МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ ЗАХІДНОУКРАЇНСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ІВАНО-ФРАНКІВСЬКИЙ НАВЧАЛЬНО-НАУКОВИЙ ІНСТИТУТ МЕНЕДЖМЕНТУ

ЗАТВЕРДЖУЮ

Директор ІФННІМ ос віт и окадання до намуський петичут

роборов НПР ЗУНУ

Віктор ОСТРОВЕРХОВ

\_2024 p.

# РОБОЧА ПРОГРАМА

з дисципліни

«ДІЛОВІ КОМУНІКАЦІЇ НА РИНКУ МЕДИЧНИХ ПОСЛУГ (ІНОЗЕМНОЮ МОВОЮ)»

Ступінь вищої освіти - Магістр

Галузь знань - 07 Управління та адміністрування

Спеціальність - 073 Менеджмент

Освітньо-професійна програма - Менеджмент закладів охорони здоров'я

Кафелра міжнародної економіки, маркетингу і менеджменту

Форма навчання	Курс	Семестр	Лекції (год.)		ІРС (год.)		Самост. робота студ. (год.)	Разом (год.)	Залік (сем.)
Денна	1	1	16	30	5	4	95	150	1

#### STRUCTURE OF THE DISCIPLINE

#### "BUSINESS ENGLISH COMMUNICATION IN THE MARKET OF MEDICAL SERVICES"

# 1. Description of the discipline "Business communications in the market of medical services (in a foreign language)"

Discipline	Field of knowledge, specialty, Degree of higher education	Characteristics of the academic discipline
Number of ESTS credits: 5	Field of knowledge - 07	The status of the discipline
	Management and administration	is compulsory
		Language of teaching: English
The number of credits	Specialty - 073 Management	Academic year:
modules - 3		1 full time
		Semester: 1
Number of content modules	Educational and scientific	Lectures: 15 h
- 2	program - Management	Practicals: 30 h
The total number of hours –	The degree of higher education -	Independent work: Full-time –
150	Master's degree	96 hours.
		Training:
		Full time- 4 hour
		Individual. work:
		Full-time - 5 200
Weekly hours:-10, 3 of		Type of final control - credit
them are in the classrooms		

# 2. The purpose and tasks of the discipline "Business English Communication on the market of medical services"

#### 2.1. The purpose of teaching the discipline

The educational discipline "Business communications in the market of medical services (in a foreign language)" will contribute to the formation of modern theoretical and practical knowledge, abilities and skills in the application of modern communication technologies in the field of health care, establishment and conduct of business communications in the market of medical services.

# 2.2. The task of teaching the discipline

As a result of studying the discipline "Business communications in the market of medical services (in a foreign language)", students of higher education should: know:

- basic theoretical concepts of communication, communication process and communication space;
- peculiarities of communication activities in the market of medical services;
- principles of formation of intra-organizational communications in health care institutions; principles of organization of communications of health care institutions with the external environment;
- peculiarities of the use of communication technologies in the market of medical services;
- technologies for creating communicative effects in the market of medical services;
- forms and techniques of business communication in the field of health care;

- sources of formation and directions of development of communicative competence and foundations of business communication culture;
- peculiarities of the organization of international business communications in health care; be able to:
- to reproduce at a professional level systemic knowledge of the modern concept of communication;
- to have an arsenal of effective modern communication tools and communication methods;
- carry out professional business communication at various levels in accordance with the requirements of morality, culture and professional ethics;
- to form intra-organizational communications in health care institutions;
- plan and organize communications of health care institutions with the external environment;
- use modern communication technologies to highlight the activities of the health care institution and its positioning on the market of medical services;
- identify and solve problems of the communication process in the market of medical services;
- conduct business communications in the international market of medical services.

# 2.3 Name and description of competencies, the formation of which ensures the study of the discipline

GC1. - the ability to conduct research at the appropriate level;

GC2. - the ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);

GC3. - skills in using information and communication technologies;

GC6. - ability to generate new ideas (creativity);

GC7 - ability to abstract thinking, analysis and synthesis;

GC15 - the ability to create and organize effective communications in the management process.

