



Educational institution
"Royal Metropolitan University"

Quality Management System
Educational and Methodological Complex for the discipline "Management and Marketing"
Department of Dental Disciplines, Royal Metropolitan University
560004 "Dentistry"

Ministry of Science, Higher Education, and Innovation of the Kyrgyz
Republic
Educational Institution
"Royal Metropolitan University"
Department of Dental Disciplines



"APPROVED"
Vice Rector for Academic and
and Administrative Affairs
N.A. Urazalieva

"06" 09 2025



**TEACHING AND METHODOLOGICAL COMPLEX OF THE
DISCIPLINE**

"Management and Marketing"

of the main educational program
in the specialty 56004 "Dentistry" (for foreign citizens)

Graduate qualification: Specialist (Doctor)

Bishkek 2025



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Department of Dental Sciences



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COURSE SYLLABUS
"Management and Marketing"

of the main educational program
in the specialty 560004 "Dentistry" (for international students)

Graduate Qualification: Specialist (Doctor)

Full-time program

Course	5
Semester	10
Exam (semester)	
Credit (semester)	8
Total credits in the curriculum	2
Total hours in the curriculum	60

Program developer:
A. Myrzakarimova

Reviewed and approved at a meeting of the
Department of Dental Disciplines
Protocol No. 1 dated September 6, 2025
Head of the Department, Ph.D. A.K. Bektasheva
_____ (signature)

Bishkek 2025



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560004 "Dentistry"

The work program for the course "Management and Marketing" has been developed in accordance with the requirements of the State Educational Standard for Higher Professional Education (GOS VPO) for the specialty 560004 "Dentistry."

The work program has been approved by the Educational and Methodological Department of the RMU

Head of the Educational and Methodological Department

Reutibaeva N. S. [Signature]

(Full Name)

(Signature)

"06" 09 2025

The work program has been approved by the head of the main educational program for specialty 560004 "Dentistry"

Head of the Main Educational Program

[Signature]

(Full Name)

(Signature)

"06" 09 2025

External review provided on

candidate of Economic Sciences Abdykadyrova W. U.

"06" 09 2025 (review attached)

The work program has been approved by a specialist from the RMU Quality and Monitoring Department
Q&M Department

Alambesaliev U. [Signature]

(Full Name)

(Signature)

"06" 09 2025




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1. The working program of the academic discipline

1.1. Explanatory note

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	<p align="center">Quality management system Educational and methodological complex for the discipline "Management and Marketing" Department of Dental Disciplines of the Educational Institution "RMU" 560004 "Dentistry"</p>

The mission of the educational institution "Royal Metropolitan University" is to improve the health and quality of life of the population through high-quality training of medical personnel capable of intercultural interaction, based on the integration of advanced scientific knowledge, innovation and high standards of practice in the context of the unity of education, science and clinical activity.

Abstract of the academic discipline

The course "Management and Marketing in Dentistry" provides students with the theoretical and practical foundations of managing a dental organization, planning, organizing, and monitoring the treatment process, and develops managerial thinking to improve the efficiency of dental practice. Students explore the principles of healthcare management, the structure and functions of management, strategic and operational planning methods, marketing techniques for attracting and retaining patients, and the legal and ethical aspects of running a dental clinic.

The purpose and objectives of the discipline

The purpose of discipline

The main goal of training in the discipline "Management and Marketing in Dentistry" is to develop in students a system of knowledge and practical skills in the field of managing a dental organization, planning, organizing and monitoring the treatment process, as well as the development of management thinking to improve the efficiency of dental activities in the specialty 560004 "Dentistry".


Objectives of the discipline

- To introduce students to the fundamentals of healthcare management and its specific features in dentistry.
- To study the structure, functions and management processes in dental practice.
- To master methods of strategic and operational planning of dental organizations.
- Develop skills in teamwork, leadership and management decision-making.
- To teach how to use quality control, marketing, and economic analysis tools in the field of dentistry.

The place of the discipline in the structure of the OOP (prerequisites, postrequisites)

This discipline is studied by students majoring in 560004 "Dentistry" (for foreign citizens) and is included in the elective disciplines.

The course content builds on the previous courses, such as public health and healthcare, fundamentals of economics and law in healthcare, and ethics and deontology in dentistry. The knowledge gained in this course will be essential for subsequent courses, such as marketing in medical and dental practice, legal and ethical foundations of professional activity, and quality management in dental care. The main purpose of the program is to develop students' clinical and managerial thinking, the ability to interpret market analysis data, financial and economic

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indicators, and, based on these, to effectively plan and organize the work of a dental clinic.

The total workload of the course is 60 hours (2 credits).

The course consists of lectures and practical exercises. Ongoing assessment includes oral questioning, testing, solving case studies, and checking independent work. The final assessment is a credit.

Course prerequisites: public health and healthcare, fundamentals of economics and law in healthcare, ethics and deontology in dentistry.

Postrequisites: Marketing in medical and dental practice, legal and ethical foundations of professional activity, quality management of dental care.


Competencies of students formed as a result of mastering the discipline, planned results of mastering the academic discipline.

-A graduate in the specialty "Dentistry" with the assignment of the specialist qualification "Doctor" in accordance with the goals of the OOP and the objectives of professional activity must have the following competencies:

Code	Content of competence
OK-1	Ability to think abstractly, analyze and synthesize information in professional and scientific activities
IK-1	Ability and readiness to communicate orally and in writing in Kyrgyz, Russian and foreign languages to solve problems of professional and interpersonal interaction
IK-4	Ability and willingness to use modern information technologies in professional activities
SLK-3	Ability and willingness to engage in social interaction and cooperation
SLK-5	Ability and willingness to think critically and analyze
PC-30	Ability and readiness to organize the work of medical personnel
PC-31	Ability and willingness to manage a dental practice
PC-32	Ability and willingness to conduct marketing research
PC-33	Ability and readiness to plan and analyze financial and economic activities
DPK-3	Ability to organize the work of a private dental office in a market economy
PC-39	able and ready to assess the effectiveness of innovative technological risks when introducing new medical and organizational technologies in the field of dentistry.

1.3 Planned results of mastering the academic discipline/practice

PO1: To analyze socially significant and professional problems in dentistry management and marketing using scientific methods.

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- PO2:** Use computer technologies and software (CRM systems, analytical platforms) to solve professional clinic management problems.
- PO3:** Apply the principles of bioethics, deontology and medical ethics in management and marketing activities.
- PO4:** Communicate professionally with staff, patients, and partners, work in a team, and resolve conflict situations constructively.
- PO5:** Conduct an analysis of the dental services market, collect and analyze data on competitors and target audiences, and prepare analytical documentation.
- PO6:** Perform a pathophysiological analysis of clinical syndromes from the point of view of organizing the treatment process and interpret the results of economic and marketing research.
- PO7:** Conduct diagnostics of organizational problems in the work of a dental clinic for patients of all ages and develop management solutions.
- PO8:** Develop and implement a sound plan for the development of a dental clinic using modern management and marketing methods.
- PO9:** Apply aseptic and antiseptic methods and ensure sanitary safety when organizing the work of medical personnel.
- PO10:** Use modern digital technologies (CRM, online booking, digital marketing) to manage your dental practice.

After mastering this discipline, the student:

Will know The main socially significant problems and management processes in healthcare; methods of economic relations in the context of the healthcare system; principles of management in dentistry: management functions (planning, organization, motivation, control); features of the dental market: competition, demand for services, patient behavior; fundamentals of the economics of a dental clinic: cost of services, pricing, profit; regulatory and ethical aspects of marketing in medicine (advertising, work with patients);


Will understand the essence and basic patterns of management processes in a medical organization; their impact on the quality of dental care, characteristic changes in the organizational structure under various forms of ownership;

Will be able to use rules for constructing the organizational structure of a dental clinic, principles of work planning and distribution of responsibilities among employees, methods of motivating personnel and assessing their effectiveness;

Will be able to determine functional disruptions in the clinic's work (problems with registration, patient complaints, low conversion) and link them to errors in management or marketing;

Will be able to carry out Clinical and organizational analysis; differential diagnosis of management problems; diagnosis of the reasons for the decrease in patient flow and deterioration of the clinic's reputation;

Will be able to analyze characterization of marketing indicators (awareness, loyalty, conversion, patient attrition) in order to establish a preliminary diagnosis

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of problems; clinical, economic and other data, and formulate a conclusion on the most probable causes and mechanisms of development of organizational failures based on them;

Will be able to synthesize results of financial, marketing and management analysis for an informed choice of development strategy for a dental clinic;

Will be able to evaluate and develop principles of etiologic and pathogenetic therapy for management problems (adjustment of the motivation system, change of marketing strategy, optimization of business processes).

1.2. Recommended educational technologies

The following educational technologies are used to help students master the academic discipline "Management and Marketing in Dentistry," gain knowledge, and develop professional competencies:


- lecture with elements of discussion and problem solving;
- lectures - electronic presentations;
- analysis of specific situations;
- role-playing game "manager - subordinate", "doctor - patient";
- lecture-visualization;
- debate;
- brainstorming;
- small group method;
- analysis of clinical cases;
- situational tasks;
- preparation and defense of a business plan;
- student's research work;
- holding subject Olympiads;
- preparation and defense of abstracts;
- excursions, visits to dental clinics.

1.3. Scope of the discipline and types of academic work

The section data is presented in tabular form in accordance with the curriculum. It also specifies the volume of classroom instruction (lectures, seminars, practical classes, and labs) and independent student work (overall and by semester in which the course is studied), as well as the types of final assessments.

Form of study – full-time

According to the 2025 curriculum	8 sem.	Total	
		in hours	in loans
Total labor intensity	60	60	2
Classroom work	36	36	
Lectures	18	18	
Practical classes	18	18	
Independent work	12	12	

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SRSP	12	12	
Type of final control	Credit		

1.4. Structure of the discipline

1.4.1. Thematic plan for studying the discipline –Reflects the course structure, reveals the sequence of study of sections and topics of the program; is presented in the form of a table and provides information on the distribution of the number of hours by topics, types of classes (lectures, seminars, practical classes, laboratory work, independent work of students), the competencies developed, the educational technologies used, the methods and methods of teaching, and forms of assessment.

