

MINISTRY OF HEALTH OF UKRAINE  
KHARKIV NATIONAL MEDICAL UNIVERSITY

Department of Public Health and Healthcare Management  
Academic year 2021-2022

**SYLLABUS OF THE EDUCATIONAL COMPONENT**

«Management and Marketing in Dentistry»  
(name of the discipline)

Normative or elective educational component \_\_\_\_\_ elective \_\_\_\_\_

Form of education \_\_\_\_\_ full-time education \_\_\_\_\_  
(full-time; part-time; remote)

Field of knowledge \_\_\_\_\_ 22 «Healthcare» \_\_\_\_\_  
(code and name of the field of knowledge)

Specialty \_\_\_\_\_ 221 «Dentistry» \_\_\_\_\_  
(code and name of the specialty)

Course 5 th, dental faculty

The work program was approved at the meeting of the department public health and health management

Protocol from.  
“27” august 2021 № 13

Head of Department

(signature)

V.A. Ohniev  
(surname and initials)

Approved by the methodical commission of KhNMU on public health problems

Protocol from.  
“1” september 2021 № 2

Head of Department

(signature)

V.A. Ohniev  
(surname and initials)

## PROGRAM DEVELOPERS:

Ohniev V.A. – Head of the Department of Public Health and Health Management, Doctor of Medicine, Professor;

Chukhno I.A. – Associate Professor of the Department of Public Health and Health Management, PhD in State Administration, Associate Professor;

Gaponova E.A. – Associate Professor of the Department of Public Health and Health Management, PhD in Economics, Associate Professor;

## **INFORMATION ABOUT TEACHERS TEACHING THE EDUCATIONAL COMPONENT**

**Full name of the teacher, scientific degree, academic title**

Chukhno I.A. - associate Professor of the Department of Public Health and Health Management, PhD in State Administration, Associate Professor.

Gaponova E.A. - associate Professor of the Department of Public Health and Health Management, PhD in Economics, Associate Professor.

**Professional interests, links to the teacher 's profile (on the university website, department, in the Moodle system etc.)**

<http://31.128.79.157:8083/user/profile.php?id=43>

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eo.haponova@knmu.edu.ua

**Consultations** Monday, 15.00-17.00, classroom of Department of Public Health and Healthcare Management.

**Location** Department of Public Health and Healthcare Management.  
Building A, 3rd floor, room. 8.

## INTRODUCTION

**The syllabus of the discipline** «Management and Marketing in Dentistry» is made according to the Educational-professional program 22 «Healthcare» and the Standard of higher education of Ukraine (further - the Standard), the first (bachelor) level, branches of knowledge 22 «Healthcare», specialty 221 «Dentistry».

**Description of the discipline (abstract).** The discipline «Management and Marketing in Dentistry» includes information about the management in general and the basics of management in the field of dentistry, considering the organizational, socio-psychological, technological and functional aspects of management and the main directions of management activities in the organization. The study of the discipline provides for the mastery of theoretical knowledge and practical skills of the basic concepts and categories of management, the essence and historical stages of the development of management science, the essence of management as a process and technological, functional and socio-psychological aspects of management, acquiring knowledge and acquiring skills for their practical use by methods, technologies, tools and directions of effective management in the healthcare sector in general and in the provision of dental services, mastering the basics of marketing and researching the healthcare services market.

**The main purpose** of studying the discipline «Management and Marketing in Dentistry» is to form students' theoretical knowledge of management in general and management in health care institutions, as well as practical skills in the implementation of management and marketing activities in health care and dentistry in particular.

**Interdisciplinary links:** the discipline «Management and Marketing in Dentistry» is closely related to the issues, competencies and skills that students acquire in the study of disciplines such as «Social Medicine, Public Health and Evidence-Based Medicine» (3rd course), as well as «Fundamentals of Economic Theories», «Psychology of Communication», «Fundamentals of Social Psychology», «Health Economics», «Social Medicine and Public Health».

**Prerequisites:** «Social medicine, public health and the foundations of evidence-based medicine», as well as «Economic Theory», «Biostatistics and Clinical Epidemiology».