# 2.4. Prerequisites for studying the discipline

The prerequisites for studying the discipline "Business communications in the market of medical services (in a foreign language)" are the assimilation of knowledge according to the program of the entrance professional test in the specialty and purposeful work on the study of special literature

#### 2.5. Training results:

Program learning outcomes obtained during the study of the discipline "Business communications in the market of medical services (in a foreign language)" allow students in the process of professional implementation:

PLO 9. - to be able to communicate in professional and scientific circles in national and foreign languages;

PLO10. - demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;

PLO11. - to ensure personal professional development and planning of own time;

PLO 15. - use the latest approaches and make effective decisions regarding the competitive positioning of the health care institution in the market of medical services.

#### 3. Course outline

# Content module 1. Conceptual principles of communications in the market of medical services. Topic 1. Theoretical foundations of communication, communication process and communication space

Concept, subject, object and essence of communication. Purpose, tasks and functions of communication. Types, forms, levels of communications. Classification of communications. Channels, means and methods of communication. Communication networks. Communication process as information exchange. Concepts, main elements and stages of the communication process. Components of the modern model of the communication

process. Information and communication space. Communication activity. Obstacles in communications: types, causes of their occurrence and methods of elimination. Key elements of effective communications. Methods of improving the communication process.

## Topic 2. Peculiarities of communication activities in the market of medical services.

The essence and features of communications in the medical field. Communicative space in health care and its objects and main subjects. Communicative relations in the field of health care. Communication process in the market of medical services: main elements, stages. Types, forms and methods of communication in the activities of medical market subjects. Regulatory and legal basis for the organization of communications by health care institutions. Social aspect of communications in health care. Organization and management of communications in the medical field. Communicative policy in health care. Features of obstacles to effective communications in the market of medical services. The necessity of using modern communication and information technologies by health care institutions.

# Topic 3. Intra-organizational communications in healthcare institutions.

The essence, structure and features of building internal communication in health care institutions. Internal communication process. Types, forms and methods of intra-organizational communication in a medical institution (employee reception, interview, meeting, consultation, round table, seminar; council, meeting, meeting, general meeting, solemn event, feedback, etc.). Interpersonal communications. Basic principles of communication between the boss and subordinates, between colleagues. Communicative professional profile of a medical worker. Information and requirements for it, information flows in health care institutions. Organization and management of document management in medical institutions. Internal communication planning. Problems of organizing intra-organizational communications. Ensuring the effectiveness of internal communications in a health care institution. Communicative culture and ethics of communication.

## Topic 4. Organization of external communications of healthcare institutions.

Goals and tasks of external communications of medical institutions. Principles of ensuring communicative interaction in the market of medical services. Mechanisms for ensuring contacts of health care institutions with the external environment. Providing feedback. Incoming and outgoing correspondence. Strategy and tactics of PR activities in the medical field Organization of mass communication. Communications with mass media, public events. Methods of external communications of the health care institution: publications, speeches in the mass media; stories in TV and radio news; interviews, live broadcasts, briefings, press conferences; press tours; development of the website of the medical institution with links to the Ministry of Health, eHealth and patient organizations; use of social networks; conducting thematic round tables, meetings with the public, public organizations, interested groups and partners, involvement of professional associations; holding open days and health fairs; organization of special telephone lines; leaflets, announcements, newsletters, newsletters, use of electronic mailings. Publicizing the results of the activities of health care institutions, informing, placing information on the official websites of medical institutions, ensuring the filling of thematic pages (sections), persuasion, involvement, education, explanation, clarification, dialogue, mediation, discussion.

# Content module 2. Business communication technologies in the market of medical services Topic 5. Communication technologies in the market of medical services.