Subject plan for studying the discipline and competency matrix(workload is indicated in academic hours)

No.	Name sections and topics (lectures and practical classes)	Classroom activities				Total hours on classroom work	SRSP	Independent work of a student	Formed competencies	Used educational technologies, methods and	Dummies	Forms of current and border control academic performance
		lectures	seminars	practical classes	laboratory work							
10th semester												
1	Ethics and deontology in dentistry	2		2		4		2	OK-1, SLK-3, PK-30	visualization lecture	Diagnostic plaster model	Oral survey
2	Rights of dentists and patients in dental institutions	2		2		4	2		IK-1, PK-31, DPK-3	lecture-visualization		Testing, control work. Solving situational problems
3	Analysis of various types of legal relations	2		2		4		2	SLK-5, PK-32	visualization lecture	Artificial jaws	A lesson using head mannequins
4	Business planning methodology in healthcare organizations	2		2		4	2		PC-33, DPK-3	lecture-visualization		classes using diagnostic



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												<i>models Testing Analysis of OPT</i>
5	Team management and leadership	2		2		4		2	PC-30, SLK-3	<i>visualizati on lecture</i>	<i>Diagnostic plaster models</i>	<i>analysis of clinical cases.</i>
6	Online promotion of the clinic	2		2		4	2		IK-4, PC-32	<i>Visualizati on lecture</i>		<i>classes using training equipment and simulators. Assessing the acquisition of practical skills (abilities). Solving situational problems</i>
7	Medical Records Management Systems and Digital Solutions	2		2		4	2	2	IK-4, PC-31	<i>Visualizati on lecture</i>		<i>analysis of clinical cases.</i>



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												<i>Classes using simulators and training equipment</i>
8	Business growth and scaling	2		2		4	2	2	PC-33, DPK-3	<i>lecture-visualization</i>		<i>business and role-playing educational game. Classes using simulators and training equipment</i>
9	Develop your own dental clinic business plan in PDF format with illustrations	2		2		4	2	2	PC-31, PC-33, DPK-3	<i>Visualization lecture</i>		<i>analysis of clinical cases. Use of computer-based training programs</i>
	Total 10 semester	18		18		36	12	12				Credit
	Total hours by discipline:	18		18		36	12	12				60

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Examples of educational technologies, methods and teaching techniques (abbreviated): traditional lecture (L), lecture-visualization (LV), problem lecture (PL), lecture-press conference (LPC), lesson-conference (LC), training (T), debates (D), brainstorming (MS), master class (MC), activation of creative activity (ATD), regulated discussion (RD), forum-type discussion (F), business and role-playing educational game (DI, RI), small group method (MG), analysis of clinical cases (CA), preparation and defense of medical history (IB), preparation of written analytical works (AP), preparation and defense of abstracts (R), distance educational technologies (DOT).

Sample forms of current and midterm monitoring of academic performance (abbreviated): T – testing, Pr – assessment of mastery of practical skills (abilities), ZS – solving situational problems, CR – test, KZ – test assignment, IB – writing and defending a medical history, CL – writing and defending a supervisory sheet, R – writing and defending an abstract, S – interview on test questions, D – preparing a report, etc.

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1.4.2. Organization of independent work of students

No.	Topic of independent work for students of 5th semester:	Assignment for independent work	Recommended literature	Deadlines surrender (week number)
1.	Evolution of healthcare management. Schools of management.	Abstract, presentation, preparation of the report.	<p>Online resources</p> <p>Management in healthcare: textbook / ed. V. Z. Kucherenko. - M.: GEOTAR-Media, 2020.</p> <p>Healthcare Management and Economics: study guide / A. I. Vyalkov, B. A. Raizberg, Yu. V. Shilenko. - M.: GEOTAR-Media, 2019.</p> <p>Strategic management in healthcare: textbook / I. V. Polyakova, L. A. Klyukovskaya. - M.: Knorus, 2021.</p>	1
2.	Comparative analysis of various organizational and legal forms of dental clinics.	Abstract, presentation, preparation of a report		2
3.	Motivation of personnel in dentistry: material and non-material methods.	Abstract, presentation		3
4.	Marketing research in dentistry: methods of data collection.	Abstract, presentation, preparation using dummies.		4

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5	Digital marketing for a dental clinic: SEO, contextual advertising, social media.	Abstract, presentation, preparation of the report.	5
6	Financial planning in dentistry: budgeting and cost control.	Abstract, presentation, preparation of the report.	6
7	Quality management in dental care: standards and KPIs.	Abstract, presentation, preparation of the report.	6

1.4.3. Assessment tools for monitoring academic performance

- **Current and midterm (modular) control**

Current monitoring of students' knowledge may represent:

- oral survey;
- solving situational problems;
- assessment of the acquisition of practical skills using dummies;
- test task; test work;
- checking the completion of written homework;
- checking abstracts, reports, presentations.

Sample situational problems for the discipline:

Situational tasks

Problem 1 (Ethics and Deontology)

A patient expresses dissatisfaction with the receptionist: "They made the wrong appointment; I waited 30 minutes." The doctor hears this. What are your actions as the clinic manager?

Task No. 2 (Rights and Responsibilities)

A dentist refused to treat a patient without prepayment, citing internal regulations. The patient filed a complaint with the Department of Health. Assess the legality of the dentist's actions. What should the manager do?

Task No. 3 (Marketing)

A dental clinic in a residential area has good equipment but low occupancy rates. Suggest three marketing initiatives and justify them.



Boundary (modular) control may represent:

- testing by section (computer);

- Which of the following is NOT a core function of management?

A) Planning B) Organization C) Diagnostics D) Control

Correct answer: C

- SWOT analysis includes an assessment of:

A) Only external threats B) Strengths, weaknesses, opportunities and threats

C) Only financial indicators D) Only the competitive environment

Correct answer: B

- The CRM system in dentistry is designed for:

A) Accounting B) Patient relationship management C) Conducting X-ray diagnostics D) Sterilization of instruments

Correct answer: B

- The remaining test tasks can be found in the FOS app.

• **Final control**

Final control at the end of the study of the academic discipline it is carried out in the form of a test which is exhibited based on the results of testing and midterm (modular) control in the discipline.

1.4.4. Course policy and assessment criteria

Students' knowledge is assessed using a point-rating system in accordance with the standard "Regulations on the modular point-rating system for assessing students' knowledge.

Discipline "Management and Marketing" assessed on a 100-point scale:

The maximum score is 100, of which:


- SRS - 20 points;
- current control - 40 points
- midterm control (module completion) - 40 points.

The results of the two modules are added together to produce an average score.

Scoring Policy	Module 1	Module 2, etc.
SRS	20 points	20 points
Classroom work (activity in discussions, oral questioning, group work, etc.)	40 points	40 points
Total for the module (testing)	40 points	40 points
Total for the discipline:	100 points	
Exam		

Final assessment in the form of a test is carried out based on the results of attendance, current and midterm (modular) assessment.

The final assessment form is a credit.


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The following scale of grades and scores is used to evaluate student performance:

Rating and Scoring Scale				
Maximum score	Intervals			
	unsatisfactory	"satisfactorily"	"Fine"	"Great"
20	0-11	12-15	16-17	18-20
40	0-23	24-30	31-35	36-40
60	0-35	36-45	46-53	54-60
100	0-59	60-75	76-89	90-100

Academic achievement grading scale

Rating (points)	Letter grading system	Value for calculating GPA	Digital equivalent of the assessment	Assessment according to the traditional system
96-100%	A+	4.00	5	Great
93-95.99%	A	3.75		
90-92.99%	A-	3.67		
87-89.99%	B+	3.33	4	Fine
83-86.99%	B	3.00		
80-82.99%	B-	2.67		
77-79.99%	C+	2.33	3	Satisfactorily
73-76.99%	C	2.00		
70-72.99%	C-	1.67		
67-69.99%	D+	1.33	2	
63-66.99%	D	1.00		
60-62.99%	D-	0.67		
00-59.99%	F	0.00	1	Unsatisfactory
	P			Credit
	NP			Fail
	I		Not taken into account when calculating the average grade	Failed to comply with all disciplinary requirements for a valid reason
	W			Refusal to attend a course that is not mandatory

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	AU			Attended the course as a listener, without receiving grades (awarded to a student if he/she has attended at least 80% of the classes in the additional discipline as a listener).
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I - awarded to a student who has failed to complete all course requirements for a valid reason. The student has the right to complete all course requirements within the time limit established by the educational institution, after which the grade will be adjusted.

W - assigned to a student who decides to withdraw from a course no later than the sixth week of the semester. Applies only to elective courses.

AU - awarded to a student if he/she has attended at least 80% (eighty percent) of the classes in the additional discipline as a listener.

For each discipline, GPA is calculated automatically in the information system.

GPA (Grade Point Average) is a weighted average of a student's academic achievement. GPA is a key indicator of academic performance.

Based on academic performance, a GPA is calculated, with a maximum of 4.0. A student's GPA is calculated based on their academic performance in each semester and at graduation.

1.4.5. Educational, methodological and informational support of the discipline

List of sources and literature:

A) Main literature

1. Healthcare management: textbook / edited by V. Z. Kucherenko. - M.: GEOTAR-Media, 2020. - 448 p.
2. Healthcare Management and Economics: A Textbook / A. I. Vyalkov, B. A. Raizberg, Yu. V. Shilenko. - M.: GEOTAR-Media, 2019. - 328 p.
3. Management: textbook / O. S. Vikhansky, A. I. Naumov. - 6th ed. - M.: Master: INFRA-M, 2021. - 576 p.
4. Fundamentals of Management / M. H. Mescon, M. Albert, F. Khedouri; translated from English. — Moscow: Williams, 2020. — 672 p.

