical organization.

41. Formal groups in the organization and their features.

42. The employee's membership in a group and the problem of resistance to change in the organization.

43. Informal groups in the organization and their characteristics

44. Managing informal groups in a healthcare organization.

45. A model of the manager's influence on the subordinate.

46. Forms of collegiality and partnership in management.

47. Traditional Concepts of Leadership in Management.

48. Situational Leadership Concept and Leadership Style.

49. Leader's personality and leadership style

50. The Main Causes of Conflict in the Organization

51. The style and methods of conflict resolution in the organization.

52. Criteria and signs of effective management of a medical organization.

53. Models of effective management of a medical organization.

54. Ways to improve the efficiency of enterprise management.

55. Rational decision-making model.

56. Organizational model of the solution.

57. Psychological Model of Decision-Making in the Context of Market Risks.

58. A model for successful organizational change in the firm.

59. What tasks will the management solve?

60. Fundamentals of Power.

61. What characterizes an organization?

62. Show the fundamental difference between authoritarian, democratic, and liberal leadership styles.

63. Define the essence of a content-based and process-based approach to motivation.

64. Laws of the organization.

65. Explain why collective problem solving is needed, reveal its advantages and disadvantages.

66. Management and Organizational Culture.

67. Tell us what conflict is and what its main causes are.

68. How does the organization work?

69. What are the reasons that motivate people to pursue careers?

70. What is the management structure?

71. Tell us what are the types and what is the procedure for adapting a person in an organization.

72. Division-based management structure.

73. Uncover the essence of personnel appraisal.

74. What is management information?

75. List the main characteristics of the team. Classification of collectives.

76. What is management information?

77. Why do organizations exist?

78. Explain what underlies the formation of management structures and what factors determine their features.

79. What does the strategy depend on?

80. List the types of managerial authority and describe their content.

81. Methods of strategic analysis and formation of strategies.

82. What are some examples of a healthcare organization that prefers centralization of managerial authority?

83. List the existing forecasting methods.

84. Classification of the goals of a medical organization, health care management bodies.

85. Tell us what planning is.

86. List the functions performed by the goals and try to rank them in order of importance.

Questions for the Healthcare Marketing Test

1. The concept of marketing. Classic and modern definitions of marketing. The basic commandment of marketing.

2. The concept of medical marketing.

3. Modern marketing concept. The main stages of marketing.

4. Basic Principles of Medical Marketing. The main activities of marketing medical organizations.

5. Health care as a social sphere of services.

6. Features of the medical services market.

7. Subjects of marketing in the field of medicine and their functions.

8. Personality as the central subject of marketing. The main differences between the personality and the rest of the consumers.

9. Intermediate consumers of medical services. Marketing functions of enterprises, organizations, institutions – consumers of medical services.

10. Intermediary structures in the market of medical services. Marketing functions of intermediary entities.

11. The main objects of marketing activities in medicine.

12. Typology of services in the medical industry: characteristics and types of entities that form the offer, provide and sell medical services.

13. Typology of services in the field of medicine: characteristics and types of medical services.

14.Typology of services in the medical industry: characteristics and types of consumers of medical services.

15.The essence of marketing in medical activities. The Social Nature of Marketing in Medical Activities.

16.Basic principles of marketing: principles of consumer sovereignty, concentration of efforts, understanding of medical services.

17.Components of medical marketing: patronage and sponsorship.

18.Components of medical marketing. Licensing.

19.Components of medical marketing. Advertising.

20.Concept, content and basic procedures of market segmentation.

21.Segmentation of the service market by type of consumer.

22.Market segmentation by parameters of medical services.

23.Segmentation by competitors.

24.Criteria for Evaluation and Selection of Target Segments of the Service Market

25.The concept of marketing strategy in the medical industry. The main stages of strategy formation in the medical industry.

26.Marketing goals of a medical organization, institution.

27.Structure and content of the marketing strategy of a medical organization or institution.

28.Pricing in the market of medical services, physical culture and sports.

Criteria for grading a student at the credit in the discipline "Healthcare Management and Marketing"

Assessment of the test	Requirements for the formed competencies
"Passed"	A grade of "passed" is given to a student if he/she knows the material well, presents it competently and to the point, without making significant inaccuracies in answering the question, correctly applies theoretical provisions in solving practical issues and problems, has the necessary skills and techniques for their implementation
"Not passed"	A "failed" grade is given to a student who does not know a significant part of the program material, makes significant mistakes, answers the questions with great difficulty. As a rule, a "failed" grade is given to students who cannot continue their studies without additional classes in the relevant discipline.

II. Assessment Tools for Ongoing Performance Appraisal

The control tests are intended for students studying the course "Management and Marketing in Healthcare".

When working with tests, you are asked to choose one answer option out of three or four proposed. At the same time, the complexity of the tests is not the same. Among the proposed tests, there are tests that contain several options for correct answers. The student needs to provide all the correct answers.

