I. Contact Information
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II. Course Prerequisites
Prerequisites: Successful completion of PHRD 5006

III. Course Description
This course is an examination of the managerial aspects in community pharmacy practice with an emphasis on financial, operational, and human resource management, to provide the knowledge and skills necessary for initiating and maintaining a successful pharmacy practice.

IV. Curricular Objectives and Outcomes
Upon completion of this course, the student should be able to:

Outcome: Plan, organize, direct, and control community pharmacy practices utilizing human, material, and financial resources.

Objectives:

i. Use and evaluate acquisition, inventory control, and distribution systems with appropriate documentation

ii. Describe and evaluate the medication acquisition process.

iii. Determine and implement appropriate inventory control methods

iv. Describe pharmacy law regarding medication acquisition and distribution

v. Describe humanistic and technological factors involved in medication distribution.

vi. Discuss methods to identify, evaluate, correct, and prevent errors in the medication distribution system.

vii. Develop medication use and health policy to manage pharmacy benefits

a. Define the role of third-party payers in the health care system

b. Compare and contrast different third-party systems (e.g., public vs. private)

c. Evaluate third party plans for pharmacy acceptance

viii. Apply principles of fiscal management and evaluate the fiscal resources of a community pharmacy practice (including budgets and proforma statements).

ix. Apply principles of human resource management such as recruiting, training, motivating, and evaluating staff

x. Identify and manage risks associated with the practice of pharmacy

xi. Apply CQI principles to community pharmacy practice.

xii. Compare and contrast available information and technological resources

xiii. Identify and evaluate the components required to develop a pharmacy business plan.

V. Course Specific Objectives and Outcomes
Students who successfully complete the course requirements should achieve the following course objectives and outcomes:

- Understand planning, organizing, directing and controlling community pharmacy practice
- Apply management theories to material and financial resources
- Understand inventory management
- Evaluate third party plans
- Apply principles of fiscal management and evaluate the fiscal resources of a
Understand budgets and pro forma financial statements
Be able to perform continuous quality improvement (CQI)
Demonstrate the ability to develop a pharmacy business plan
Demonstrate an ability to appropriately schedule based on available reports
Demonstrate an ability to identify and correct inefficient workflow scenarios
Demonstrate an ability to identify harassment or discrimination
Demonstrate an ability to perform annual performance evaluations

VI. Course Topics
See schedule at the end of this syllabus.

VII. Instructional Methods and Activities
Instructional methods may include, but are not limited to: traditional lectures, distance learning, in-class discussion, small group discussion, problem-based learning, group projects/presentations, individual projects/presentations, lectures/presentations posted on Moodle, independent study, assignments/exercises completed in or out of class.
Active participation in class and group activities is required. For this course, students are expected to shed the traditional role of passive receptor of knowledge being doled out by the instructor and the textbook. Instead, the student should attempt to obtain knowledge, develop skills and then use them meaningfully.

VIII. Evaluation and Grade Assignment
• In general, memorization and regurgitation of information will NOT be emphasized. Rather, evaluation will largely be based on assessing your understanding of concepts and principles, your ability to apply this understanding in intelligent and reasonable ways, and higher order abilities: analysis, evaluation, and synthesis.
• Quizzes may be given, announced or unannounced, as deemed necessary by each faculty member. Quizzes will be added to the total points available for the course.
• Exam dates are scheduled in the course syllabus and will only be changed in the event of University closure.
• Exams may be multiple choice, fill in the blank, short-answer, case or scenario based discussion, essay, or any other format deemed necessary by the lecturers and course coordinator.
• Information acquired from previous lectures in the course and from other courses in the professional pharmacy curriculum may be needed in preparing for examinations.
• Students wishing to review their exams with the course coordinator must do so within 2 weeks of the date the test is taken.

Grading Scale:

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>90 – 100%</td>
<td>A</td>
</tr>
<tr>
<td>80 – 89%</td>
<td>B</td>
</tr>
<tr>
<td>70 - 79%</td>
<td>C</td>
</tr>
<tr>
<td>60 – 69%</td>
<td>D</td>
</tr>
<tr>
<td>&lt;60%</td>
<td>F</td>
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Semester Points:
Business Plan Development  200 points
Exam I  100 points
Final exam  100 points
Undergraduate mid-term grades will be posted on-line for students to view via Arrow. Mid-term grades indicate a student’s status at mid-semester only and do not indicate the final performance outcome of a student.

Exam Dates

<table>
<thead>
<tr>
<th>Exam</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>TBA</td>
</tr>
<tr>
<td>Final Exam</td>
<td>As scheduled by the College of Pharmacy</td>
</tr>
<tr>
<td>Business Plan submission</td>
<td>Final class meeting</td>
</tr>
</tbody>
</table>

IX. Class Policies and Procedures

At a minimum, all policies stated in the current ULM Student Policy Manual & Organizational Handbook should be followed (see http://www.ulm.edu/studentpolicy/). Additional class policies include:

A. Textbook(s) and Materials:
   1. No required textbook.
   2. Reading material may be posted on Moodle by course faculty or the student may be instructed to use the Internet to search for information.

Optional textbooks

Here is a listing of some excellent books that discuss management for pharmacists. These books are neither required nor needed for this course. They are simply quality books for anyone who is more interested in this area and would like to learn more.