The essence, forms, types and role of communication technologies in the market of medical services. Technologies for the formation of intra-organizational and external communication systems in health care institutions. The essence of modeling communicative processes. Modern communication technologies in healthcare institutions. Building online communications, communications in social networks. Crisis communications in the field of health care. Communication strategies in health care and strategic communications in medical institutions: purpose, tasks, tools, methodology of development and adoption. Development of a communication strategy of a health care institution for different target audiences. The process of implementing a communication strategy. Key performance indicators and communication strategy evaluation methods. Communication/information campaigns (stages of preparation and implementation). Structural divisions (communication specialists) responsible for

internal and external communications. The main functions of communication units. The place of the communication unit in the structure of the health care institution.

# Topic 6. Forms and techniques of business communication in the field of health care.

Peculiarities of business communication. Official business communication and its goals in the market of medical services. Business protocol: the concept of "business protocol", the history of the protocol. Typology and communication channels in business medical communication. Oral and written business communications. Oral business communication and forms of discussion of professional problems in the field of health care. Techniques used for successful business communication. Ways, strategies and styles of business conversation, negotiation, dispute. Dialogue and discussion as a form of business communication. Techniques for holding meetings, meetings, briefings, press conferences. Principles of preparation of business reports, public speeches, presentations. Written communications and business correspondence in the market of medical services. A document as a means of written business communication: classification, rules of drafting and functioning. Service and business documents. Compositional features and standards of official and business documents (official memo, statement, order, order, contract). Peculiarities of compiling and functioning of documentation in health care institutions. Norms of business correspondence. Business letter. Resume. Modern forms of business communications and trends in the development of communication technologies. Conflict resolution and methods of countering manipulations in the communication process. Combating information distortion and barriers in the process of business communication. Criteria for evaluating the effectiveness of business communications in the market of medical services and factors and directions for improving their effectiveness.

## Topic 7. Communicative competence and culture of business communication

The concept and content of the communicative situation (communicative attitudes; the involvement of partners in the system of communicative interaction; emotional evaluations of forms of communication). Communicative skill of the individual. Phases and skills of emotional and psychological self-regulation and their influence on the nature of communication. Perceptive and expressive skills. Communicative culture and communicative potential of the individual. Sources of formation of communicative competence: socionormative experience of general culture; knowledge of communication languages used by the general culture; experience of interpersonal communication in the everyday and professional (medical) sphere. Communicative professional profile of a medical worker. Gender aspects of communication. Conflict resolution and methods of countering manipulation. Causes of the conflict. Culture and ethics of business communication. Moral and cultural conditioning of communication. Ethical values of communication. Moral regulation in business communication. The problem of ethical choice in business relations in the field of health care.

#### Topic 8. Peculiarities of international business communications in health care.

Peculiarities of communication in international business relations in the market of medical services. Cultural differences in international business. Forms and methods of business communications in international business. Peculiarities of the international negotiation process in the field of medicine. Culturally determined styles of conducting business negotiations. National peculiarities of business communication, language characteristics and national cultural specificity. The main causes of information distortion and poor feedback in intercultural communications. Inadequacy of translation.

#### 4. Credit structure of the discipline

(full-time education)

			(Tull-tillic cut	ication)				
		Number of hours						
	Practicals	Lectures	Independent work	Training	Induvidaul work	Types of control		
Content module	Content module 1.							
Topic 1.	4	2				Current survey,		
Theoretical			12			tests		

haaiaa	l			İ	İ	
basics						
communications,						
communication						
process						
and						
communication						
of that space						
Topic 2.	4	2	12			-
Features	_	2	12			
communication						
activity on the market						
				2		
medical				2		
services						
					_	
Topic 3.	4	2	12		1	Current
Internally						survey,
organizational						tests
communications						
in						
institutions						
protection						
health						
Topic 4	4	2	12		1	-
Organization of	4	2	12		1	
external						
communications						
of security						
institutions						
Content me	odule 2.					
Topic 5.	4	2	12		1	Current survey,
Communication	-	_			_	tests
and technologies						Costs
on the market						
medical						
services	4	2	10		1	C
Topic 6.	4	2	12		1	Current survey,
Forms and						tests
machinery						
business						
communications				2		
in						
sphere						
protection						
health						
Topic 7.	4	2	12		1	Current survey,
Communicative						tests
and						
competence						
t ta						
culture						
Cultuic	l	ı l				ı l

business communication						
Topic 8.	2	1	12			Current survey,
Features						tests
international						
business						
communications						
in						
security						
health						
Total	30	15	96	4	5	