The tests are designed for both individual and collective solutions. They can be used in the process of both classroom classes and independent work. The selection of tests necessary for the control of knowledge in the process of intermediate certification is made by each teacher individually.

The results of the test tasks are evaluated by the teacher on a five-point scale for attestation or according to the "pass" - "fail" system. An "excellent" grade is given if you answer more than 90% of the tests offered by the teacher. A "good" score is given if you answer correctly on more than 70% of the tests. The grade is "satisfactory" – with a correct answer to 50% of the proposed tests.

Sample test tasks

1. What is meant by the term "management" and where is it predominantly used?

1. The term "management" is used primarily to refer to the activities of people in the economic sphere.

2. The term "management" is synonymous with the term "management", but it is mainly used to refer to various types of human activities.

3. The term "management" is not synonymous with the term "management" and is used only to refer to the activities of people in the economic sphere.

4. The term "management" is used to define a system of activities regarding the coordination of people's activities.

2. What is meant by the term "management"?

1. The term "management" means the management of a social, technical or economic system.

2. The term "management" refers to the management of a socio-economic system

3. The term "management" means to manage something.

4. The term "management" refers to the management and control of personnel activities in an organization.

3. Depending on the level of management, managers are distinguished:

1. Higher, intermediate levels.

2. Upper, intermediate, lower levels.

3. Higher and lower levels.

4. Highest and lowest levels.

4. What is management from a functional perspective?

1. The process of planning and organizing the activities of functional units.

2. The process of planning, organizing, controlling, regulating, accounting for which is necessary to achieve a certain goal.

3. The process of planning, organizing and controlling the activities of functional units and motivating the personnel of these units.

4. The process of planning, regulating and accounting for production tasks.

5. What unites the subject and the object of management?

1. Partnership and unanimity.

2. A common place of their business.

3. Overall purpose of the activity.

4. A common desire to make a profit.

6. A manager is:

1. Subject of management.

2. Object of management.

3. Subject and object of management.

4. "Conductor" of production.

7. What are the main approaches to governance in countries with developed market economies?

1. Economic, optimization and intuitive approaches.

2. Process and functional approaches.

3. Systemic, situational and quantitative approaches.

4. Process, system and situational approaches.

8. What is a process approach to management?

1. A set of sequential operations and procedures.

2. A set of continuous interrelated actions that occur in a certain sequence.

3. Uninterrupted performance of operations and procedures.

4. Uninterrupted fulfillment of planned tasks.

9. What is a systematic approach to management?

1. A set of interrelated elements (parts).

2. A set of interrelated elements that, constantly interacting, determine the nature of the organization.

3. A set of interacting parts in an organization that determine the current state of the organization.

4. A combination of the subject and the object of control.

10. What is a situational approach to management?

1. Selection of management techniques for solving managerial problems under the influence of specific circumstances

2. Selection of management techniques for managing the resources of the organization in certain circumstances.

3. Identify the range of possible situations in which the organization may find itself and establish clear ways to address them.

4. Techniques to achieve the goals of the organization.

11. What is the object of management study?

1. Individual divisions of the organization.

2. The entire structure of the organization.

3. Economic and social processes.

4. Organizations and the processes that are carried out in them.

12. School of Scientific Management Assumes:

1. The presence of a research unit in each organization.

2. Conducting business with the help of norms established through systematic observation, experimentation, and logical reasoning.

3. Use of the latest achievements of science and technology in business

4. Not using intuitive, unscientific methods in management.

13. The functional (classical) school of management involves:

1. Division and Specialization of Labor of Workers and Managers

2. Managing an organization using classical methods for the successful functioning of the organization.

3. Identification of a number of complementary independent functions of managing the internal environment of the organization in management activities.

4. Division of managerial labor into a number of interrelated functions for managing the organization under the influence of the external environment.

14. Within the framework of the functional (classical) school of management, the following have been developed:

1. Theories of "x" and "y".

2. Classical control methods and models.

3. Ethical Principles of Entrepreneurs.

4. 14 principles of management.

15. The main ideas of the School of Human Relations are:

1. Management is the process of harmonizing relations between employees; the passive nature of man requires strict control and a clear hierarchy; Admission to the organization based on competence and needs.

2. Management is the process of assigning production roles; A material reward is necessary for good performance of the position; The focus is on the working group performing its functions.

3. Shifting attention to the social nature of the individual, to the relationships between people in the team; the use of psychological and social

incentives to a greater extent.

4. Shifting attention to informal groups and their leaders; rejection of material methods of stimulation in favor of social ones; Formalization of organizational processes in order to make them more understandable.