Further reading

5. Strategic management in healthcare: a textbook / I. V. Polyakova, L. A. Klyukovskaya. - M.: Knorus, 2021. - 220 p.

6. Quality management of medical care: textbook / V. I. Starodubov, A. L. Lindenbraten. - M.: GEOTAR-Media, 2018. - 256 p.
7. Management in dentistry: a textbook / S. A. Smirnova, L. P. Borovskaya. - M.: Medpress-inform, 2020. - 184 p.
8. Leadership and team management in a medical organization / edited by N. G. Shamshurina. - M.: Healthcare Manager, 2021. - 200 p.

List of resources of the information and telecommunications network "Internet" necessary for mastering the discipline

Provide links to websites that are publicly accessible.

List of resources of the information and telecommunications network "Internet" required for mastering the discipline (modules)

- www.studmedlib.ru (EBS GEOTAR-Media)
- www.iprbookshop.ru
- www.kyrlibnet.kg
- www.elibrary.ru
- www.crm.ru (CRM system reviews)
- <https://www.invisalign.ru/business>

1.4.6. Material and technical support of discipline

When teaching students, modern methods and forms of teaching are used, using the latest information technologies, electronic educational resources and other information systems necessary for the successful implementation of educational, scientific and therapeutic activities.


The department has the necessary equipment for teaching, including demonstration devices, multimedia, educational films, simulators, maps, posters, and visual aids. The classroom requirements include computer labs, academic and specially equipped classrooms and laboratories, and a blackboard.

The lecture room is equipped with a power supply kit (220 V, 2 kW, complete with an RCD), specialized furniture and office equipment (a blackboard for writing with chalk and felt-tip pen, a stand-lectern, a lecturer's desk, a chair-chair, classroom tables, a classroom chair, as well as technical teaching aids (a wall-mounted screen with an electric drive and remote control, a multimedia projector with a laptop).

A new innovative teaching method is used for presentations, lectures and videos.

Table 1

No. p/p	Type	Name	Note
1.	Presentations.	Throughout the lecture course	From 10 to 20 slides per presentation

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2.	Written and test assignments.	Throughout the lecture course	In a significant way quantity
3.	Practical training. Simulation center (stations)	Throughout the course	In a significant way quantity

List of premises used

Table 2.

No.	Audience type	List of equipment
1	An auditorium for lecture-type classes.	A stationary multimedia projector, laptop, 3x4 m screen, whiteboard, and audio equipment. (microphone, speakers)
2	Auditorium for seminars, ongoing monitoring and midterm assessment, group and individual consultations	Stationary multimedia projector, laptop, 3x4 m screen, interactive whiteboard, dummies, phantoms.

1.4.7. Student research work

The research project in the discipline "Management and Marketing" has the following goals: increasing the level of professional and creative training of students, improving the forms of attracting young people to scientific research and using the creative potential of students to solve current scientific problems.

The research work is aimed at solving the following problems:

- to form an idea of the main stages of scientific research activities;
- to teach how to use the conceptual apparatus of scientific research in work;
- teach how to work with various information sources;
- development of skills for perception and analysis of professional information;
- development and improvement of decision-making and implementation abilities;
- training students by means of their acquisition of methods, techniques and skills for carrying out scientific research work during the learning process;
- development of their creative abilities, independence, initiative in studies and future professional activities within the framework of their specialty.

The program of scientific research work of students (SRW), as a section for mastering practical skills, includes:

- Analysis of the dental services market in Bishkek (data collection, interviews with managers).



- Development and defense of a business plan for a dental clinic startup.
- Studying the effectiveness of marketing tools (surveys, feedback analysis).
- Participation in student conferences with presentations on management in dentistry.

To solve the problem, students are offered to read and meaningfully analyze scientific monographs and articles on various issues of obstetrics and gynecology contained in list of resources of the information and telecommunications network "Internet":

- www.studmedlib.ru (EBS GEOTAR-Media)
- www.iprbookshop.ru
- www.kyrlibnet.kg
- www.elibrary.ru
- www.crm.ru (CRM system reviews)
- <https://www.invisalign.ru/business> (Mar

The results of work with scientific monographs and articles are discussed during practical classes.

To develop and improve communication skills, decision-making skills, and medical tactics in emergency situations, special training sessions are organized in the form of work in small groups, role-playing games, brainstorming, discussions, presentations, or, in preparation for which, students are divided into groups in advance, defending one or another point of view on the issue under discussion.

2. Educational and methodological materials

Educational and methodological materials (EMM), as methodological support for the discipline, are presented in the form of lecture texts, developments of practical classes, both in printed and electronic form.

2.1. Lecture notes

Lecture 1. Ethics and Deontology in Dentistry. Clinic Organizational Culture

The purpose of the lecture:

To develop a systematic understanding of the ethical and deontological foundations of dental clinic management, as well as the role of organizational culture in improving work efficiency and patient loyalty.

Lecture plan:

1. Medical ethics and deontology: definition, historical development, basic principles.
2. Ethical codes of dentists (international and national).
3. Professional responsibility of a physician and a manager: the relationship between concepts.



4. Organizational culture: concept, structure, types (hierarchical, market, clan, adhocracy).
5. The influence of organizational culture on staff loyalty and service quality.
6. Conflict of interest in dentistry: typical situations and resolution algorithms.
7. Formation of an ethical climate in the clinic: code of conduct, training, anonymous surveys.

Key terms:

Ethics, deontology, informed consent, medical confidentiality, conflict of interest, organizational culture, values, corporate code.

1. Medical ethics and deontology

Ethics(Greek: ethika – the study of morality) – a system of moral principles that define proper behavior. Medical ethics is a set of norms of conduct for medical professionals aimed at maximizing patient benefit and avoiding harm.

Deontology(Greek deon – due) – the doctrine of a physician's professional duty to patients, society, and colleagues. The term was introduced into medicine by the English philosopher Bentham and by Professor N.N. Petrov.

Fundamental principles of medical ethics (according to WHO):

- **Do no harm**(primum non nocere) – the primary duty of a physician.
- **Do good**– act in the interests of the patient.
- **Respect the patient's autonomy**– respect the patient's right to self-determination, including refusal of treatment.
- **Justice**– equal access to assistance regardless of status.

Deontological standards in dentistry:

- Communicating the diagnosis and treatment plan in an accessible form.
- Informing about possible complications.
- Maintaining confidentiality (medical confidentiality).
- Refusal to publicly criticize colleagues.
- Respect for the patient regardless of his behavior.

2. Ethical codes of dentists

The International Code of Medical Ethics (WHO, latest edition) is supplemented by national documents. Kyrgyzstan has a "Code of Professional Ethics for Physicians," approved by the Ministry of Health. Key provisions for dentists:

- Do not advertise methods that are not scientifically proven.
- Do not promise 100% cure.
- Do not work in a condition that threatens the patient's safety (alcohol, fatigue).
- Prioritize treatment over profit.

3. Professional responsibility of the physician and manager

Responsibility can be:

- **Disciplinary**(reprimand, reprimand, dismissal).
- **Administrative**(fine, license suspension).



- **Civil law**(compensation for damages).
- **Criminal**(Article 304 of the Criminal Code of the Kyrgyz Republic “Improper provision of medical care”).

The Clinic Manager is responsible for:

- Organization of a safe environment (sterilization, asepsis).
- Control of personnel qualifications.
- Registration of voluntary informed consents.
- Conflict resolution.

4. Organizational culture: concept and types

Organizational culture– a system of values, beliefs, norms and artifacts shared by employees and influencing their behavior.

Cameron-Quinn model (4 types):

Type of culture	Characteristics	An example in dentistry
Clan	Friendly atmosphere, mentorship, dedication	A small family clinic where the doctor and administrator have been working for many years
Adhocracy	Innovation, creativity, risk-taking	The clinic pioneering 3D printing, Invisalign
Market	Results-oriented, competitive, goal-oriented	A network dentistry practice with strict KPIs and revenue-based bonuses
Hierarchical	Rules, stability, formal procedures	State Dental Clinic


For private dentistry, a mixed type is optimal: a combination of clan (staff loyalty) and market (profit orientation).

5. The Impact of Culture on Loyalty and Quality

- A positive culture reduces staff turnover (savings on recruitment).
- Strengthens the clinic’s reputation (patients feel friendly).
- Increases security (employees are not afraid to report errors).

*Example:*In a clinic with a clan culture, a doctor who makes a mistake reports it to the manager, and appropriate action is taken without punishment. In a hierarchical culture, mistakes are concealed, leading to repetition.

6. Conflict of interest in dentistry

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Conflict of interest– a situation where personal gain (material or other) influences a professional decision.

Typical examples:

- The doctor recommends a more expensive crown, although the budget one is just as good in quality.
- The manager promotes the service of a specific manufacturer for a hidden commission.
- The doctor overstates the amount of work (for example, treating 5 teeth instead of the required 2).

Resolution algorithm:

1. Conflict identification (complaint analysis, quality control).
2. Conversation with an employee, explanation of the clinic's policy.
3. Introduction of an anti-corruption clause into an employment contract.
4. Creation of an anonymous hotline.

7. Formation of an ethical climate

Tools:

- **Clinic Code of Ethics**(rules for communication with patients, prohibition of gifts from suppliers).
- **Regular training**(case analysis, role-playing games).
- **Anonymous surveys**staff and patients.
- **Ethics Committee**from respected doctors and a lawyer.

Conclusion of the lecture:

Ethics and organizational culture are not abstract concepts, but concrete management tools. A clinic with a strong ethical culture reduces legal risks, increases patient and staff loyalty, and, consequently, competitiveness.

Questions for self-control:

1. What is the difference between ethics and deontology?
2. What are the four principles of medical ethics identified by WHO?
3. Name the four types of organizational culture according to Cameron-Quinn.
4. Which dental clinic is best suited to a clan culture?
5. Give an example of a conflict of interest in dentistry.

Literature:

- Glukhareva E.A. Management and Economics of Health Care, 2021, Chapter 5.
- Code of professional ethics of physicians of the Kyrgyz Republic.

Lecture No. 2. The rights of doctors and patients in dental institutions

The purpose of the lecture:

To develop in students a clear understanding of the legal status of patients and doctors in dentistry and to teach them how to apply legislation in management practice.