**Postrequisites** «Health Economics», «Social Medicine and Public Health».

**The discipline page in the MOODLE system:**  
<http://31.128.79.157:8083/course/view.php?id=2994>

## **1. GOAL AND OBJECTIVES OF THE DISCIPLINE**

**1.1. The main purpose of studying the discipline** is the formation of knowledge on the theoretical foundations of management in general and management in health care institutions, as well as practical skills in the implementation of management and marketing activities in health care and dentistry in particular.

**1.2. The main tasks of studying the discipline** to consider the theoretical basis of management: terminology, laws, methods, principles and forms of management; contribute to the formation of an integrated, systematic approach to solving issues of management of organizations and enterprises, healthcare institutions, personnel management; to lay the theoretical foundations for the study and practical application of knowledge on the legal, organizational, economic foundations of entrepreneurial activity in the healthcare sector; to study the basics of organizing and conducting marketing activities in the field of health care and in dentistry in particular; contribute to the formation of managerial and economic thinking among students; to develop practical skills in management and marketing activities in the field of health protection; to form basic knowledge and skills on the application of the project management methodology in health care management.

**1.3. Competences and learning outcomes**, the formation of which is facilitated by the discipline (relationship with the normative content of training of higher education, formulated in terms of learning outcomes in PLO and Standard).

**1.3.1.** According to the requirements of the standard, the discipline ensures that students acquire **competencies**:

### **integral:**

the ability to solve complex problems and problems in the field of health care in the specialty «dentistry» in professional activity or in the learning process involves research and / or implementation of innovations and is characterized by the uncertainty of conditions and requirements.

### **common:**

Ability for abstract thinking, analysis and synthesis; knowledge and understanding of the subject area and understanding of professional activities; the ability to apply knowledge in practice; the ability to communicate in the state language both orally and in writing; skills in the use of information and communication technologies; ability to search, process and analyze information from various sources; the ability to adapt and act in a new situation; the ability to identify, pose and solve problems; the ability to be critical and self-critical; ability to work in a team; the ability to act in a socially responsible and conscious manner; the ability to realize their rights and obligations as a member of society, to be aware of the values of a civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine; the ability to preserve and increase moral, cultural, scientific values and achievements of society on the basis of understanding the history and patterns of development of the subject area, its

place in the general system of knowledge about nature and society and in the development of society, technology and technology, to use various types and forms of physical activity for active recreation and a healthy lifestyle.

**special (professional):**

ability to carry out sanitary and hygienic and preventive measures; ability to conduct a performance examination; ability to keep medical records; ability to process state, social, economic and medical information; ability to take measures to organize and integrate medical care; ability to conduct epidemiological and medical-statistical studies of public health; ability to assess the impact of the environment on the health of the population (individual, family, population); ability to assess the impact of socio-economic and biological determinants on the health of the individual, family, population.

**1.3.2.** The study of the discipline provides students with the acquisition of the following **program learning outcomes**:

**PLO 6 .** Plan and implement measures for the prevention of dental diseases among the population to prevent the spread of dental diseases.

**PLO 14.** Analyze and evaluate government, social and health information using standard approaches and computer information technology.

**PLO 17.** Observe a healthy lifestyle, use the techniques of self-regulation and self-control.

**PLO 18.** To be aware of and be guided in their activities by civil rights, freedoms and obligations, to raise the general educational level.

**1.3.3.** The study of the discipline provides students with the following **social skills (Soft skills)**:

Ability to solve typical and complex specialized problems and practical problems in a professional health care activity, or in learning process that involves research and / or innovation and is characterized by the complexity and uncertainty of conditions and requirements.