16. How should the situation in the management of the organization be understood?

1. A specific set of circumstances that affect the organization at a given time.

2. A set of uncertain circumstances in which an organization has to operate at a given time.

3. A set of problems and challenges facing the organization at a given time.

4. Circumstances that do not allow for the effective implementation of a certain type of activity at a given time.

17. What are the three most common approaches to management since the late 1950s:

a. Process, content, motivational.

b. Systemic, motivational, behavioral.

c. Situational, behavioral, content.

d. Process, system, situational.

18. If management is viewed not as a series of different actions, but as a single process of influencing the organization, then we are dealing with:

1. A systematic approach.

2. Situational approach.

3. Process approach.

4. Behavioral approach.

19. If management considers all processes and phenomena in the form of an integral system that has new qualities and functions that are absent in the elements that make it up, then we are dealing with:

1. A meaningful approach.

2. Process approach.

3. Situational approach.

4. A systematic approach.

20. An approach that requires the adoption of an optimal decision, depending on the ratio of interacting circumstances and factors, is:

1. Situational approach.

2. Systematic approach.

3. Process approach.

4. Factor approach.

21.   What is the basis of the systematic approach to management?
1.   On the use of systems theory.
2.   On the use of management principles.
3.   On the use of the theory of systems and control patterns.
4.   On the use of a system of management approaches and management principles.

22.   What are the management principles based on?
1.   On the laws that are in force in the Russian Federation.
2.   On the laws of development of society and the laws of management.
3.   On the provisions about the divisions of the organization.
4.   On modern management methods.

23. What are the principles of the optimal combination of centralization and decentralization in the management of systems?
1.   Rational use of unity of command and collegiality in the management of systems to achieve certain goals.
2.   Preparation of a collegial decision to achieve certain goals.
3.   Adoption of a variety of rules in the management of collectives and organizations.
4.   Optimal use of unity of command in management to achieve certain organizational goals.

24.   A set of rules, norms of behavior, instructions that are created by people and used by management bodies and individual employees relate to:
1.   Economic laws.
2.   Management methods.
3.   Laws of government.
4.   Principles of management.

25.   What does "discipline" entail as a management principle?
1.   Fulfillment of assigned tasks by all employees, on time.
2.   Compliance by the administration of the enterprise and its personnel with the concluded employment agreement and contract.
3.   Compliance with generally accepted rules and norms of behavior, strict fulfillment of management tasks on time.
4.   Fulfillment of the assigned tasks by the employees of the management apparatus.

26.   How can we explain the essence of the principle of "subordination of the individual interest to the common interest"?
1.   The organization must take into account not only the interests of managers, but also the interests of other employees.
2.   The interests of one employee should not prevail over the interests of

other employees.

3.   In an organization, the interests of individual managers must prevail over the interests of individual groups of workers.

4.   In an organization, the interest of one employee or group should not prevail over the interest of the organization as a whole.

27.   How should the principle of "staff remuneration" be understood?

1.   This principle stipulates that all employees of the organization should receive a salary commensurate with the work performed.

2.   This principle provides for the regular payment of salaries to all employees of the organization.

3.   This principle provides for the receipt of bonuses for high-quality work.

4.   This principle provides for a constant increase in the salaries of the organization's managers.

28. What is meant by an organization?

1.   A group of people who have banded together to make a profit.

2.   A group of people whose activities are coordinated by the relevant governing body.

3.   A group of people whose activities are consciously coordinated to achieve a specific goal.

4.   A group of people who have come together to spend their free time together

29.   What are the main features of an open system?

1.   Interaction with the internal environment.

2.   Interaction with structural units of the entire system.

3.   Interaction with manufacturers of goods.

4.   Interaction with the external environment.

30.   What should be attributed to the internal environment of the organization?

1.   Goals and structure, tasks and technology of the organization.

2.   Form of ownership, level of social protection, level of culture.

3.   Goals, objectives, structure, technology, personnel, organizational culture.

4.   The organization's personnel, partners and competitors.

31.   Managerial personnel are:

1.   A set of workers who have special training and supervise workers.

2.   A set of employees who have special training and perform management functions.

3.   A set of employees who have higher education and hold managerial positions.

4. A set of employees who have higher education and perform the functions of organization and control.

32. What should be understood by the mission of the organization?

1. The main tasks of the organization.
2. The main functions of the organization.
3. Clearly defined goals of the organization.
4. A clear reason for the organization's existence.

33. Define what a control subject is?

1. A person or a group of people who have some knowledge about management.
2. A person or group of people who plan an organization's activities to achieve its goals.
3. A person or group of people who are in control.
4. A group of people who carry out planned work.

34. The part of the organization where certain independent decisions can be made without their obligatory coordination with higher or lower levels is:

1. Polyclinic.
2. Level of control.
3. Functional Department.
4. Structural subdivision.

35. What is the basis for the creation of management levels in an organization?

1. Horizontal division of managerial labor.
2. Vertical division of managerial labor.
3. Vertical and horizontal division of managerial labor.
4. On the need to control the activities of the staff.