Lecture plan:

1. Sources of legal regulation in dentistry of the Kyrgyz Republic.
2. Patient rights: list, implementation mechanisms.
3. Doctor's rights: professional freedom, refusal of treatment, insurance.
4. Obligations of the parties.
5. Informed voluntary consent: form, procedure for obtaining, legal force.
6. Medical confidentiality: what it includes, liability for disclosure.
7. Responsibility for violation of rights: administrative, criminal, civil.

Key terms:

Informed consent, medical confidentiality, right to choose a doctor, refusal of treatment, professional liability insurance.

1. Sources of legal regulation


Key documents in the Kyrgyz Republic:

- Constitution of the Kyrgyz Republic (Article 33 – the right to health protection).
- Law of the Kyrgyz Republic "On the Protection of Health of Citizens in the Kyrgyz Republic" (No. 259, 2009).
- Law of the Kyrgyz Republic "On Patient Rights" (No. 92, 2013).
- Labor Code of the Kyrgyz Republic (employees' rights).
- Civil Code of the Kyrgyz Republic (service agreement).
- Sanitary rules and regulations (SanPiN) for dental organizations.

2. Patient rights (list)

According to the Law “On Patient Rights” (Articles 5-14), the patient has the right to:

No.	Right	Brief description
1	Respect for human dignity	Inadmissibility of harsh treatment
2	Informed consent	Full information before intervention
3	Refusal of medical intervention	Written refusal (except in emergency cases)
4	Choosing a doctor and medical organization	Taking into account the capabilities of the system
5	Confidentiality	Medical confidentiality, prohibition on disclosure
6	High-quality and safe care	Compliance with standards

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No.	Right	Brief description
7	Compensation for damages	In case of damage to health
8	Access to medical records	Receiving copies

Practical features in dentistry:

- The patient has the right to a second opinion.
- Refusal of treatment must be made in writing, after which the clinic releases all liability.
- The choice of doctor may be limited if the doctor is busy (but the clinic is obliged to offer an alternative).

3. Doctor's rights

A doctor (as an employee) has rights enshrined in the Labor Code and industry regulations:

- **To decent working conditions**(light, ventilation, PPE).
- **Refusal of treatment**(if the patient is aggressive, there is no necessary equipment, or the treatment threatens the doctor's health – for example, HIV infection without protection).
- **For professional liability insurance**(mandatory since 2020 in the Kyrgyz Republic for private clinics).
- **For advanced training**at the employer's expense (frequency – at least once every 5 years).
- **To respect honor and dignity**(protection from insults).

4. Obligations of the parties

The patient is obliged to:

- Provide truthful information about your health (allergies, medications you are taking).
- Follow your doctor's recommendations (hygiene, attending appointments).
- Pay for services on time (according to the contract).
- Treat the staff with respect.

The doctor/clinic is obliged to:


- Provide assistance in accordance with standards.
- Maintain medical records (outpatient card, consents).
- Ensure infection safety.
- Do not disclose the secret.
- Provide cost information before treatment begins.

5. Informed voluntary consent (IVC)

Definition:a legal document confirming that the patient has received full information about the upcoming intervention and consents to it voluntarily.

What should be indicated in the IDS:

- Diagnosis, treatment goal.
- Description of the method, its alternatives.

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- Expected results, risks and complications.
- Cost and payment terms.
- Possibility of revoking consent.

Order:

- The IDS is issued before the start of treatment (signature of the patient and doctor).
- For minors (<18 years) – signature of parent/guardian.
- Emergencies – without consent (life-threatening).

Legal consequences of the absence of an IDS:

- If a complaint is filed, the doctor's actions may be deemed illegal (Article 304 of the Criminal Code of the Kyrgyz Republic).
- The clinic bears financial liability even if the treatment is successful (violation of the right to information).

6. Doctor-patient confidentiality

According to Article 29 of the Law "On Health Protection", medical confidentiality consists of:

- The fact of asking for help.
- Diagnosis, examination results.
- Information about the patient's private life.
- Prognosis of the disease.

Exceptions (disclosure permitted):

- At the request of the court, the prosecutor's office.
- If there is a risk of infection spreading.
- If the patient is unable to express will (severe injury).
- To transfer information to the insurance company.

Disclosure Responsibility:

- Disciplinary (reprimand, dismissal).
- Administrative fine (up to 50,000 soms for a legal entity).
- Civil claim for compensation for moral damage.
- Criminal (Article 169 of the Criminal Code of the Kyrgyz Republic "Violation of the inviolability of private life").

7. Liability for violation of rights

Administrative:

- Violation of sanitary standards → fine from 20,000 to 100,000 soms.
- Refusal to provide medical information → fine.

Civil law:

- Compensation for actual damages (cost of re-treatment).
- Compensation for moral damage (often 100,000–500,000 soms).

Criminal (Article 304 of the Criminal Code of the Kyrgyz Republic):

- Improper provision of assistance resulting in serious harm → fine up to 200,000 soms or imprisonment for up to 3 years.
- Death of a patient due to negligence → up to 5 years.



Conclusion:

Understanding patient and physician rights is the foundation of good management. Managers are responsible for establishing a patient information system, protecting medical confidentiality, and ensuring insurance. This reduces legal risks and improves reputation.

Questions for self-control:

1. What legislation regulates patient rights in the Kyrgyz Republic?
2. List the five basic rights of a patient.
3. In what case can a doctor refuse treatment?
4. What must be included in informed consent?
5. What is the penalty for disclosing medical confidentiality?

Literature:

- Law of the Kyrgyz Republic "On Patient Rights" of 2013
- Glukhareva E.A., Chapter 7 "Legal aspects of management".

Lecture No. 3. Analysis of various types of legal relationships in dentistry

The purpose of the lecture:

To teach students to distinguish between the types of legal relationships (labor, civil, administrative) that arise in a dental clinic and to correctly prepare the relevant documents.

Lecture plan:

1. The concept of legal relations, structure (subjects, objects, content).
2. Labor relations: employment contract, job descriptions, disciplinary liability.
3. Civil law relations: contract with a patient, lease, supply, and contract agreements.
4. Administrative legal relations: licensing, sanitary supervision, certification.
5. Peculiarities of the legal status of individual entrepreneurs and legal entities in dentistry.
6. Responsibility of the clinic as a legal entity.

Key terms:

Legal relationship, employment contract, civil law contract, license, sanitary legislation, public contract.


1. Concept and structure of legal relations

Legal relationship– a social relationship regulated by legal norms, the participants of which have legal rights and obligations.

Structure:

- **Subjects**(who) – individuals and legal entities, the state.
- **Object**(regarding what) – service, property, result of labor.
- **Content**– rights and obligations of the parties.

In a dental clinic, the subjects are: the patient, the doctor, the nurse, the administrator, the clinic as a legal entity, and government agencies.

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2. Labor relations

Arise between an employee and employer based on an employment agreement (contract). Mandatory conditions:

- Place of work, position, job functions.
- Work and rest schedule.
- Terms of payment (salary, bonuses, interest).
- Rights and responsibilities (job description).
- Guarantees and compensation (vacation, sick leave).
- Responsibility of the parties.

Types of employment contracts:

- Perpetual (main).
- Urgent (up to 1 year, for seasonal work).
- Compatibility (internal/external).

Job description– a local act specifying responsibilities. Example for an administrator:

- Meeting patients, making appointments.
- Preparation of documents (questionnaires, consents).
- Calculation of cost, acceptance of payment.
- Resolving conflicts at the reception.
- Checking the cleanliness of the waiting area.

Disciplinary responsibility:

- Reprimand, reprimand, dismissal (Article 192 of the Labor Code of the Kyrgyz Republic).
- Reasons: being late, rude to patients, violation of instructions.

3. Civil legal relations

Agreement with the patient– a public contract for the provision of services for a fee (Article 702 of the Civil Code of the Kyrgyz Republic). Features:

- It is concluded in oral or written form (written – in case of expensive treatment).
- Price – from the price list (the same for everyone).
- The clinic cannot refuse without a good reason.

Lease agreement for premises– if the clinic rents premises. Essential terms: subject matter, rent, term.

Supply contract– with suppliers of consumables and implants.

Contract for work– with a repair team, IT specialists.

Liability under the Civil Code:

- Failure to provide service – refund + damages.
- Damage to health – compensation (Article 1064 of the Civil Code).

4. Administrative legal relations

They arise between the clinic and government agencies (Ministry of Health, SES, State Tax Service, State Fire Supervision Service).

Licensing(Law "On Licensing in the Kyrgyz Republic"):

- Dental activities are subject to licensing.
- Requirements: premises, equipment, qualified doctors, documents.
- The license is issued for 5 years.
- Violation - suspension or cancellation.

Sanitary supervision(SanPiN 2.1.3.2630-10, adapted for the Kyrgyz Republic):

- Requirements for sterilization, ventilation, and office space.
- Scheduled and unscheduled inspections.
- Fines: from 20,000 to 150,000 soms.

Certification– currently cancelled, but conformity assessment for medical devices is required.

5. Individual Entrepreneur vs. Legal Entity

Parameter	IP (Individual Entrepreneur)	LLC (legal entity)
Registration	Simpler, cheaper	More complicated, authorized capital
Responsibility	All personal property	Only by authorized capital
Taxes	Patent or income tax	Corporate income tax
Attracting doctors	Employment contracts	Employment contracts
License	Same	Same
Recommendation	For a small office (1-2 chairs)	For a clinic with 3 or more chairs

6. Liability of the clinic as a legal entity


The clinic is responsible for the actions of its employees (Article 303 of the Civil Code of the Kyrgyz Republic). If a doctor causes harm, the patient sues the clinic, and the clinic then has the right of recourse against the doctor. Therefore, it is important:

- Professional liability insurance.
- Clear instructions.
- Quality control.

Conclusion:

A manager must understand three types of legal relationships. Mistakes in contracts, labor relations, and licenses lead to fines, lawsuits, and reputational damage.

