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FORMATION OF MANAGERIAL, MARKETING, AND LEGAL COMPETENCE IN HIGHER EDUCATION APPLICANTS IN THE STUDY OF THE PHARMACEUTICAL MARKET OF UKRAINE

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Abstract. *The article examines the educational and methodological foundations of forming managerial, marketing, and legal competencies in higher education applicants majoring in 226 “Pharmacy, Industrial Pharmacy” at the master’s level in the process of studying the pharmaceutical market of Ukraine. The material is based on the integration of professionally oriented disciplines: “Pharmaceutical Management and Marketing,” “Pharmaceutical Law,” and “Introduction to Pharmacy.” Key approaches to understanding the structure and functioning of the pharmaceutical market of Ukraine, the specifics of pharmacy management, marketing strategies, and the regulatory framework governing the circulation of medicinal products are revealed. A generalized competence-based model is presented, encompassing managerial, analytical, communicative, marketing, legal, and ethical components of the professional training of future higher education applicants.*

Key words: *pharmaceutical market, professional competencies, professional ethics, pharmaceutical management and marketing, pharmaceutical law, introduction to pharmacy.*

Introduction.

The modern pharmaceutical market of Ukraine is characterized by significant dynamism, increasing competition, active development of digital technologies, and rising demands for the quality of pharmaceutical care [1, 2]. These factors determine the need to train specialists who possess a comprehensive set of managerial, marketing, and legal competencies. The integration of professionally oriented disciplines – “Pharmaceutical Management and Marketing,” “Pharmaceutical Law,” and “Introduction to Pharmacy” – contributes to forming in future master’s students a systematic understanding of the structure of the pharmaceutical market, the key mechanisms of its functioning, the requirements for the operation of pharmacy



establishments, as well as the ethical norms and legal aspects of professional activity.

The purpose of the article is to analyse the integration of managerial, marketing, legal, and ethical competencies in future higher education applicants in the context of studying the pharmaceutical market of Ukraine and to substantiate an educational and methodological model for their development.

The main part.

The pharmaceutical market of Ukraine is a multicomponent socio-economic system that combines the activities of manufacturers, distributors, pharmacy establishments, state regulatory bodies, and end consumers – patients [3, 4]. The market operates within a clearly defined legal framework, yet it is simultaneously influenced by market competition, social factors, and increasing demands for the quality of pharmaceutical care [5]. The training of a modern pharmaceutical specialist requires not only the acquisition of theoretical knowledge but also the development of a comprehensive set of managerial, marketing, legal, and ethical competencies that enable professional, safe, and responsible practice [6].

In this context, the integration of the content of the three professional pharmacy-oriented disciplines becomes essential. Their combination provides a foundation for a systematic understanding of the structure and functioning of the pharmaceutical market, shapes value-based professional orientations, and ensures the comprehensive readiness of students to work under contemporary conditions.

The discipline “Introduction to Pharmacy” establishes the foundation for the professional development of future Master’s-level pharmacists. It forms an understanding of the social mission of the pharmaceutical profession, the principles of pharmaceutical ethics and deontology, social responsibility, humanistic values, and the role of the pharmacist within the healthcare system. This disciplinary block creates the ethical framework upon which subsequent managerial and legal decisions are based. Future specialists understand that any action on the pharmaceutical market – from patient counselling to implementing a marketing strategy - must stem from the need to ensure safety, integrity, and the primacy of public health [7].

Building upon this ethical foundation are the competencies acquired within the



discipline “Pharmaceutical Management and Marketing.” The managerial component of this discipline encompasses the principles of organizing the work of a pharmacy, personnel management, logistics processes, resource planning, quality control, and the implementation of Good Pharmacy Practice standards. The marketing component includes the study of consumer behaviour, methods of market analysis, tools for positioning and promoting medicinal products, and the formation of assortment and pricing policies. Importantly, all managerial and marketing decisions are considered through the prism of ethical norms acquired at the previous stage of training. This approach helps prevent manipulation, unethical advertising influences, and conflicts of interest, while fostering in future specialists a commitment to honesty and professional responsibility.

The discipline “Pharmaceutical Law” ensures the acquisition of the regulatory foundations governing the functioning of the pharmaceutical market. Students study legal requirements regarding the circulation of medicinal products, the licensing of pharmacy operations, rules for storing, transporting, and dispensing medicines, regulatory provisions on advertising and promotion, Good Pharmacy Practice standards, and the pharmacovigilance system. Legal norms are viewed not merely as a set of rules but as tools that guarantee ethical, safe, and high-quality pharmaceutical practice. Thus, legal competence becomes organically interrelated with the ethical and managerial-marketing components of professional training.

It is important to note that these three disciplines do not exist in isolation but form an integrated, holistic model of professional competence:

- the ethical component, which provides value-based orientations, professional responsibility, and deontological principles;
- the managerial and marketing component, which develops practical skills necessary for functioning within the real pharmaceutical market;
- the legal component, which regulates the boundaries of professional activity and defines safety and quality standards.

The integration of these areas of knowledge enables future specialists to develop a comprehensive understanding of the role of the pharmacy within the medicinal supply



system, to analyse market processes, and to make innovative managerial and marketing decisions while adhering to ethical principles and legal requirements. Such integration allows higher education applicants to form a scientifically grounded, ethically responsible, and legally compliant understanding of the pharmaceutical market of Ukraine. This approach ensures the preparation of competent, responsible, and professionally ready master's-level pharmacists capable of functioning in the modern pharmaceutical market and responding effectively to its challenges.

Conclusions

The integration of the disciplines “Introduction to Pharmacy,” “Pharmaceutical Management and Marketing,” and “Pharmaceutical Law” ensures the formation of a holistic system of professional competencies in higher education students, which is essential for effective work in the modern pharmaceutical market. The ethical principles, managerial approaches, and legal norms acquired within these disciplines complement one another and enable future Master's-level pharmacists to make well-grounded, responsible, and safe professional decisions. Such an interdisciplinary approach contributes to the preparation of a competent, ethically oriented, and legally conscious specialist capable of working effectively in the dynamic environment of the pharmaceutical market of Ukraine.

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