## 2. INFORMATION SCOPE OF THE COURSE

Name of indicators	Field of knowledge, direction of training, educational and qualification level	Characteristics of the discipline	
		full-time education	part-time education
Number of credits – 3,0.	Direction of training <u>22 «Healthcare»</u> (code and name)	<b>Elective</b>	
The total number – 90.	Specialty: <u>221 «Dentistry»</u> (code and name)	<b>Year (course):</b>	
		5	th
		<b>Semester</b>	
		10	th
		<b>Lectures</b>	
		4 h.	h.
		<b>Practical, seminar</b>	
		14 h.	h.
		<b>Laboratory</b>	
h.	h.		
<b>Independent work</b>			
72 h.	h.		
<b>Individual tasks h.</b>			
Type of control: credit			
Hours for full-time study: classroom – 18. independent work of the student – 72.	Education level: <u>specialist</u>		

### 2.1 Description of the discipline

#### 2.2.1 Lectures

№	Name of topic	Number of hours	Types of lectures
1	Basic principles of management. The essence and historical stages of development of management science.	2	Introductory lecture
2	Theoretical basics of marketing. Marketing is a tool to increase the competitiveness of an organization in the provision of dental services.	2	Thematic lecture

#### 2.2.2. Practical classes

№	Name of topic	Number of hours	Methods teaching	Forms control
1	Management of the health care system. The role of the healthcare manager.	2	Information processing	discussion, written survey.
2	Communications as a process, their impact on the quality of	2	Information processing	modeling of processes and

	management.			situations, oral examination, test control.
3	Planning, organizing and conducting professional meetings and presentations.	2	Information processing	presentation, written survey, test control.
4	Theoretical basics of marketing. Marketing is a tool to increase the competitiveness of an organization in the provision of dental services.	2	Consideration of practical tasks. Discussion.	videos, discussion.
5	Basic principles of a comprehensive study of the health services market.	2	Case study. Consideration of cases.	debate, oral examination.
6	Marketing policy. Marketing management.	2	Consideration of practical tasks. Discussion.	case method, written survey.
7	Fundamentals of project management.	2	Information processing	business game oral examination.



### 2.2.3. Independent work

№ з/п	Name of topic	Number of hours	Methods teaching	Forms control
1	Basic principles of management. The essence and historical stages of development of management science.	2	Information processing. Execution of tasks.	individual task
2	Management of the health care system. The role of the healthcare manager.	5	Information processing.	declamation
3	Management as a process.	5	Information processing. Execution of tasks.	individual tasks
4	Adoption and implementation of management decisions.	5	Information processing. Execution of tasks.	report
5	Individual and collective management decisions.	5	Information processing. Execution of tasks.	abstract
6	Personnel management.	5	Information processing. Execution of tasks.	individual tasks
7	Communications as a process, their impact on the quality of management.	5	Information processing. Execution of tasks.	individual tasks
8	Self-management.	5	Information processing. Execution of tasks.	creative tasks, report
9	Topic 9. Planning, organizing and conducting professional meetings and presentations.	5	Information processing. Execution of tasks.	individual tasks
10	Fundamentals of conflictology.	5	Information processing. Execution of tasks.	individual tasks
11	Theoretical basics of marketing. Marketing is a tool to increase the competitiveness of an organization in the provision of dental services.	5	Information processing.	individual task
12	Basic principles of a comprehensive study of the health services market.	5	Information processing.	individual task

13	Marketing policy. Marketing management.	5	Information processing.	individual task
14	Fundamentals of project management.	5	Information processing.	creative tasks, report
15	Change management in the organization.	5	Information processing. Execution of tasks.	individual task

**Teaching methods:** lecture, illustration, demonstration, presentation, videos, videos, discussion, business, role-playing, simulation game, modeling of processes and situations, delegation of authority, case method, project method, debate.

**Control methods:**

*Current control:* oral examination (individual and frontal); written survey; test control; creative tasks; individual tasks; abstracts; annotations; report; declamation.

*Final control:* credit.

### 3. EVALUATION CRITERIA

**3.1.** Evaluation of the success of education of students is carried out on the basis of the current «Instructions for evaluating the educational activities of students of KhNMU».