36. What are the names of organizations that have the status of a legal entity in Russian legislation?

1. Firm.
2. Institutions.
3. Enterprise.
4. Institutions.

37. How are enterprises classified by industry?

1. Commercial, financial and production.
2. Food, industrial, etc.
3. Industrial, financial and commercial.
4. Industrial, commercial, construction, scientific, etc.

38. The founders of a small business can be:

1. One citizen, family members and other citizens who jointly carry out entrepreneurial activities.
2. One citizen and other people.
3. Members of the same family.
4. Members of several families.

39. Liquidation of an enterprise shall be carried out:
1. The local executive authority that approved the charter.
2. Liquidation commission, which is created by the owner.
3. By the local state administration after agreement with the owner of the property.
4. Liquidation commission, which is created by the local authorities.

40. The supreme legislative body of a joint-stock company shall be:
1. Audit Commission.
2. Board of Directors.
3. Government.
4. Shareholders' Meeting.

41. The main components of the internal environment of the organization do not include:
1. Organizational culture.
2. Goals and personnel.
3. Technology.
4. Suppliers and competitors.

42. What Should Be Understood by Organizational Structure Management?
1. Composition and subordination of interrelated management links that ensure the implementation of the functions and tasks of the organization's management.
2. The composition of the management levels of the organization and the division of personnel into departments.
3. Co-subordination of managerial interdependent management links.
4. Division of management personnel into departments.

43. What creates an organization's governance structure?
1. A set of line controls.
2. A set of functional services.
3. A set of line and functional services (bodies).
4. A set of different subdivisions (bodies) of management.

44. Where is the linear management structure predominantly applied?
1. In the management of large organizations.

2. In the management of small organizations.
3. In the management of merged organizations.
4. In the management of design organizations.

45. What type of organizational structure is considered to be the simplest?
1. Functional
2. Mixed.
3. Linear.
4. Matrix.

46. A type of economic activity when all its participants are engaged in common entrepreneurial activity and are jointly and severally liable for the obligations of the company with all their property is:
1. Additional Liability Company.
2. Limited Liability Company.
3. A complete society.
4. Limited Society.

47. A type of economic activity in which some of the participants are liable for debts with all their property, and part only within the framework of their contributions to the authorized capital:
1. Subsidiary.
2. Limited Liability Company.
3. A complete society.
4. Limited Society.

48. What are management functions:
1. A set of continuous actions of various orientations necessary for the normal functioning and achievement of the goals of the organization.
2. Stages of the management process.
3. A set of objectively necessary and sustainably repetitive actions, united by homogeneity of content and target orientation.
4. A method of influencing performers in order to achieve a certain goal, under certain conditions.

49. In what order are the basic (general) management functions implemented?
1. Organizing, planning, controlling, motivating.
2. Planning, organizing, controlling, motivating.
3. Planning, organizing, motivating, controlling.
4. Organizing, controlling, motivating, planning.

50. Which management functions should be considered common?
1. Control and organization, inventory management.

2.   Supply & Sales, Supply & Service.
3.   Planning, marketing, finance, human resources.
4.   Planning, organizing, motivating and controlling.

51. The main general functions of management do not include:
1.   Planning.
2.   Crediting.
3.   Organization.
1.   Control.

52. Who distributes management functions in the organization?
1.   Specialists.
2.   Mid-level managers.
3.   The head of the organization.
4.   Specialists and workers.

53. Who distributes functions in the divisions of the organization?
1.   Head of the enterprise.
2.   Personnel department.
3.   Economists.
4.   Head of Department.

54.   In the science of management, managerial functions are considered as:
1.   Activities that are independent of each other.
2.   Applying the methods of scientific inquiry to the problems that arise in the organization.
3.   A series of continuous, interconnected sustainable content activities.
4.   Providing assistance to the employee in realizing his/her own capabilities in relation to the performance of the assigned task.

55.   What is the result of management functions?
1.   As a result of the division of labor.
2.   As a result of the division and specialization of labor.
3.   As a result of the cooperation of labor.
4.   As a result of the division and cooperation of labor.

56.   The process of creating conditions that influence a person's behavior and allow him to be directed in the direction necessary for the organization, to interest a person in active conscientious work, belongs to the Functions:
1.   Coordination.
2.   Organization.
3.   Planning.
4.   Motivation.

57. What is meant by a "planning function"?

1. Setting goals and objectives for the development of management objects, determining ways to achieve them.
2. Setting goals and assigning appropriate tasks to the organization's staff.
3. Define how tasks are performed.
4. Identify ways to achieve the organization's goals.

58. A what It should be understood By the concept of the "motivation function"?

1. The process of achieving the objectives set for the administration.
2. Motivating yourself to be effective.
3. The process of motivating oneself and others to act effectively and achieve goals.
4. A way of influencing staff in order to achieve a goal.