Questions for self-control:

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1. Name the main elements of legal relations.
2. How does an employment contract differ from a civil law contract?
3. What are the licensing requirements for dentistry?
4. What are the advantages of an LLC over an individual entrepreneur?
5. Who is responsible for the patient – the doctor or the clinic?

Literature:

- Labor Code of the Kyrgyz Republic.
- Civil Code of the Kyrgyz Republic.
- Law "On Licensing".

Lecture No. 4. Business Planning Methodology in Healthcare Organizations

The purpose of the lecture:

To develop a comprehensive understanding of the structure and stages of developing a business plan for a dental clinic and to teach students how to conduct basic financial calculations.

Lecture plan:

1. The concept of a business plan and the purposes of its development.
2. Types of business plans (for investors, for yourself, anti-crisis, investment).
3. Structure of a business plan for a dental clinic.
4. Analysis of the market of competitors and target audience.
5. Marketing and production plans.
6. Organizational plan and personnel calculation.
7. Financial plan: start-up costs, current expenses, income, break-even point.
8. Risk assessment.

Key terms:

Business plan, startup, payback, break-even point, discounting, cash flow.

1. Concept and objectives of a business plan

Business plan – a document describing the project's objectives, strategies for achieving them, required resources and expected financial results.

Goals:

- Attracting investments (loans, partners).
- Receiving a grant or subsidy.
- Management planning (for yourself).
- Assessing the viability of an idea.

2. Types of business plans

- **For external users**(banks, investors) – detailed, with risk calculations.
- **For internal management**– short (up to 10 pages), focus on operational indicators.
- **Anti-crisis**- measures to overcome unprofitability.
- **Investment**– for large projects (new clinic, expansion).

3. Structure of a business plan for a dental clinic (standard)



1. **Resume**(1-2 pages) – the essence of the project, investment volume, key indicators.
2. **Description of services**– list (therapy, orthopedics, surgery, orthodontics, implantation, prevention).
3. **Market analysis**– capacity, competitors, prices, demand.
4. **Marketing plan**– promotion, unique selling proposition, pricing.
5. **Production plan**– premises, equipment, license, suppliers.
6. **Organizational plan**– staffing table, work schedule, management.
7. **Financial plan**– start-up costs, income/expense forecast, break-even point.
8. **Risk analysis**– decreased demand, increased rent, fines.

4. Market analysis

The goal is to justify that the clinic will be in demand.

Market capacity– number of potential patients x frequency of visits. Example for a district with a population of 200,000: average bill 2,500 soms, frequency – once a year, capacity = $200,000 \times 2,500 = 500$ million soms. The share of a new clinic is 1-2% = 5-10 million soms per year.

Competitor Analysis:

- Direct (other dentistry).
- Indirect (private offices without a license).
- Factors: price, location, reviews, equipment.

5. Marketing and production plans

Marketing plan:

- USP (unique selling proposition): “Aesthetic dentistry according to European protocols”, “Pain-free treatment with sedation”, etc.
- Pricing policy: average market or premium.
- Promotion: social media, contextual advertising, “free initial inspection” promotions.


Production plan:

- Area: minimum 60 m² for 3 rooms (order of the Ministry of Health).
- Equipment: dental unit (3 pcs.), autoclave, compressor, CBCT machine (optional).
- Consumables (impression materials, fillings, implants) – from trusted suppliers.

6. Organizational plan

Staffing schedule (for a clinic with 4 chairs):

Job title	Quantity	Payment method
Chief physician	1	salary + % of profit
Dentist (therapist)	2	salary + % of personal income
Orthopedic surgeon	1	salary + %

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Job title	Quantity	Payment method
Dental assistant	2	hourly
Administrator	2 (shifts)	salary + bonuses
Cleaning woman	1	salary

Payroll Fund– approximately 40% of revenue.

7. Financial plan

Start-up costs (example, for a clinic with 3 chairs):

- Rent for 3 months. (deposit) – 300,000 soms.
- Repairs – 1,200,000 soms.
- Equipment – 3,000,000 soms.
- Consumables – 300,000 soms.
- Legal registration, license – 150,000 soms.
- Marketing (launch) – 200,000 soms.

Total starting capital: 5,150,000 soms

Current monthly expenses:

- Rent – 100,000 soms.
- Salary (with taxes) – 800,000 soms.
- Utilities – 50,000 soms.
- Consumables – 180,000 soms.
- Advertising – 70,000 soms.
- Other – 50,000 soms.

Total monthly expenses: 1,250,000 soms

Income: For 20 working days, 70% occupancy rate (3 doctors x 5 patients per day x 2,000 som check) = 3 x 5 x 2,000 x 20 = 600,000 som. This is not enough. More realistic for full occupancy rate: 8 patients per doctor per day x 2,500 som = 600,000 from 1 doctor x 3 = 1,800,000 som. Then profit before taxes = 1,800,000 - 1,250,000 = 550,000 som. Profitability is 30%. Payback = 5,150,000 / 550,000 ≈ 9.4 months.

Break even– the amount of revenue at which there is no loss. Formula: *TB = fixed costs / (1 - variable costs / revenue) *. Fixed costs: rent, admin salaries, advertising (≈600,000 soms). Variable costs: materials, doctors' fees (≈700,000 soms with revenue of 1.8 million). Coefficient = 700/1800 = 0.39. TB = 600,000 / (1 - 0.39) ≈ 983,000 soms. That is, you need to get revenue of about 1 million soms to cover all expenses.

8. Risk analysis



Risk	Probability	Decrease
Reducing patient flow	Average	Diversification of advertising, contracts with insurance companies
Rent increase	Average	Long-term contract
Departure of a key physician	High	Non-compete contracts, motivation
Fines from the SES	Low	Compliance, internal audit
Pandemic/lockdown	Low	Online consultations, pent-up demand

Conclusion:

A business plan is a working tool. Even rough calculations can help avoid opening a clinic that's sure to be unprofitable. A student should be able to create such a plan to defend their project.

Questions for self-control:

1. What sections of a business plan are required?
2. What does the break-even point show?
3. How to calculate start-up costs for a dental practice?
4. What is the average bill and occupancy rate considered normal for a clinic?
5. What are the most significant risks for the dental business?

Literature:

- Solomonov A.V., chapter "Financial planning".
- Glukhareva E.A., chapter 10.

Lecture #5. Team Management and Leadership. Dental Clinic Personnel Management

The purpose of the lecture:

To develop students' competencies in human resource management: from recruitment to motivation and personnel assessment.

Lecture plan:

1. Human Resource Management Functions (HR Cycle).
2. Recruitment and selection of personnel: sources, interview methods.
3. Adaptation and training (onboarding, mentoring).
4. Motivation: theories of Maslow, Herzberg, McClelland.
5. KPI system for a dental clinic.
6. Leadership styles (authoritarian, democratic, liberal).
7. Conflicts in a team: causes, diagnostics, resolution methods.



Key terms:

HR management, KPI, motivation, leadership, conflict, team building.

1. Human Resources Management Functions

HR (Human Resources) Cycle:

- **Personnel planning**(how many and what kind of doctors are needed).
- **Recruitment and selection**(recruiting).
- **Adaptation**(induction).
- **Training and development**(courses, master classes).
- **Motivation and assessment**(KPI, bonuses).
- **Retention**(reduced fluidity).
- **Release**(dismissal, outplacement).

2. Recruitment and selection of personnel

Search sources:

- Internal (clinic reserve).
- External: job search websites, social networks, recruitment agencies, word of mouth.

Selection methods:

- Resume screening.
- Telephone interview.
- Interview (structured).
- Practical task (for example, conduct a consultation on a phantom).
- Competency-based assessment.

What is important for the dentist during an appointment:

- Availability of a certificate/license, valid certificate.
- Work experience (portfolio of works).
- Communication skills (working with anxious patients).
- Maintaining aseptic technique.

Example question:"Describe how you would explain to a patient the need for tooth extraction if he is afraid?"

3. Adaptation and training

- **Onboarding**– Introduction to the clinic, colleagues, and politicians.
Duration: 1-2 weeks.
- **Mentoring**- assignment to an experienced doctor.
- **Education**– external courses, webinars, and conference participation. The employer may pay for these services with a work-out requirement.

4. Motivation

Maslow's Hierarchy of Needs Theory(pyramid):

1. Physiological (salary).
2. Security (social benefits, stability).
3. Social (team, respect).
4. Recognition (gratitude, honor board).

5. Self-realization (difficult cases, training).

Herzberg's two-factor theory:

- *Hygiene factors*(working conditions, salary, company policy) – their absence causes dissatisfaction, but their presence does not motivate.
- *Motivators*(recognition, achievements, growth) – really increase efficiency.

McClelland's acquired needs theory– the need for achievement, power, and belonging. Doctors often have a high need for achievement (to successfully treat).

Practical tools for motivation in dentistry:

- Percentage of revenue (20-30% for a doctor).
- Reward for overtime.
- Intangible benefits: flexible schedule, free training, corporate events, Doctor of the Month award.

5. KPI system

KPI (Key Performance Indicators)– measurable performance indicators.

Examples:

Job title	KPI	Target value
Doctor	Revenue per month	> 600,000 soms
Doctor	Number of return visits	> 40%
Doctor	Patient assessment (5-point)	> 4.8
Administrator	Call-to-record conversion	> 70%
Administrator	Filling out the schedule	> 80%
Nurse	Marriage in sterilization	0

Payment: salary 30% + bonus based on KPI 70%.

6. Leadership Styles (Kurt Lewin)

Style	Leadership behavior	When is it effective?
Authoritarian	Individual decisions, strict control	Crisis, undisciplined staff
Democratic	Discussion, delegation, feedback	Stable work, qualified employees
Liberal	Low intervention, team self-organization	Creative tasks, mature team



A democratic style is optimal for dentistry: doctors value respect, but need clear organization.

7. Conflicts in the team

Typical reasons:

- Distribution of patients (doctors can compete).
- Vacation schedule.
- Administrator vs. doctor (appointment, lateness).
- Different attitudes towards quality.