## 5. Subjects of practicals

#### **Practicals 1-2**

# Topic 1: Theoretical foundations of communication, communication process and communication space

Purpose: To learn the theoretical principles of communication, communication process and communication space Questions for discussion:

- 1. Concept, subject, object and essence of communication.
- 2. Purpose, tasks and functions of communication.
- 3. Types, forms, levels of communications
- 4. Channels, means and methods of communication.
- 5. Communication networks.
- 6. Communication process as information exchange.
- 7. Concepts, main elements and stages of the communication process.
- 8. Components of the modern model of the communication process.
- 9. Information and communication space.
- 10. Communication activity.
- 11. Obstacles in communications: types, causes of their occurrence and methods of elimination.
- 12. Key elements of effective communications.
- 13. Methods of improving the communication process.

#### Practicals 3, 4

# Topic 2. Peculiarities of communication activities in the market of medical services

Purpose: To learn the peculiarities of communication activities in the market of medical services.

Ouestions for discussion:

- 1. The essence and features of communications in the medical field.
- 2. Communicative space in health care and its objects and main subjects.
- 3. Communicative relations in the field of health care.
- 4. Communication process in the market of medical services: main elements, stages.
- 5. Types, forms and methods of communication in the activities of medical market subjects.
- 6. Regulatory and legal basis for the organization of communications by health care institutions.
- 7. Social aspect of communications in health care.
- 8. Organization and management of communications in the medical field.
- 9. Communicative policy in health care.
- 10. Obstacles to effective communications in the market of medical services.
- 11. Necessity of using modern communication and information technologies by health care institutions.
- 12. Foreign experience of establishing communications in the field of health care.

#### Practicals 5, 6

## **Topic 3. Intra-organizational communications in healthcare institutions**

Goal: Mastering the methods of planning and organizing internal communications in health care institutions Questions for discussion:

- 1. The essence, structure and peculiarities of building internal communication in health care institutions.
- 2. Internal communication process.
- 3. Types, forms and methods of intra-organizational communication in a medical institution.
- 4. Interpersonal communications in a healthcare facility.
- 5. Communicative professional profile of a medical worker.
- 6. Information and requirements for it, information flows in healthcare institutions.
- 7. Organization and management of document management in medical institutions.
- 8. Planning internal communication in healthcare institutions.
- 9. Problems of organizing intra-organizational communications.
- 10. Ensuring the effectiveness of internal communications in a health care institution.
- 11. Communicative culture in medical institutions.

### Practicals7, 8

# Topic 4. Organization of external communications of healthcare institutions

Goal: Mastering the methods of organizing effective external communications of health care institutions Questions for discussion:

- 1. Goals and objectives of external communications of medical institutions.
- 2. Principles of ensuring communicative interaction in the market of medical services.
- 3. Mechanisms for ensuring contacts and feedback of health care institutions with the external environment.
- 4. Incoming and outgoing correspondence.
- 5. Strategy and tactics of PR activities in the medical field.
- 6. Organization of communication with mass media, public events.
- 7. Methods of external communications of the health care institution: publications, speeches in the mass media.
- 8. Publication of the results of the activities of health care institutions, information.

#### Practicals 9, 10

# Topic 5. Communication technologies in the market of medical services

Purpose: To learn modern communication technologies in the market of medical services Ouestions for discussion:

- 1. The essence, forms, types and role of communication technologies in the market of medical services.
- 2. Technologies for the formation of intra-organizational and external communication systems in health care institutions.
- 3. The essence of modeling communicative processes.
- 4. Modern communication technologies in healthcare institutions.
- 5. Building online communications, communications in social networks.
- 6. Crisis communications in the field of health care.
- 7. Communication strategies in health care and strategic communications in medical institutions.
- 8. Development of a communication strategy of a healthcare institution for various target audiences.
- 9. The process of implementation of the communication strategy. Key performance indicators and communication strategy evaluation methods.
- 10. Communication/information campaigns (stages of preparation and implementation).
- 11. Structural units (communication specialists) responsible for internal and external communications.
- 12. Main functions of communication units.
- 13. The place of the communication unit in the structure of the health care institution.