59. When is the current control carried out in the organization?

1. After the completion of certain works.
2. Before the actual start of certain works.
3. In the course of certain works.
4. When it is convenient for the manager.

60. Methods of labor motivation do not include:

1. Reward.
2. Production meetings.
3. Staff development.
4. Providing conditions for self-expression.

61. Organizational planning is carried out:

1. Only at the highest level of management.
2. At the top and middle levels of management.
3. At the middle level of management.
4. At all levels of management.

62. Using Analysis of the external environment of the organization, its managers are obliged to:

1. Study the strategy and tactics of your competitors.
2. Evaluate changes that hinder the achievement of the goal.
3. Study the changes that are taking place.
4. Examine and evaluate changes that may contribute to or hinder the achievement of the organization's goals.

63. Where is the functional management structure predominantly applied?

1. In the management of organizations that produce a limited range of products in stable conditions.

2.   In the management of large organizations.

3.   In the management of merged organizations.

4.   In the management of medium and small organizations.

64. Where is the linear-functional management structure predominantly applied?

1.   In the management of medium-sized organizations.

2.   In the management of small organizations.

3.   In the management of large organizations.

4.   In the management of large and small organizations.

65. Where are divisional management structures predominantly used ?

1.   In the management of large organizations in stable and unchanging conditions.

2.   In the management of common organizations.

3.   In the management of small associations.

4.   In the management of large multidisciplinary organizations with a large number of branches.

66. Where are matrix organizational management structures predominantly used?

1.   In the management of multidisciplinary organizations with a large number of production facilities providing limited life cycle services.

2.   In the management of common organizations.

3.   In the management of medium-sized organizations.

4.   In the management of large organizations.

67. What is the advantage of matrix organizational management structures?

1.   In research institutes and design bureaus in the conditions of program-targeted management.

2.   Highly flexible and innovation-oriented.

3.   Focus on innovation.

4.   Focus on conquering new markets for products.

68. Powers are:

1.   The right to make independent decisions, give orders and a limited right to use the resources of the organization.

2.   The right to dispose of the company's resources and manage subordinates.

3.   The right to dispose of and use the resources and property of the enterprise.

4.   The right to make decisions about all resources of the organization and to give orders to all employees.

69. What is called delegation?
1.   Transfer of rights by managers to subordinates without transferring responsibility.
2.   Transfer of responsibilities by managers to individual specialists.
3.   Transfer of responsibility from managers to their subordinates.
4.   Assignment of tasks by managers to persons who take responsibility for their implementation.

70. In accordance with the productive structure, a particular head of the organization is delegated the authority to:
1.   On the management of a certain type of product.
2.   On the management of a certain subsection.
3.   On the management of certain specialists.
4.   To manage certain groups of employees.

71. What Does Delegation of Line Authority Create in an Organization?
1.   Production units.
2.   Hierarchy of management levels.
3.   Links of management.
4.   Control subsystems.

72. What is the most effective organizational structure for organizations that have branches in different regions?
1.   Functional.
2.   Linear.
3.   Mixed.
4.   Divisional.

73. What managerial powers are of a customary, rather than proactive, nature:
1.   Linear.
2.   Functional.
3.   Recommendation.
4.   Conciliation.

74. What powers are limited to the adoption and issuance of binding decisions, the objects of which are employees directly subordinate to other managers:
1.   Linear.
2.   Functional.
3.   Control and reporting.
4.   Recommendation.

75. The main form of material incentives for the organization's personnel is:

1. Award.
2. Prizes and valuable gifts.
3. Valuable gifts and wages.
4. Wage.

76. What is the main motivation for work in Japanese corporations?

1. Receiving high material rewards.
2. Harmonization between teamwork and capital.
3. Recognition of merits.
4. Continuous professional development of the staff.

77. Why is it necessary to monitor the implementation of managerial decisions?

1. Because there are employees who are irresponsible in their duties.
2. In order to identify deviations in the implementation of decisions in a timely manner and take appropriate measures.
3. So that the performers are afraid and perform them well.
4. To ensure that Tolokers complete tasks in a timely manner.

78. Methods of indirect influence on performers are:

1. Organizational methods.
2. Administrative methods.
3. Legal methods.
4. Economic methods.

79. Who uses the management methods of the organization?

1. Economists, commodity scientists, engineers and technical specialists.
2. Line and functional managers.
3. Functional managers and specialists.
4. Line managers and specialists.

80. What is meant by management methods?

1. Ways in which the control system influences the controlled system in order to perform certain tasks.
2. Ways to achieve the performance of management functions.
3. Methods of carrying out management activities, with the help of which the functions of management are performed and the implementation of its goals and objectives is ensured.
4. Ways to achieve the goals and objectives of the organization.