Stages of conflict:

1. Pre-conflict (accumulation of discontent).
2. Conflict behavior.
3. Permission.
4. Consequences.

Resolution methods:

- Evasion (in case of minor disagreements).
- Smoothing (emphasize common goals).
- Coercion (administrative).
- Compromise (mutual concessions).
- Cooperation (joint search for a solution is optimal).

Manager's role: Listen to both sides, remain neutral, and propose a policy (e.g., rotating patients according to a list). It's important to establish regular meetings to discuss issues.

Conclusion:

Human resources management is a manager's key competency. Without motivated and trained employees, even the most modern clinic will be unprofitable.

Questions for self-control:

1. Name the main stages of the HR cycle.
2. What are the most effective recruitment methods for physicians?
3. Give an example of a motivator according to Herzberg.
4. What KPI can be set for an administrator?
5. What conflict resolution strategies do you know?

Literature:

- Mazur L.I. Management, Chapter "Human Resources Management".
- Glukhareva E.A., chapter 9.


Lecture #6. Online Clinic Promotion. Social Media Marketing

The purpose of the lecture:

To develop practical skills in planning and implementing marketing campaigns for a dental clinic in a digital environment.

Lecture plan:

1. Marketing complex 7P for dentistry.
2. Target audience and segmentation.

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3. Clinic website: structure, requirements, search engine optimization (SEO).
4. Social networks: Instagram, Facebook, TikTok – content features.
5. Contextual and targeted advertising: budgeting, examples.
6. Working with reviews (Google, 2GIS, social networks).
7. Legal restrictions on advertising medical services.

Key terms:

Marketing, segmentation, targeting, content plan, marketing KPIs, conversion.

1. Marketing complex 7P

Extended version of 4P (Product, Price, Place, Promotion) for services:


Element	Contents for dentistry
Product (service)	Therapy, orthopedics, implantation, whitening, etc.
Price	Price list, discounts, promotions, installment plans
Place	Location, parking convenience, interior, online booking
Promotion	Advertising, PR, social media, call center
People (staff)	Doctors, administrators - their competence and friendliness
Process	Registration, admission, discharge – speed and comfort
Physical evidence (environment)	Cleanliness, modern equipment, music

2. Target audience and segmentation

Target audience– a group of people most likely to visit the clinic.

Segments for dentistry:

- By age: children (with parents), adults 25-45, seniors.
- By problem: caries, missing teeth, aesthetics, orthodontics.
- By income: economy (treatment under compulsory medical insurance/discounts), average (standard services), premium (veneers, implants).
- By behavior: loyal, one-time.

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Each segment has a different message. For example, for the economy segment – promotions, for the premium segment – high-quality photos and celebrity case studies.

3. Clinic website

The website is the face of the clinic. Requirements:

- Responsive design (for phone, tablet).
- Online registration (form or widget).
- Price list with prices (transparency).
- Doctors' cards with education and certificates.
- Reviews (preferably photos and videos).
- Question and Answer section.
- Contacts, directions.

SEO (Search Engine Optimization):

- Use of keywords: “dentistry Bishkek”, “affordable dental treatment”, “turnkey implantation”.
- Regular addition of articles (blog).
- External links (catalogs, social networks).

4. Social networks

Instagram– the main channel for dentistry:

- Post types: before/after, procedure videos, patient reviews, expert posts (bad habits, hygiene).
- Stories: promotions, surveys, how the reception is going.
- Reels: Short videos showing the treatment process (patient permission).

Facebook– for an audience aged 35+, posting events and articles.

TikTok– to attract young people (whitening, braces, “expectation-reality”).

Example of a weekly content plan:

- Mon: Expert article on hygiene.
- Tue: Teeth cleaning video.
- Wed: patient feedback.
- Thu: 10% off veneers promotion.
- Fri: Answers to questions in Stories.
- Sat: Behind the scenes video (sterilization).
- Sun: motivational post.


5. Contextual and targeted advertising

Contextual advertising (Google Ads, Yandex.Direct):

- Shown by search queries ("wisdom tooth treatment Bishkek").
- Pay per click.
- Budget: from 20,000 soms per month.

Targeted advertising (social networks):

- Customization by geo (region), age, interests (dentistry, beauty).
- Budget: from 15,000 soms per month.

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Example: A whitening ad for women aged 25-35 in Bishkek, focusing on cosmetology and fitness. Creative: before/after smile photos, caption: "20% off Zoom 4."

Performance indicators (marketing KPIs):

- CPC (cost per click) – less than 10 soms.
- CPL (cost per lead) – less than 500 soms.
- Conversion (application → registration) – > 50%.
- ROMI (return on marketing) – > 300%.

6. Working with reviews

Reviews influence the decisions of 80% of patients.

- **Platforms:** Google Maps, 2GIS, Instagram, Facebook.
- **Policy:** Do not delete negative reviews (this creates distrust).
- **Algorithm for responding to negativity:**
 1. Thank you for your feedback.
 2. Apologize for the inconvenience.
 3. Offer to solve the problem (discount, repeat appointment).
 4. Transfer to private messages for details.

Sample response: "Ivan, thank you for letting us know. We're sorry you had to wait 20 minutes. We're implementing a new scheduling system. We'll do a free hygiene session on your next visit. Please give us a call."

7. Legal restrictions on advertising of medical services (Law "On Advertising" of the Kyrgyz Republic, Art. 27):

- Prohibited: promises of 100% cure, comparisons with other clinics, links to unpublished studies, before/after photos without the patient's consent.
- Allowed: information about methods, prices, doctors' qualifications, photos with anonymized data.

Violation is punishable by a fine of 50,000 soms.

Conclusion:

Online promotion requires a systematic approach: a website, social media, advertising, and managing reviews. Without marketing, even a great clinic will remain unknown.

Questions for self-control:

1. What is included in the 7P marketing mix?
2. What types of content are most effective on Instagram for dentistry?
3. How to calculate the cost per lead?
4. How to respond to a negative review correctly?
5. What restrictions exist for advertising medical services?

Literature:

- Kotler F. Marketing Management, Chapter 15.
- Volkova G.L., Chapter "Marketing in Dentistry".



Lecture #7. Medical Records Management Systems and Digital Solutions (CRM)

The purpose of the lecture:

Explore modern digital tools for managing a dental clinic, including CRM systems, electronic records, and automated document management.

Lecture plan:

1. Medical documentation: types, maintenance requirements, storage periods.
2. Electronic medical record (EMR): pros, cons, legislation of the Kyrgyz Republic.
3. CRM systems: functions and advantages.
4. Review of popular CRM systems in dentistry (YCLIENTS, UniClinic, Medesk).
5. CRM implementation: stages, mistakes, staff training.
6. Integration with the website, online booking, and call center.
7. Marketing automation (reminders, mailings, segmentation).

Key terms:

Electronic medical record system, CRM, automation, online booking, sales funnel.

1. Medical documentation

Mandatory forms (Order of the Ministry of Health of the Kyrgyz Republic No. 123):

- Medical record of a dental patient (form 043/u).
- Patient admission log.
- Sterilization log.
- Informed consents (stored separately).
- Agreements for the provision of paid services.
- X-ray images (including digital ones).

The storage period is 25 years (for records) and 5 years for journals. Upon clinic liquidation, records are transferred to the archives of the state agency.

2. Electronic medical record (EMR)

EMC– a digital analogue of a paper card. It has been permitted in the Kyrgyz Republic since 2018 (Amendments to the Law "On Health Protection").

Requirements:


- Doctor's digital signature (EDS).
- Access control (the doctor sees only his own patients).
- Regular backups.

Advantages:

- Quick access (from anywhere in the clinic).
- Reminders about vaccinations and treatment.
- Analytics (average cost of treatment by nosology).
- Saving paper.

Flaws:

- Costs for software and hardware.

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- Risk of hacking (personal data protection).
- Staff resistance (to avoid – training).

3. CRM systems

CRM (Customer Relationship Management)– a system for managing relationships with patients.

Main functions:

- Registration and scheduling (color coding of doctors, services).
- Patient database with visit history.
- Automatic SMS/WhatsApp reminders.
- Financial accounting (income from doctors, services).
- Marketing analytics (sources of new patients, returns).
- Sales funnel (call – registration – reception – payment).

4. Review of popular CRMs

CRM	Peculiarities	Price (example)
YCLIENTS	Intuitive, online recording, Instagram integration, Telegram bot	from 4000 som/month
UniClinic	Powerful reporting, warehouse accounting, medical records	from 6000 som/month
Medesk	Cloud-based, mobile app, estimate builder	from 5000 som/month
1C:Dentistry	For large networks, integration with 1C Accounting	from 15,000 som

5. CRM implementation: stages


1. **Process analysis**– what tasks to automate (recording, reminders, finances).
2. **Choosing a CRM**– 14-day test drive.
3. **Integration**– data transfer from Excel/other systems.
4. **Setting up**– schedules, services, message templates.
5. **Staff training**– conduct trainings, at least 2 days.
6. **Launch**– first, in parallel with paper accounting (1 month).
7. **Support**– vendor technical support.

Mistakes: underestimation of training time, lack of motivation among administrators.

6. Integration and automation

CRM can be integrated with:

- **Website**– online booking widget (the patient chooses the time).

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- **Telephony**– automatic call recording, conversation recording.
- **Call center**– distribution of calls among available operators.
- **Messengers**– reminders in WhatsApp.

Marketing automation:

- Trigger mailings (6 months after treatment – reminder about prevention).
- Segmentation: “patients who haven’t visited for 1 year” → send out an invitation with a promotion.
- Automatic collection of reviews (after receiving, a link to Google Maps is sent).

7. CRM performance indicators

- % of schedule filling (norm >80%).
- % of confirmed appointments (reminders reduce no-shows from 30% to 10%).
- Call processing speed (less than 20 seconds).
- Reduction of manual work of the administrator (freeing up time for service).

Conclusion:

CRM isn't just a program, but a patient-focused management philosophy. CRM implementation pays for itself within 3-6 months through reduced no-shows and increased loyalty.