#### Practicals11, 12

# Topic 6. Forms and techniques of business communication in the field of health care

Purpose: To learn the forms and master the technique of business communication in the field of health care Ouestions for discussion:

- 1. Peculiarities of business communication.
- 2. Official business communication and its goals in the market of medical services.
- 3. Business protocol: concept
- 4. Typology and communication channels in business medical communication.
- 5. Oral and written business communications.
- 6. Oral business communication and forms of discussion of professional problems in the field of health care.
- 7. Ways, strategies and styles of successful business communication.
- 8. Technique of conducting business conversation, negotiations, discussion.
- 9. Techniques for conducting meetings, gatherings, round tables, briefings, press conferences, press tours.
- 10. Principles of preparation of business reports, public speeches, presentations.
- 11. Written communications and business correspondence in the market of medical services.
- 12. Document as a means of written business communication. Peculiarities of compiling and functioning of documentation in health care institutions.
- 13. Official and business documents, their compositional features and standards of official and business documents.
- 14. Norms of business correspondence. Business letter.
- 15. Summary.
- 16. Modern forms of business communications and trends in the development of communication technologies.
- 17. Conflict resolution and methods of countering manipulations in the process of business communication.
- 18. Fighting against distortion of information and barriers in the process of business communication.
- 19. Criteria for evaluating the effectiveness of business communications in the market of medical services and factors and directions for improving their effectiveness.

#### Practicals 13, 14

# Topic 7. Communicative competence and culture of business communication

Purpose: To learn approaches to the formation of communicative competence and the culture of business communication

Questions for discussion:

- 1. The concept and content of the communicative situation.
- 2. Communicative skill of the individual.
- 3. Phases and skills of emotional and psychological self-regulation and their influence on the nature of communication.
- 4. Perceptive and expressive skills.
- 5. Communicative culture and communicative potential of the individual.
- 6. Sources of formation of communicative competence.
- 7. Gender aspects of business communication.
- 8. Conflict resolution, stress prevention and methods of countering manipulations in the process of business communication.
- 9. Culture and ethics of business communication.
- 10. Problems of morality and ethical choice in business relations in the field of health care.

#### Practical 15

# Topic 8. Peculiarities of international business communications in health care Purpose: To learn the peculiarities and master the methods of conducting international business communications in health care Ouestions for discussion:

- 1. Peculiarities of communication in international business relations in the market of medical services.
- 2. Cultural differences in international business.
- 3. Forms and methods of business communications in international business.
- 4. Features of the international negotiation process in the field of medicine.
- 5. Culturally conditioned styles of conducting business negotiations.

- 6. National peculiarities of business communication, language characteristics and national cultural specificity.
- 7. The main causes of information distortion and poor feedback in intercultural communications.

# 6. INDEPENDENT WORK ON THE DISCIPLINE "BUSINESS COMMUNICATIONS IN THE MARKET OF MEDICAL SERVICES (IN A FOREIGN LANGUAGE)"

Independent work on the discipline "Business communications in the market of medical services (in a foreign language)" is the final stage of theoretical and practical work, is carried out on the basis of knowledge, skills and abilities acquired in the course of lectures and practical classes and covers the content of the educational discipline in general.

Independent work involves the preparation of an essay on the proposed topic and is designed to increase the quality of specialist training and the practical orientation of education and to strengthen the role of independent work of the student, which is the main means of assimilation of the material by the student in the time free from mandatory educational classes without the participation of the teacher. Completion of the task is one of the mandatory components of credit credit and is evaluated on a 100-point scale.

The main requirement for writing an essay is independence, personal initiative, reasonableness, the use of innovative technologies in calculations, preparation and design.