81. What are socio-psychological methods of management?

1. A set of methods of influencing the behavior of labor collectives.
2. A set of methods of influencing the processes of formation of labor

collectives, their development, and behavior.

     3.   A set of actions that contribute to the overall development of individual performers.

     4.   A set of methods of influencing the behavior and development of individual performers.

82. What is the relationship between management principles and practices ?

     1. With the help of methods, the requirements of management principles are implemented.

     2. There is no correlation.

     3. Management methods are implemented on the basis of principles.

     4. This relationship determines how the leaders of organizations should work.

83. What determines the effective use of organizational management methods ?

     1. From the knowledge of the position in which the object of control is located.

     2. From the knowledge of management methods and the mechanism of their action.

     3. From knowledge of the nature of problematic situations.

     4. From the knowledge of the psychology of the objects of control.

84. What are management methods based on?

     1. Based on the current laws of the country.

     2. On the Operation of the Objective Laws of Social Production.

     3. On the basis of regulations that are adopted by the government.

     4. Based on decisions approved by the organization's staff.

85. Methods that enable a manager to make unambiguous decisions belong to the following group:

     1. Organizational and administrative methods.

     2. Economic methods.

     3. Social methods.

     4. Psychological methods.

86. Economic methods of management do not include:

     1. Taxes and credits.

     2. Commercial calculation and setting of tariffs.

     3. Orders and instructions.

     4. Regulation of prices and establishment of excise duty.

87. Socio-psychological methods do not include:

     1. Social forecasting of personnel development.

     2. Humanization of work.

     3. Social norming.

4. Commercial calculation.

88. Organizational and administrative methods do not include:

1. Statutes and Regulations.
2. Regulation of prices and establishment of excise duty.
3. Schedules, orders and directives.
4. Resolutions and additions.

89. In order to make an informed decision, a manager must have:

1. Reliable information and good intuition.
2. Complete information and good intuition.
3. Complete and reliable information and appropriate education.
4. Complete, reliable, and systematized information.

90. What are the main forms of decision-making at the organizational level?

1. Resolutions and orders, instructions and reports.
2. Resolutions, orders, directives, instructions and resolutions.
3. Resolutions and orders, commands and orders, instructions and proposals.
4. Orders.

91. What is optimization of managerial decisions?

1. Choosing the option that will allow you to complete the tasks.
2. Choosing the most effective option from possible alternatives.
3. Choosing an option that will provide the planned profit.
4. Selection of options that will ensure the growth of production volumes.

92. What is communication?

1. Exchange of information between multiple departments.
2. Exchange of information between managers and their subordinates.
3. Exchange of any information.
4. Sharing information between two or more people.

93. What is meant by the communication process?

1. The exchange of information between two people to perform production tasks.
2. Exchange of information between the manager and his subordinate.
3. Exchange of information between managers.
4. The process of exchanging information between two or more people in order to solve certain problems.

94. Power is:

4. Ability to protect oneself from external influences.
5. The ability to influence the behavior of others to achieve the organization's goals.
6. Ability to interfere in any process.
7. Ability to monitor and interfere in the private lives of subordinates.

95. Douglas MacGregor called the authoritarian leadership clause:

1. "Theory Y."
2. The approach of the positions of one's own qualities.
3. "Theory X."
4. "Theory Z".

96. The Regulation on Liberal Leadership has been titled:

1. "Theory Z".
2. The approach of the positions of one's own qualities.
3. "Theory X."
4. "Theory Y."

97. What are the names of professional managers in countries with highly developed market economies (Western Europe, USA, Japan, etc.)?

1. Leaders.
2. Bosses.
3. Managers.
4. Chefs.

98. What are the main business qualities that a manager should possess in the first place?

1. High level of professional knowledge, practical experience, as well as organizational skills.
2. High level of professional knowledge and material orientation.
3. High organizational skills and a high level of social orientation.
4. High business qualities.

**99. What is meant by the effectiveness of an organization's management?**

1. Fulfillment of basic economic tasks.
2. Achieving a certain amount of profit.
3. Achievement of planned results.
4. Conquering new markets for goods, services, and works.