B. Attendance Policy:

Class attendance is mandatory in all pharmacy courses; therefore, attendance will be taken for all class meetings. Students reported for accumulating more than three unexcused absences in a course during an academic semester will be administratively dropped from the course with a “W” grade. In accordance with College of Pharmacy policy and procedure, a grade of “W” will be counted as an “F” grade with respect to academic standards.

Any student who is not present for at least 75% of the scheduled class sessions (excused or unexcused) in any course may receive a grade of W if this condition occurs prior to the last day to drop a course or a grade of F after that date. Any University-related activity requiring an absence from class will count as an absence when determining if a student has attended 75% of class meetings.

In addition, no student should enter class after the lecture has begun. Students unable to attend class on time will be considered absent for that day.

Each group is responsible for submitting daily attendance if someone in the group is absent. If no attendance is turned in, all members of the group will
C. **Make-up Policy:**
Each student is expected to attend each exam at the date and time specified. If a student cannot attend an exam due to valid University excuse, he/she must speak directly with the course coordinator, as soon as possible. The course coordinator must be notified prior to the examination if a student misses the exam, if possible. Failure to attend a scheduled make-up exam will result in a zero (0) grade for that exam. Make-up exams will be prepared at the same or higher level than the original exam. The format of the make-up exam may be written or oral. *Students missing an exam due to a University approved excuse will take the make-up exam during the week of finals, or as determined by the course coordinator.*

D. **Academic Integrity:**
Faculty and students must observe the ULM published policy on Academic Dishonesty (see Page 4 in ULM Student Policy Manual - http://www.ulm.edu/studentpolicy/).

Students are expected to work independently on examinations and assignments unless it is specifically described by the instructors as a group assignment. Any use of resources other than your own recollection and reasoning ability on an examination is cheating. Inappropriate use of electronic or wireless technology (i.e., cell phones, PDAs, or pagers) during an examination is considered academic misconduct. Having in your possession or the use of any examination question previously used in this course is considered cheating. Any attempt to reconstruct an examination after it is taken with the intent to share with other students is considered cheating. Sharing information about an examination with any other student who has not taken the exam is considered cheating. Any student suspected of dishonesty will receive a zero (no credit) for that assignment or examination, and will be reported to the College of Pharmacy Dean’s Office with subsequent actions as per University regulations and policy.

E. **Student Services:**
Information concerning student services in the College of Pharmacy can be found in the College of Pharmacy Student Handbook. In particular, pay special attention to the College’s technical standards and policies concerning students with special needs.

Information about ULM student services, such as Student Success Center (http://ulm.edu/cass/), Counseling Center (http://ulm.edu/counselingcenter/), Special Needs (http://ulm.edu/counselingcenter/special.htm) and Student Health Services, is available at the following Student Services web site http://ulm.edu/studentaffairs/.

F. **Emergency Procedures:**
Please review the emergency escape plan in the classrooms and hallways of the Bienville building. Move quickly and orderly to the appropriate stairwell and exit the building. The meeting place for this class will be the far end of the north parking lot between Bienville and Broadmoor Blvd. Under no circumstances is the elevator to be used for emergency evacuation. Any student needing assistance should notify the professor immediately.

G. **Student Professionalism:**
Students in this course are expected to exhibit professionalism, which includes the following:
• Be on time to class, be seated and quiet when class begins
• Be reliable and dependable in attending, preparing for, and participating in course activities
• Communicate respectfully, articulately, and confidently during discussion sessions and when called on in class
• Engage in active learning (i.e., seek information, ask questions, take ownership for one’s learning)
• Put your peers’ needs above your own
• Accept and apply constructive feedback of critical thinking skills
• Behave in an ethical manner with regard to academic conduct
• Demonstrate a desire to exceed expectations (i.e., minimal standards and requirements for tasks, assignments, and responsibilities)

X. Tentative Course Schedule

The instructor reserves the right to adjust the schedule as needed.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Intro to class/current state of retail pharmacy/impact of managed care</td>
</tr>
</tbody>
</table>
| 2    | Threats and opportunities (real and potential)  
|      | • Behind-the-counter meds, e-prescribing, change to average manufacturer price (AMP) for pharmacist reimbursement, trend to more clinical skills (MTMS, immunizations), health care reform impact |
| 3    | Marketing- customer behavior/evaluation of service |
| 4    | Marketing- strategic planning/retail specific marketing strategies |
| 5    | HR mgmt- legal issues (discrimination, harassment, FMLA, etc) |
| 6    | HR mgmt- recruitment, interviewing |
| 7    | HR mgmt- training, supervision, team building |
| 8    | MIDTERM EXAM |
| 9    | HR mgmt- managing conflict, discipline |
| 10   | HR mgmt- performance appraisal and documentation |
| 11   | Operational- inventory principles and management |
| 12   | Operational- workflow, scheduling |
| 13   | Operational- insurance issues/third party audits (including Medicare Fraud and Abuse policies & Medicaid tamper-proof requirements) |
| 14   | Operational- customer service/angry customers/CQI/medication errors |
| 15   | Fiscal mgmt- financial statements, pharmacy benchmarks |
|      | Fiscal mgmt- third party contract terms, wholesaler contract terms |
|      | FINAL EXAM |