# Topics of essays for students' independent work:

- 1. Preparation of managers of health care institutions for business communicative interaction.
- 2. Establishing contact and ensuring effective communications with
- 3. objects of professional interest.
- 4. Modern remote communication methods for organizing communications on
- 5. market of medical services.
- 6. The latest information and communication technologies in the field of protection health.Information and communication activity of a modern manager.
- 7. The role of communicative culture in the professional activity of a managerhealthcare facility
- 8. Development of communication skills of managers of security institutions
- 9. health.
- 10. Strategy and tactics of conducting business negotiations in the market
- 11. medical services
- 12. Networking: concepts and features of application in the market
- 13. medical services
- 14. Stresses and stress resistance in business communications on the market
- 15. medical services
- 16. Communication process and management efficiency.

# 7. ORGANIZATION OF TRAINING IN THE DISCIPLINE "BUSINESS COMMUNICATIONS IN THE MARKET OF MEDICAL SERVICES (IN A FOREIGN LANGUAGE)"

Training in the discipline "Organization Management" is conducted in the educational process of master's training with the aim of developing practical skills of working in a team, developing the ability to predict the behavior of other participants, and mastering group communication methods in solving tasks related to the implementation of organizational management tasks.

Organization and procedure of training

- 1. The introductory part. Updating the topic of the training session and structuring the process of its implementation. Acquaintance of students with the purpose of the training, its tasks, procedure, and expected results. Presentation of the training program.
- 2. Organizational part. Establishing training rules, forming small working groups (3-5 groups), defining tasks and

- assigning roles. Provision of training participants with handouts: tables, document forms, algorithms, instructions.
- 3. Practical part. Carrying out training tasks in small groups using basic and innovative methods of conducting training on a specific topic (problem). Preparation of presentation materials based on the results of the training task.
- 4. Summing up. Presentation of practical work in small groups. Discussion of the results of tasks, exchange of opinions on the issues of the training topic, summing up, evaluation of the effectiveness of work in groups and achievement of training goals.

*Tasks of the training:* 

- 1. Development of a map of channels and means of internal communication of the health care institution.
- 2. Development of channels and means of external communication of the health care institution.
- 3. Determination of optimal digital tools for communication of the health care institution with the external environment.

# 8. Teaching methods

While teaching, the following are used: lectures, practical classes, classes, consultations, independent work, work in groups, survey methods, testing, organising of practical situations, abstracts, performance of analytical and practical tasks.

# 9. Assessment tools and methods of demonstrating learning outcome

In teaching the discipline "Business Communications in English", the following methods of demonstrating learning outcomes are used:

- standardized tests;
- current survey;
- practical tasks;
- credit module testing and survey;
- team projects;
- conducting situational, role-playing and simulation games;
- presentations of the results of completed tasks and research;
- student presentations (abstracts)
- written work;
- independent work of students
- credit

## 10. Evaluation policy

**Deadline and retake policy:** Modules are retaken with the permission of the dean's office if there are good reasons (for example, sick leave).

**Academic Integrity Policy:** write-offs during control work are prohibited (including using mobile devices).

**Visiting policy:** Attending classes is a mandatory component of the assessment. For objective reasons (for example, illness, international internship, and other reasons), training can take place online with the permission of the university administration.

The final score (on a 100-point scale) from the discipline "Business communications in the market of medical services (in a foreign language)" is determined as a weighted average value, depending on the specific weight of each credit component.

1 0	1 (	<i></i>	1		
Credit module 1		Credit module 2		Credit module 3	Credit module 4
20%	20%	20%	20%	5%	15%
Current assessment	Module control 1	Current assessment	Module control 2	Training	Independent work
	Modular		Modular		Assessment for the
average of the	control work	average of	control work	defined as the	essay
grades obtained	(topics 1-4)	the grades	(topics 5-8)	arithmetic average	
during practical		obtained		of the grades	
classes 1-8 on		during		obtained for the	
topics 1-4 at		practical		corresponding	
least once every		classes 9-15		tasks during the	
2 practical		on topics 5-		training	
classes		8 at least			
		once every 2	,		
		practical			
		classes			
			1		