#### 3.2. Test questions:

1. General concepts and definitions: management, manager, organization, management levels.
2. Historical stages of management development. Scientific schools in management.
3. Approaches to management: quantitative, process, system, situational.
4. The essence of the organization as an object of management. Internal and external environment of the organization.
5. Health care as a system. Organizational structure of the health care system, general characteristics.
6. Social responsibility of the health care system and the individual institution. The role of the leader in the activities of organizations.
7. Styles, management methods. Requirements for a modern manager.
8. Process approach to management. Implementation of the process approach in modern management.
9. Description of the main functions of management.
10. Management decisions: their essence. The essence of the management decision-making process.

11. Management decisions as a product of management activities. Types of management decisions and their classification.

12. Stages of the process of making management decisions. Management decision-making methods. Conditions and factors influencing the adoption of management decisions.

13. Decision making in health care.

14. Execution of management decisions. Types of control, characteristics of the stages of the control process in healthcare.

15. The essence and differences of individual and collective management decisions. Methods and techniques for making individual and collective management decisions. Their advantages and disadvantages.

16. The essence of personnel and staffing. Personnel management: essence, objectives, basic principles and methods.

17. Personnel policy. Organizational support of personnel management. Personnel planning.

18. Forms and methods of staffing the organization with personnel. Professional development and training of personnel. Career development and staff adaptation.

19. Organization of the workplace and the use of working time. Assessment, payment and motivation of personnel. Features of personnel management in health care.

20. General concept of information. The essence and types of management communications. Information transmission channels. Classification of information messages and methods for assessing their quality.

21. Obstacles to the transmission of information and possible measures to eliminate or reduce them. Information flow management problems.

22. The concept of workflow in the health sector. The role of the leader in improving the efficiency of information flows.

23. Modern methods of transferring information in the work of the head in the field of health care. Public relations in the field of public health. PR.

24. The essence of self-management and the possibility of its application.

25. Time management. Psychological foundations of time management in the activities of a leader in the health sector.

26. Management of personal professional growth: planning, implementation and control. Taking into account individual potential and acquiring practical skills for more effective professional growth.

27. Using modern methods of self-education management all my life. Ways of overcoming psychological problems of individual professional growth in the activities of leaders of different sexes.

28. Meetings as a management tool. Classification, types of professional meetings. Methods for planning, organizing and analyzing the effectiveness of professional meetings in the health sector, depending on their purpose.

29. Types of performances. The process of preparing for a performance, depending on the purpose of its conduct. Determination of an effective method of

conducting a speech, taking into account the topic, objectives of the speech, audience characteristics, etc.

30. Drawing up a speech plan, allocating time, defining a performance style to ensure its maximum efficiency. Analysis of errors and ways to fix them.

31. The essence of conflict management. Its value in working with people. Types of conflicts.

32. Basics of understanding conflict situations. Ways to prevent conflicts and combat them in managerial and professional activities.

33. Essence, principles, functions, types of marketing. Goals and objectives of marketing activities.

34. Marketing in the field of health care, its features. Evolution, basic concepts and process of marketing management.

35. Features of marketing on the dental market.

36. Marketing environment. Marketing information system. Marketing research, its technique.

37. Research of consumer behavior. Analysis of the market opportunities of the enterprise.

38. Market research. Assessment of your own potential.

39. Market segmentation and product positioning.

40. Advertising, personal selling, propaganda, sales promotion, Internet. Target audience and advertising goals. Organization of advertising activities and assessment of its effectiveness.

41. The essence of marketing strategies: market development, product or service development, diversification, concentration.

42. Organizational support of marketing activities management. Features of the management of the marketing activities of the institution, provides dental services.

43. Features of project management. Project as an object of management. Typology and classification of projects.

44. The main characteristics and distinctive features of the project. Stakeholders (participants) of the project. Project life cycle.

45. Fundamentals of knowledge of project management. Parameters and indicators in the process of project management. Functions and methods in project management.

46. Changes in the organization: essence, concept, stages. Resistance to change, characteristic causes of resistance to change.