Questions for self-control:

1. What types of medical documentation are required for dentistry?
2. What is the difference between EHR and CRM?
3. Name three popular CRM systems in dentistry.
4. What stages of CRM implementation do you know?
5. How does CRM help reduce patient no-shows?

Literature:

- Official websites of YCLIENTS, UniClinic.
- Glukhareva E.A., section "Information technologies in management".


Lecture #8: Business Growth and Scaling. Dental Franchising

The purpose of the lecture:

Explore strategies for expanding your dental business, evaluate the benefits and risks of franchising, and learn how to choose a location for a branch.

Lecture plan:

1. Scaling strategies: organic growth, opening branches, M&A (acquisition), franchising.
2. Organic expansion: from one office to a network.
3. Franchising: concept, participants, main elements of the agreement.
4. Examples of dental franchises in the Kyrgyz Republic and Russian Federation markets.
5. Calculating franchise efficiency: lump sum payment, royalties, payback period.

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6. Scaling through opening branches: choosing a location, standardizing processes.

7. Scaling risks.

Key terms:

Scaling, franchising, royalties, lump sum payment, standardization, location.

1. Scaling strategies

Strategy	Description	An example in dentistry
Organic growth	Gradually increasing the number of clients and adding new offices	The clinic is increasing its patient flow and will open a second floor in two years.
Opening of branches	Creating your own new division	The same owners are opening a clinic in another area.
M&A (acquisition)	Purchase of an existing clinic	A large chain buys a private practice along with its patients.
Franchising	Sale of rights to the brand and technology	Smile Clinic sells franchise to entrepreneur

2. Organic growth

The safest, but slowest. Requires:

- High margin (30%+).
- A stable flow of patients.
- Free space for expansion.

Stages:


1. Intensive promotion.
2. Hiring a second doctor.
3. Adding a new chair.
4. Increase in working hours.

3. Franchising: concept and structure

Franchising– a way of doing business in which a large company (franchisor) transfers to an entrepreneur (franchisee) the right to use its brand, technologies, standards and management methods for a certain fee.

Participants:

- The franchisor is the owner of the brand.
- Franchisee – the buyer of a franchise.

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The agreement includes:

- Lump sum fee (one-time entrance fee).
- Royalty (monthly percentage of revenue).
- Marketing royalties.
- Training and support.
- Commitments to standards (design, equipment, prices).

4. Examples of dental franchises

The following are officially presented on the KR market:

- "Belgravia Dental Studio" (Russia, premium) – lump sum fee ~\$15,000, royalty 5%.
- "32 norm" (Russian Federation, economy+) – lump sum payment \$10,000.
- Franchises within the Kyrgyz Republic are few and far between (for example, Profi-Stom).

Advantages of the franchise:

- Well-known brand – quick start.
- Ready-made marketing strategy.
- Staff training.
- Assistance in selecting equipment.

Flaws:

- High payment.
- Strict requirements (prices and design cannot be changed).
- Dependence on brand reputation.

5. Calculating franchise efficiency

Example: Dentistry franchise "Alpha":

- Lump sum payment – 1 million soms.
- Royalty – 6% of revenue.
- Start-up costs (repairs, equipment) – 5 million soms.
- Revenue forecast: 2 million soms per month.

Additional expenses: royalties 120,000 som/month. Payback period: $(1+5) / (2 \times 0.3) \approx 10$ months (excluding interest). However, profitability is lower than that of a private clinic due to royalties.

6. Opening your own branches


Before opening a branch, you must:

- **Standardize processes**(reception protocols, administrator scripts, cleaning checklists).
- **Develop a management team**(Director, Senior Administrator).
- **Select location**– criteria: traffic, parking, competitors, visibility from the road.

Ideal footage: 80-120 m² for 3-4 chairs.

Location analysis:

- Vehicle flow – > 5000/day.
- Availability of residential buildings (population density).

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- Competitors within a radius of 500 m – no more than 3.
- Parking for at least 3 spaces.

7. Scaling risks

Risk	Probability	Mitigation
Quality loss when scaling	High	Quality control system, mystery patient
Personnel shortage	High	Creation of a personnel reserve, training
Increase in operating expenses	Average	Centralized purchasing, management accounting
Loss of control	Average	CRM implementation, delegation of authority
Conflict between branches	Low	Unified KPI system for managers

Conclusion:

Scaling isn't a goal, but a means to increasing profits. It's preferable to first "mechanically" increase patient flow in a single clinic, then open branches using a standard design. Franchising speeds up the start-up process, but eats into profits.

Questions for self-control:

1. List the main scaling strategies.
2. What is a lump sum fee and royalties?
3. Name two advantages and two disadvantages of franchising.
4. What are the most important criteria for choosing a location for a dental clinic?
5. How to reduce the risk of quality loss when opening a branch?

Literature:

- Solomonov A.V., Head of Network Management.
- Internet resources: franchise directories (TopFranchise).


Lecture No. 9. Developing and Defending a Business Plan for a Dental Clinic (Summary)

The purpose of the lecture:

To systematize knowledge on business planning, analyze typical mistakes, and prepare students for the successful defense of their final project.

Lecture plan:

1. Review of the business plan structure and design requirements.

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2. Typical development mistakes (overestimating revenue, ignoring risks, weak marketing).
3. How to make a business plan presentation (slide structure, timing).
4. Investor questions and how to answer them.
5. Case study of a real dental business plan (analysis of success/failure).
6. Criteria for evaluating a business plan by a teacher.
7. Project Defense: Presentation Guidelines.

Key terms:

Presentation, investments, payback, summary, risks.

1. Structure and requirements for a business plan (review)

Let's recall the sections (see lecture No. 4):

1. Summary (1 page)
2. Description of services
3. Market analysis
4. Marketing
5. Production
6. Organization
7. Finance
8. Risks

The volume should be no more than 20 pages, 12-point font, and 1.5-point spacing. Tables and graphs are welcome. References to data sources (equipment prices, rentals) are required.

2. Typical mistakes


- **Overstatement of revenue**(For example, 100 patients per day for a new clinic is unrealistic). Target: 5-10 patients at the initial stage.
- **Ignoring variable costs**(materials, doctor's fee). Without these, the break-even point is incorrect.
- **Lack of competitor analysis**(the phrase “there is no competition” is a red flag).
- **Underestimating the advertising budget**(you need 10-20% of revenue at the start).
- **The risks are formally described**(a "pandemic" without an action plan).

3. Presentation of the business plan

Presentation – 10 slides maximum.

Structure:

1. Title (project name, contacts).
2. The essence of the idea (USP).
3. Market and competitors (diagram).
4. Marketing strategy.
5. Organizational structure.
6. Start-up costs (diagram).

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7. Financial forecast (revenue, expenses, profit).
8. Break-even point (graph).
9. Risks and measures.
10. Invitation to cooperation.

Timing: for the entire presentation – 5-7 minutes, for questions – up to 5 minutes.

4. Investor Questions (and How to Answer)

Question	How to answer
Why do you think the demand is exactly like this?	Provide survey data, population density
How will you attract your first patients?	Specific channels: targeting, call center, partnerships
What if the key doctor leaves?	Personnel reserve, contract with restrictions
Why is the payback period 12 months and not 8?	I take into account seasonality and starting losses
How much working capital is actually needed?	For 3 months – 1.5 million soms

5. Case: Analysis of a Real Business Plan

Let's look at a successful example: the dental clinic "Dental City" (conditionally).

- Strengths: precise location (near a shopping mall), unique selling proposition (USP) of "0% interest on commitments," and strong Instagram marketing.
- Mistakes: Initially, expensive equipment was purchased on credit, which reduced profitability.
- Conclusion: equipment should be purchased for specific services, without overpaying.

6. Recommendations for the presentation

- Don't read from a sheet of paper – use the slides as cues.
- Pay attention to key figures (payback, break-even point).
- Be prepared to identify the project's weaknesses and measures to address them.
- Speak confidently, maintain eye contact.
- Don't exceed the time limit - this shows respect for the audience.

Conclusion:

A business plan isn't a formality, but a real opportunity to test an idea on paper. A well-executed project demonstrates management competence and can be used to secure a loan or investment.

Questions for self-control:



1. Which sections of a business plan cause the most difficulty?
2. Why is overstating revenue a dangerous mistake?
3. What slides should a presentation consist of?
4. How to answer the question about the risk of doctors leaving?
5. Name three criteria for evaluating a business plan.

Literature:

- Solomonov A.V., Chapter "Business Planning".
- Examples of business plans on websites: bigpicture.ru, openbusiness.ru.

Practical Lesson #1: Ethics and Deontology in Dentistry

Target: learn to apply ethical principles in real management situations.

Educational technologies: case method, role-playing game "Conflict Resolution".

Key concepts: informed consent, medical confidentiality, conflict of interest, organizational culture.

Questions for the lesson:

1. What are the main ethical dilemmas in a dental clinic?
2. How should a manager respond to a patient's complaint about a doctor?
3. What does informed consent include?
4. How to build a clinic's internal code of ethics?

Situational tasks:

The patient demands a refund for treatment that, in his opinion, was ineffective. The doctor insists he is right. What are your actions?

Questions for self-control:

- What is the difference between ethics and deontology?
- List the three levels of organizational culture.

Literature: Glukhareva E.A., Chapter 5 "Ethics of Management".

Practical Session #2. Rights of Doctors and Patients

Target: study legal documents and learn how to apply them.

Technologies: analysis of real contracts, resolution of legal cases.

Questions:

1. What patient rights are enshrined in Kyrgyz legislation?
2. What is the procedure for obtaining informed consent?
3. Can a doctor refuse treatment?
4. What is the liability for violation of patient rights?

Tasks: Review a sample contract for dental services. Identify any contentious points.

Literature: Law of the Kyrgyz Republic "On Patient Rights", Labor Code.

Practical Lesson #3. Analysis of Legal Relationships

Target: distinguish between types of legal relationships and prepare documentation.

Technologies: working with cases, filling out tables.

Questions:



1. What is the difference between an employment contract and a civil law contract?
2. What documents are required for dental licensing?
3. What is the administrative responsibility of a clinic?