#### **Evaluation scale:**

ECTS	Grades	Content
A	90-100	excellent
В	85-89	good
С	75-84	good
D	65-74	satisfactory
Е	60-64	enough
FX	35-59	unsatisfactory with the possibility of reassembly
F	1-34	unsatisfactory with a mandatory repeat course

## **Recommended sources of literature**

- 1. Voronkova V.G., Belichenko A.G., Melnyk V.V. Ethics of business communication: teaching. manual Lviv: Magnolia, 2017. 312 p.
- 2. Yesaulenko V. There is a contact. 10 rules of effective communication. URL: https://nv.ua/ukr/style/blogs/est-kontakt-10-pravil-effektivnoy-kommunikacii-50046725.html
- 3. Legislation of Ukraine on health care reform. URL: http://gorprofmed.org/reformagaluzi.html
- 4. Znamenska M. A., Slabky G. O. Conceptual model of communications in health care. Scientific Journal "ScienceRise". 2015. No. 7/4(12). P. 59–62.
- 5. Znamenska M. A., Slabky G. O., Znamenska T. K. Communications in health care: a monograph. Kyiv. 2019. 194 p.

- 6. Znamenska, M. A. Informatization of health care facilities as the basis of effective communications in the health care system. Medical informatics and engineering. 2015. No. 2. P. 85–89
- 7. Znamenska, M. A. Model of communication of a family doctor to preserve the health of school-aged children. Neonatology, surgery and perinatal medicine. 2015. Vol. 5. No. 2 (16). P. 42–44.
- 8. Kozhushko L.F. Fundamentals of management and marketing: teaching. manual Rivne: NUVHP, 2016. 291 p.
- 9. Communications and social mobilization in the interests of public health within the framework of the public health system. methodological recommendations / G. O. Slabky, V. V. Shafranskyi, I. S. Myronyuk, V. V. Kruchanytsia– K., 2016. 20 p.
- 10. Communications in medicine. Zdorovi.agency site. URL: https://zdorovi.agency/communications-in-healthcare
- 11. Kotys N., Matsyk O. Innovative approaches to the organization of communications in the market of medical services. Innovative economy. 2022. No. 1 (90). P. 67-73
- 12. Management of organizations and administration: theory and practice: collection. monograph / Berezyanko T. V. and others.; under the editorship Prof. N. S. Skopenko, prof. O. I. Dragan; National University of Food technologies. Kyiv: Department, 2020. 403 p.
- 13. Moshek G.E. Management of the organization. Theory and practice: teaching. manual / G. E. Moshek, V. L. Fedorenko, A. S. Solomko; in general ed. Mosheka G. E.; National Acad. state example under the President of Ukraine, N.-d. Center for Forensic Expertise on Intellectual Matters. property Kyiv: Lira-K, 2020. 419 p
- 14. Orlova Yu. Moment of insight. How to establish communication in business. URL: https://nv.ua/ukr/moment-prozreniya-kak-naladit-kommunikaciyu-v-biznese-50072511.html 15. Palekha Y., Mureyko N., Oksiyuk O. Documentary and informational communications: teaching. manual. K.: Lira-K Publishing House, 2016. 386 p.
- 16. Popova T.V., Lipkan V.A. Strategic communications: dictionary. Kyiv: FOP O.S. Lipkan, 2016. 416 p
- 17. Resolution of the Cabinet of Ministers of Ukraine dated April 25, 2018. No. 411 "Some issues of the electronic health system" URL: https://cutt.ly/AcnqTx2
- 18. M.D. Pryshchak, O.Y. Lesko. Ethics and psychology of business relations: teaching. Manual. Vinnytsia: VNTU, 2016. 151 p. Public discourse: education. manual / comp.: S. A. Bronikova, T. D. Yehorova, R. I. Lenda, and others.; under the editorship I. M. Plotnytska, R. I. Lenda; National Acad. state example under the President of Ukraine. Kyiv: NADU, 2018. 156 p
- 19. Decree of the Cabinet of Ministers of Ukraine dated December 28, 2020 No. 1671 "About approval of the Concept of the development of electronic healthcare". URL: https://zakon.rada.gov.ua/laws/show/1671-2020-%D1%80#Text
- 20. Strapchuk S.I., Mykolenko O.P., Popova I.A., Pustova V.V. Management: a study guide for students of higher education. Lviv: Novy Svit .2000 Publishing House, 2020. 356 p.
- 21. Modern management in questions and answers. Study guide Edited by A.M. Balashova, G.E. Mosheka. K. Alert. 2018. 620 p.
- 22. Theoretical basis of information and communication support for health care institutions / Rudnychenko E.M. etc. Bulletin of the Khmelnytskyi National University. 2020. No. 5. P. 179–183.
- 23. Ulyanchenko O.V. Management of the organization: training. guide. H.: Hark. national agrarian Univ. Kh.: Khnau, 2017. 267 p.
- 24. Ustymchuk O. V. Modern trends in the implementation and development of communication in the Ukrainian model of state management of the health care sector. State administration and local self-government. 2020. Issue 2(45). P. 213–219.
- 25. Cold O.M. Communication technologies textbook. Center for educational literature, 2013. 212 p.
- 26. Chaplai I.V. Communication in the state and society: terminological aspects. Public administration: improvement and development. 2017. No. 1. URL: http://www.dy.nayka.com.ua/?op=1&z=1109.
- 27. Shafransky V.V., Slabky G.O. Use of communications in the public health system. Modern medical technologies. 2016. No. 1. C. 92–94
- 28. Shkilnyak M.M., Ovsyanyuk-Berdadina O.F., Krysko Zh.L., Demkiv I.O. Management: a study guide. Ternopil: Krok, 2017. 252 p.
- 29. What is an eHealth system? The official website of the electronic health care system. URL:  $\underline{https://cutt.ly/1bCC39q}$