100. Which of the following governance structures is not a bureaucratic structure?

1. Divisional.
2. Matrix.
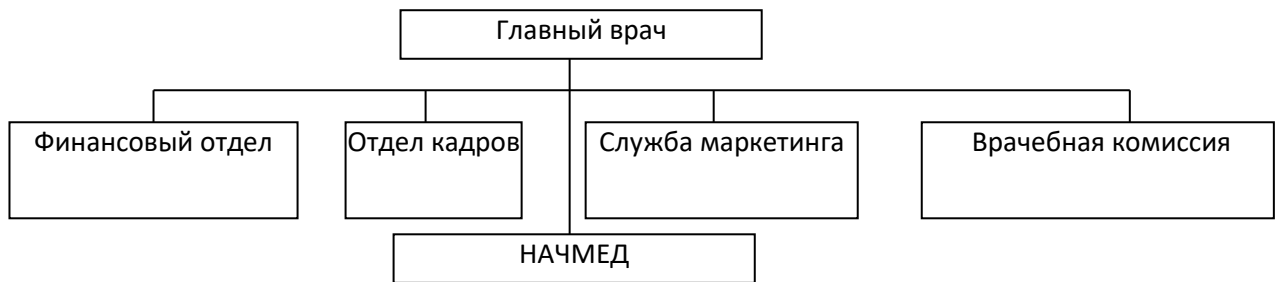3. Linear.
4. Functional.

101. What is the management structure depicted in the figure:

1. Linear.
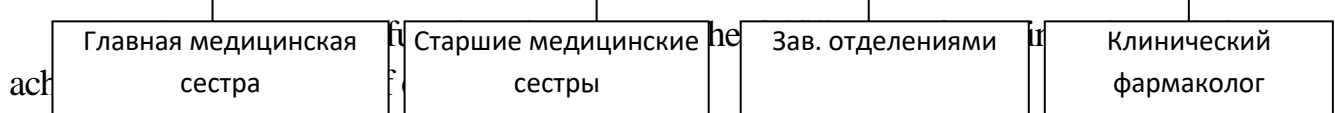2. Linear-functional.
3. Matrix.
4. Functional.
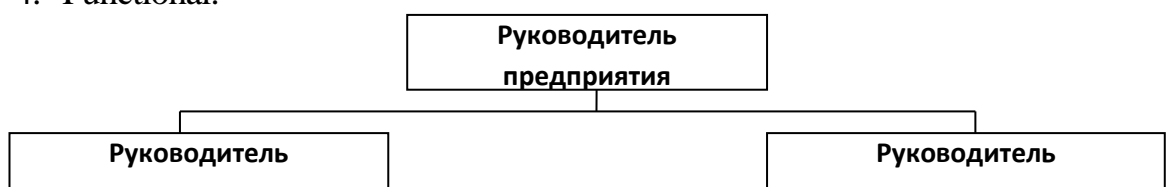
102. A fragment of which management structure is shown in the figure:

1. Linear.
2. Linear-functional.
3. Functional.
4. Divisional.

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                           │  Главный врач   │
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103. Control is:

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┌──────────────────┐ ┌──────────────────┐ ┌──────────────────┐ ┌──────────────────┐
│ Главная медицин- │ │ Старшие медицин- │ │ Зав. отделениями │ │   Клинический    │
│   ская сестра    │ │   ские сестры    │ │                  │ │   фармаколог     │
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2. A management function that allows you to identify deviations from the normal mode of operation of the facility.

3. A management function that involves monitoring the work of the organization's personnel in order to harmonize it.

4. A management function that involves monitoring the fulfillment of tasks and goals by personnel.

104. Organizational and administrative methods of management:

1. They make it possible to properly organize activities and manage the resources of the organization

2. Help the manager of the organization to draw up instructions and orders

3. They are used to streamline management functions and provide an unambiguous solution to a specific situation

4. They give you the opportunity to choose an option for action and prescribe how to organize activities in such a situation and what orders to draw up

105. A set of principles, methods and means of production management with the aim of increasing production efficiency and increasing profits is:

1. Management.
2. Management.
3. School of Management.
4. Scientific direction of management.

106. The combination of state management methods with control over activities in the field of production and construction and stimulation of labor through wages is a stage:

1. "Religious-commercial".
2. "Secular-administrative" management.
3. "Production and construction" revolution.
4. Business Administration.

107. Conducting business by means of standards established through systematic observation, experimentation and logical reasoning:

1. Rational bureaucracy.
2. Functional (classical) management.
3. Scientific Management.
4. The Behaviorist School Approach