47. Planning for change. Strategic management during the implementation of changes.

48. Management of the process of change. The role of the manager in the process of implementing changes.

49. Features of the introduction of changes in management in the health care system.

### **3.3. Rules for appealing the assessment**

Student makes a request to the teacher, who reviews the available results of the student's educational activities to be evaluated, and under objective conditions (technical errors detected) the scores can be increased. In a situation where a student claims a higher score and considers the evaluation of the results of his educational activity biased, the department creates a commission that offers the applicant in a certain form (oral / written) to demonstrate the level of acquired knowledge, skills and abilities in this discipline. Scores may increase if the student confirms the level of knowledge declared by him.

## **4. DISCIPLINE POLICY**

Discipline policy is to comply with the Code of Ethics, concluded by the university community, which defines the basic moral principles (Code of Corporate Ethics of KhNMU is presented on the website <http://knmu.edu.ua>).

According to the current "Instructions for the assessment of educational activities under the European credit transfer system of the organization of the educational process", students must receive an assessment for each topic of the discipline. If a student missed a class, he worked it out in accordance with the «Regulations on the procedure for working out by students of the Kharkov National Medical University of study». Working off is taken daily by the duty teacher of the department.

In the event that the student did not pass the individual assignment on time for a good reason, it is necessary to inform the teacher about this situation and set a new deadline. If a student does not have time to complete an individual assignment, he can ask the teacher to postpone the deadline with a justification for the reason for the untimely performance (the teacher decides in each specific situation it makes sense to extend the deadline and for how long).

In case of non-fulfillment of tasks during training sessions, or non-fulfillment of part of such a lesson, the teacher gives an unsatisfactory grade, which the student must retake to the teacher in the teacher's free time and the student, who should be pre-appointed.

During the lecture, students are encouraged to take notes of the lesson and maintain a sufficient level of silence.

During practical classes, a sufficient level of preparedness of students for them and active participation in the work and implementation of the tasks set by the teacher is expected. In particular, active participation in the discussion in the classroom is expected, students should be ready to understand in detail the material, ask questions, express their point of view, and discuss. During classes, it is important:

- respect for colleagues, politeness and good manners,
- tolerance towards others and their experiences,
- sensitivity and impartiality,
- the ability to disagree with opinions, but respect the personality of the opponent,

- careful argumentation of your opinion and the courage to change your position under the influence of evidence,
- I-statements, when a person avoids unnecessary dressing, describes his feelings and formulates his wishes based on his own thoughts and emotions,
- compulsory acquaintance with primary sources, readiness for the lesson.

Creative approach in its various forms is encouraged. Students are expected to be interested in participating in various scientific and communication activities in the subject profile.

Attendance and behavior (inadmissibility of absences, tardiness, requirements regarding clothing, medical examination, etc.).

It is important for students to follow the rules of proper conduct at the university. These rules are general for everyone, they also apply to the entire faculty and staff / -ts, and do not fundamentally differ from generally accepted norms. During classes, students must wear medical gowns (professional clothing).

The procedure for informing about changes in syllabus , etc.

When changes are made to the syllabus of the discipline, the corresponding announcement will be made by the teacher at the first lesson in the discipline and the updated power of the beads will be posted on the electronic resources of the department and the university.

Successful completion of the course requires adherence to academic integrity, knowledge and ability to use in preparation for classes and tasks Regulations on the examination of text documents at Kharkiv National University - dissertations, research reports, scientific publications, materials of scientific forums, educational literature, educational and methodical publications and teaching aids for the presence of text borrowings.

## **5. ACADEMIC INTEGRITY**

Qualification works for plagiarism must be checked in accordance with the Integrity Requirements on the website <https://naqa.gov.ua>.

## **6. RECOMMENDED LITERATURE**

### **Basic**

1. Andrew Briggs, Mark Sculpher, Karl Claxton. Decision Modelling for Health Economic Evaluation. 2006, 256 p.
2. Applied Health Economics for Public Health Practice and Research / edited by Rhiannon Tudor Edwards and Emma McIntosh. Oxford Medicine Online, 2019. 400 p.
3. Distributional Cost-Effectiveness Analysis / edited by Richard Cookson, Susan Griffin, Ole F. Norheim, Anthony J. Culyer . Oxford Medicine Online, 2020. 384 p.
4. H.Brown. The Economics of Public Health: Evaluating Public Health Interventions. Palgrave Pivot, 2018. 107 p.
5. Health Economics: textbook / V. Moskalenko, V. Taran, O. Hulchiy [et al] ed by V. Moskalenko. Vinnytsia : Nova Knyha, 2010. 112 p.