Exercise: Draw up a job description for a dental clinic administrator.

Literature: Civil Code of the Kyrgyz Republic, Tax Code.

Practical Lesson #4. Business Planning

Target: develop a fragment of a business plan (marketing section).

Technologies: brainstorming, work in small groups.

Questions:

1. What sections are required in a dental business plan?
2. How to estimate market capacity in a specific area?
3. What is the break-even point?

Exercise: Calculate the break-even point for a hypothetical clinic with rent of 50,000 soms, salary of 150,000 soms, and an average bill of 2,000 soms.

Literature: Solomonov A.V., chapter "Financial planning".

Practical Lesson #5. Human Resources Management

Target: master the methods of selection and motivation.

Technologies: Business game "Interview", analysis of motivational schemes.

Questions:

1. What methods of personnel assessment exist?
2. How to develop KPIs for a dentist?
3. Give an example of non-material motivation.

Exercise: Create a job posting for a dental assistant, outlining the requirements and conditions.

Literature: Mazur L.I. Management, section "Personnel Management".

Practical Lesson #6: Online Promotion

Target: develop a social media promotion plan.

Technologies: Working with real clinic accounts, creating a content plan.

Questions:

1. What types of content are most effective for dentistry?
2. How to calculate a targeting budget?
3. How to respond to negative reviews?

Exercise: Write three posts for Instagram: educational, promotional, and behind the scenes.

Literature: Kotler F., Head of Digital Marketing.


Practical Session #7: CRM and Digital Solutions

Target: master the basic functions of CRM systems.

Technologies: CRM demonstration (YCLIENTS, demo access), practical patient registration.

Questions:

1. What are the benefits of CRM for clinic management?

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2. How to automate reminders?
3. What reports can be generated?

Exercise: In the demo version of the CRM, create a patient card, schedule an appointment, and send a reminder.

Literature: Official CRM guides.

Workshop #8: Scaling and Franchising

Target: evaluate business expansion opportunities.

Technologies: Analysis of successful network cases, discussion.

Questions:

1. What are the risks of opening a branch?
2. What is included in the franchise?
3. How to choose a location for a second clinic?

Exercise: Find the terms and conditions of a dental franchise online and list its advantages and disadvantages.

Literature: Internet resources, business portals.

Practical Lesson #9. Business Plan Defense

Target: present and defend the final project.

Technologies: Power Point presentation, questions from "investors".

Evaluation criteria:

- Completeness of sections (10 points)
- Realism of financial calculations (10 points)
- Uniqueness and validity of marketing (10 points)
- Quality of presentation and answers (10 points)


Exercise: A student presents a business plan (10-12 slides), others ask questions.

3. METHODOLOGICAL RECOMMENDATIONS/INSTRUCTIONS FOR STUDENTS

3.1. Methodological recommendations for studying the discipline

The course requires a combination of theoretical preparation (lectures, textbooks) and practical work (case studies, business simulations). Maintaining a working glossary of terms is recommended. To prepare for practical exercises, you must:

1. read the relevant lecture notes;
2. study the basic literature;
3. Complete homework (solve a situational problem, prepare a report). The workbook should contain solutions to the problems, SWOT analysis tables, and business plan calculations.

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To check the student's academic activity and the quality of his or her work, the workbook is periodically checked by the teacher.

3.2. Methodological recommendations for completing independent work

When studying the discipline "Management and Marketing", the following types of independent work of students are used:

- preparation of abstracts (volume 9-10 pages, structure: introduction, main part, conclusion, list of references).
- Development of presentations (10-15 slides).
- Market analysis (surveys, data collection).
- Calculation and graphic works (financial tables).

To develop independent work skills, students complete assignments by independently consulting textbooks, reference books, and scientific and methodological literature. Assignment completion is assessed both during practical classes through oral presentations and group discussions, and through written independent work.

Section 1.4.2 provides topics for independent study of the theoretical material, assignments for each topic, deadlines for submission, and textbook references.

Section 2.2 provides assignments, problems, and exercises for each course topic. A list of necessary literature for independent study is provided.

Independent work helps students develop essential skills such as selecting and solving a given problem (for example, choosing a treatment method for a specific anomaly), collecting and analyzing published data, and the ability to identify key points and draw informed conclusions.

3.3. Methodological recommendations for the implementation of practical/seminar classes, laboratory work

Practical classes These are held after lectures and serve as explanatory, generalizing, and reinforcing elements. They can be held not only in the classroom, but also in a phantom classroom, and even in a clinical office (for patient demonstrations).


During practical classes, students absorb and comprehend new educational material, practice manual skills (screw activation, bracket fixation on a phantom), and learn to interpret data from additional examination methods. Practical classes are systematic, regularly following each lecture or two or three lectures.

Practical classes are carried out according to the schedule of the educational process and independent work of students in the discipline.

When preparing for practical training, it's important to study the methodological guidelines in advance. Pay attention to the purpose of the training, the key questions for preparation, and the content of the training topic.

Before each practical lesson, students review the seminar plan, including a list of topics and questions, a bibliography, and homework assignments for the material covered. The following seminar preparation plan is recommended:

1. Work through the lecture notes.

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2. Read the primary and secondary literature recommended for the section being studied.
3. Answer the questions in the seminar plan.
4. Study the topic and select literature for writing essays, reports, etc.

3.4. Guidelines for completing papers, reports, and essays

Abstract– a written summary of the content of a scientific paper on the given topic. This is an independent research paper in which the student explores the essence of the problem under study, with elements of analysis relevant to the topic of the paper. The paper presents various points of view, as well as personal perspectives on the issues covered by the paper (for example, a comparison of the effectiveness of various treatment protocols for distal occlusion). The paper's content should be logical, and the presentation of the material should be problem-based and thematic.

Requirements for the abstract:

The length of the abstract may vary between 9-10 printed pages. Main sections: table of contents (outline), introduction, main content, conclusion, bibliography.

The text of the abstract should contain the following sections:

- title page indicating: name of the university, department, topic of the abstract, full name of the author and full name of the teacher;
- introduction, relevance of the topic;
- main section;
- conclusion (analysis of the results of the literature search); findings;
- The list of literary sources must have at least 10 bibliographic titles, including online resources.

The text part of the abstract is formatted on a sheet of the following format:


- top indent – 2 cm; left indent – 3 cm; right indent – 1.5 cm; bottom indent – 2.5 cm;
- text font: Times New Roman, font height – 14, space – 1.5;
- Page numbers are at the bottom of the sheet. The first page is not numbered.

The abstract must be written competently and in a respectful manner. References to references, including periodicals from the past five years, must be included.

Abstract evaluation criteria:

- relevance of the research topic;
- compliance of the content with the topic;
- depth of material processing;
- the correctness and completeness of the development of the questions posed;
- the significance of the conclusions for further practical activities;
- correctness and completeness of use of literature;
- compliance of the abstract design with the standard;
- the quality of the message and answers to questions during the defense of the abstract.

3.5. Methodological recommendations for student research work

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The goal of the research work in management and marketing is to develop students' intellectual abilities by studying the algorithm of scientific research and acquiring initial experience in carrying out a research project using the educational material of their chosen specialty.

The main objectives and results of the research work are:

- participation in departmental research (patient surveys, market analysis);
- writing a scientific article (abstract) for a student conference;
- development of a dental clinic startup project.

The use of statistical methods (Excel, SPSS) and presentation of results at competitions are encouraged.

When completing research work, a student must master the following basic steps:

- independent search for information on a given topic
- selection of essential information necessary for full coverage of the problem being studied, separation of this information from secondary information (within the framework of a given topic);
- analysis and synthesis of knowledge and research on the problem;
- generalization and classification of information on research problems;
- logical and consistent disclosure of the topic;
- generalization of clinical and scientific knowledge on the problem and formulation of conclusions from a literature review of the material;
- stylistically correct presentation of scientific thought of the abstract type;
- competent design of scientific abstract text;
- correct formatting of scientific work (including references to sources, list of references);
- creation of a glossary of terminology;
- role-playing games and trainings on a given topic, discussions, situational tasks.

For research work, senior students are recommended to:

- write an abstract using general scientific and special methods;
- prepare and deliver a report or presentation on a given topic at conferences and round tables;
- explore and analyze common concepts

4. Glossary

Business plan– a document describing the goals, strategies, resources and financial forecasts of a project.

Clinic brand– a set of perceptions, associations and reputation associated with the name and logo.

Dumping– intentional reduction of prices below market prices in order to eliminate competitors.



Informed consent– voluntary consent of the patient to medical intervention after providing complete information.

Customer focus– an approach in which all clinical processes are built around the patient's needs.

Conversion– the ratio of the number of registered patients to the number of those who applied (for example, calls).

KPI (Key Performance Indicators)– key performance indicators (e.g. doctor workload, average bill).

Leadership– the ability to influence people to achieve goals without coercion.

Marketing in dentistry– a set of measures to attract and retain patients.

Management– management of an organization, including planning, organizing, motivating and controlling.

Motivation– the process of motivating employees to work effectively.

Organizational culture– a system of values, norms and rules shared by employees.

Positioning– creating a unique image of the clinic in the minds of the target audience.

Legal relationship– a social relationship regulated by legal norms.

Profitability– the ratio of profit to costs (revenue or cost).

Retention– retention of existing patients, repeat visits.

Market segmentation– division of potential patients into homogeneous groups.

Professional Liability Insurance– a type of insurance that covers damages caused by medical error.

SWOT analysis– a method for assessing strengths, weaknesses, opportunities and threats.


Targeted advertising– displaying advertisements to the target audience according to specified parameters.

Management decision– choice of an alternative aimed at achieving a goal.

Franchising– a system of transferring a business model, brand and technology for a fee.

CRM (Customer Relationship Management)– patient relationship management system.

Ethics– the doctrine of moral principles and norms of behavior.

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Application 1

Change Registration Sheet Form

p/p	Document (order, order, etc. (indicating the number and date) which reflects the changes	Signature	Full name
1			
2			
3			

5. Reference materials and appendices –*are indicated as necessary.*