- 30. Balas, E.A., F. Jaffrey, G.J. Kuperman, S.A. Boren, G.D. Brown, F. Pinciroli, and J.A. Mitchell. 1997. Electronic communication with patients. Evaluation of distance medicine technology. Journal of the American Medical Association 278:152-159
- 31. Gavin Kennedy. Everything is Negotiable. Cornerstone Digital; 5Rev Ed Edition, 2019. 320 pp
- 32. George H. Ross. Trump-Style Negotiation: Powerful Strategies and Tactics for Mastering Every Deal. John Wiley & Sons Inc, 2018. 288 pp.
- 34. Walker J, Pan E, Johnston D, Adler-Milstein J, Bates D, Middleton B. The value of health care information exchange and interoperability. Health Affairs (Millwood). 2005 Jan;19:10–16
- 35. Zolnierek, KB, Dimatteo, MR. Physician communication and patient adherence to treatment: a meta-analysis. Med Care 2009; 47: 826–834

Balas, E.A., F. Jaffrey, G.J. Kuperman, S.A. Boren, G.D. Brown, F. Pinciroli, and J.A. Mitchell. 1997. Electronic communication with patients. Evaluation of distance medicine technology. Journal of the American Medical Association 278:152-159.

Gavin Kennedy. Everything is Negotiable. Cornerstone Digital; 5Rev Ed Edition, 2019. 320 pp 3 George H. Ross. Trump-Style Negotiation: Powerful Strategies and Tactics for Mastering Every Deal. John Wiley & Sons Inc, 2018. 288 pp.

Michael H. Mescon. Management. In: Michael H. Mescon, Michael Albert, Franklin Khedouri. Harper & Row., 1988. pp: 777.

Mistiaen, P, van Osch, M, van Vliet, L, Howick, J, Bishop, FL, Di Blasi, Z The effect of patient-practitioner communication on pain: a systematic review. Eur J Pain 2016; 20: 675–688. Walker J, Pan E, Johnston D, Adler-Milstein J, Bates D, Middleton B. The value of health care information exchange and interoperability. Health Affairs (Millwood). 2005 Jan;19:10–18 Zolnierek, KB, Dimatteo, MR. Physician communication and patient adherence to treatment: a meta-analysis. Med Care 2009; 47: 826–834