6. Markets vs Public Health Systems. Perspectives from the Austrian School of Economics / By Łukasz Jasiński. Routledge focus, 2021. 128 p.
7. World Scientific Handbook of Global Health Economics and Public Policy: Volume 1 – The Economics of Health and Health Systems / edited by Richard M Scheffler, University of California, Berkeley, USA. 2016. 600 p.
8. World Scientific Handbook of Global Health Economics and Public Policy : Volume 2 – Health Determinants and Outcomes / edited by Richard M Scheffler, University of California, Berkeley, USA. 2016. 552 p.
9. World Scientific Handbook of Global Health Economics and Public Policy : Volume 3 – Health System Characteristics and Performance / edited by Richard M Scheffler, University of California, Berkeley, USA. 2016. 476 p.

## **7. INFORMATION RESOURCES**

1. Website of the Verkhovna Rada of Ukraine – URL: <http://www.rada.gov.ua/>.
2. Website of World Health Organization – URL: <http://www.who.int>.
3. Website of the Cabinet of Ministers of Ukraine – URL: <http://www.kmu.gov.ua/>.
4. Electronic library of the National Academy of Public Administration under the President of Ukraine. – URL: <http://www.academy.gov.ua/?lang=ukr&tip=dop&tipn=library&page=78>.
5. Website of the Delegation of Ukraine to the European Union – URL: <http://ukraine-eu.mfa.gov.ua>.
6. Website of the National Agency of Ukraine for Civil Service Affairs – URL: <http://guds.gov.ua/govservice/control/uk/index>.
7. Website of the library of the Higher School of Public Administration of the National Academy of Public Administration under the President of Ukraine – URL: <http://hspace.edu.ua/?lang=ukr&tip=dop&page=12>
8. U.S. National Library of Medicine – URL: <http://www.nlm.nih.gov/>.
9. State Scientific and Pedagogical Library of Ukraine named after V.O. Sukhomlinsky – URL: <http://www.dnpb.gov.ua/>.
10. Scientific Pedagogical Library. K. D. Ushinsky Russian Academy of Education – URL: <http://www.gnpbu.ru/>
11. National Library of Ukraine named after V.I. Vernadsky – URL: <http://www.nbu.gov.ua/>.
12. National Scientific Medical Library of Ukraine – URL: <http://www.library.gov.ua/>.
13. Central Library of the Pushchino Scientific Center of the Russian Academy of Sciences – URL: <http://cbp.itib.psn.ru/library/default.html>.
14. Central Scientific Medical Library of the First Moscow State Medical University named after I.M. Sechenov – URL: <http://elibrary.ru/defaultx.asp>.
15. Scientific Library of Kharkiv National Medical University – URL: <http://libr.knmu.edu.ua/index.php/biblioteki>
16. Kharkiv State Scientific Library named after. V.G. Короленка – URL: <http://korolenko.kharkov.com/>.

## **8. OTHER**

Regulations on Academic Integrity and Ethics of Academic Relations at Kharkiv National Medical University. [Electronic resource]. URL: [http://files.knmu.edu.ua:8181/upload/redakt/doc\\_uchproc/polog\\_ad\\_etyka\\_text.pdf](http://files.knmu.edu.ua:8181/upload/redakt/doc_uchproc/polog_ad_etyka_text.pdf)

Regulations on the Commission on Academic Integrity, Ethics and Conflict Management of KhNMU. [Electronic resource]. URL:

[http://files.knmu.edu.ua:8181/upload/redakt/doc\\_uchproc/polog\\_komis\\_adtext.pdf](http://files.knmu.edu.ua:8181/upload/redakt/doc_uchproc/polog_komis_adtext.pdf).