Healthcare Marketing Tests

1. Prices shall be set for paid medical services in state health care institutions

(a) Contractual

b) tariff

c) free

d) Budget

2. Prices for paid medical services in the system of voluntary medical insurance shall be established

(a) Contractual

b) tariff

c) free

d) Budget

3. Prices shall be set for paid medical services in private medical institutions

(a) Contractual

b) tariff

c) free

d) Budget

4. The main components of the price of medical services are

(a) Cost price

b) cost and profit

c) profit

5. Marketing in the system of compulsory health insurance refers to

(a) Commercial

b) non-profit

6. Marketing in the system of private <u>medical organizations</u> refers to

(a) Commercial

b) non-profit

7. The definition of "a person's perceived lack of something" characterizes the element of marketing

(a) Need

b) Market

c) the need

d) exchange

e) Demand

(e) Transaction

g) motive

h) Goods

8. The definition of "need backed by purchasing power" characterizes the element of marketing

(a) Need

b) Market

c) the need

d) exchange

e) Demand

(e) Transaction

g) motive

h) Goods

9. The definition of "an urgent need that makes you look for a way to meet it" characterizes the element of marketing

(a) Need

b) Market

c) the need

d) exchange

e) Demand

(e) Transaction

g) motive

h) Goods

10. The Definition of "Perceived Need" Characterizes the Marketing Element

(a) Need

b) Market

c) the need

d) exchange

e) Demand

(e) Transaction

g) motive

h) Goods

11. The Way Needs Are Met Meets Marketing

(a) Self-sustainment

b) begging

c) exchange

d) weaning

TASKS FOR SELF-STUDY

Task No. 1

In the polyclinic, there was an urgent need to obtain bandages. At the moment, it is not possible to pay the bill for dressing material due to the difficult financial situation of the institution during this period.

How to persuade the company to bring the goods before paying their price?

Legally, what is the option for receiving the goods?

Task No. 2

A medical dental organization operates in a market environment. The situation in the market of dental services is constantly changing. More and more competitors are entering the market. Dental service providers offer new, more advanced technologies and materials. In such an environment, consumer tastes and preferences also change. This requires a systematic analysis of the macro environment (external environment) of the medical institution.

What factors should be taken into account by the management when analyzing the situation in the external environment using the STEP analysis?

Task No. 3

In a situation where there is a negative demand for a certain type of medical services, **what should be done by the management of the institution to overcome this situation:**

1) inform the consumer about the quality of the medical service;

2) improve the quality of medical services;

3) introduce the product to new market segments;

4) inform the consumer about the benefits of using this medical service;

5) increase the salaries of medical personnel.

Task No. 4

In a situation where the management of the organization is faced with the task of increasing the size of the market capacity of a particular medical service, which of the **types of demand creates a reserve for this by improving the quality of the medical service provided:**

1) hidden demand;

2) negative demand;

3) stable demand;

4) elastic demand;

5) inelastic demand.

Task No. 5

What marketing concept should be used when the demand for a certain product exceeds the supply of that product?

1) The concept of social and ethical marketing;

2) marketing concept;

3) the concept of improving the medical service;

4) the concept of production improvement;

and (5) the concept of intensification of commercial efforts.

Task No. 6

Two competing medical organizations operate in the market of medical services, using marketing technologies, the first one focuses on the implementation of medical and diagnostic services to the population, taking into account all the needs and requirements for medical care. Second, it focuses on preventive measures, also meeting the health needs and requirements of the population.

What marketing management concepts are pursued by each medical institution and their differences?

Task No. 7

In order to work effectively with its patients, the private medical institution divided them into small groups according to two principles:

By gender (men and women) and by income level (high and low). For each of the resulting 4 groups, the marketing department has developed its own set of medical services, pricing method and promotion method.

What marketing mechanism did the medical institution use? Define this process and describe its main steps.

Task No. 8

The medical institution decided to provide paid medical services to the population. As a result of marketing research, the population's need for dental care was revealed. Given the lack of competitors in the area, it was decided to set high prices for the services offered.

What information is missing for a complete analysis of the situation and effective pricing?

Task No. 9

The private practitioner has been providing the same medical service to his patients for two years. After a year of intensive growth in the volume of services provided, some constancy was established, and then over the course of 6 months, a gradual decline in sales began to be observed. All the activities carried out, including the advertising campaign aimed at all target patients, led to a further increase in costs and a decrease in profits.

Identify the causes of the situation and suggest ways to solve them.

Task No. 10

The medical institution provides a certain list of paid medical services. No special marketing activities were carried out to work with personnel. The volume of paid medical services provided is at an extremely low level.

What activities need to be carried out in the institution to increase the volume of services provided?

Task No. 11

You work as a manager in a self-supporting clinic. In recent months, there has been a decrease in profit from core activities. An analysis of the current situation has shown that a new clinic has opened in your service area with a wider range of medical services at lower prices.

Your actions.

Task No. 12

You conduct market research when creating a new paid medical service.

Suggest a market research plan.

Task No. 13

You conduct market research when setting up a <u>family planning clinic</u>.

Suggest a method for market segmentation in these studies.

Task No. 14

You are assessing the competitiveness of a medical service.

Describe the sequence of your actions in assessing competitiveness by the method of expert assessments.

Task No. 15

In the polyclinic, there was an urgent need to obtain bandages. At the moment, it is not possible to pay the bill for dressing material due to the difficult financial situation of the institution during this period.

How to persuade the company to bring the goods before paying their price?

Is this option legally possible?

Test Evaluation Criteria

Assessment is carried out in an e-learning session on a hundred-point scale.

The test includes 100 tasks, the maximum test score is 100.

Within the framework of the current level of knowledge assimilation in the discipline, a test result of at least 61 points is allowed.