

**PHA5222 Pharmacy Practice Management**  
**Fall 2025 | 2 Credit Hours – [A-E Grading]**

*“Management and leadership are not separate spheres. The two skills work together in the larger realm of ‘communityship’. Management is, above all, a practice where art, science, and craft meet.”*

– Henry Mintzberg

*To succeed in the future of pharmacy management, pharmacists must develop strategic skills needed to motivate and develop employees, optimize inventory, balance finances, streamline operations and workflow, and plan strategically in an efficient and effective manner. Through case analyses, group discussions, and situational-based narratives, we will explore these fundamental principles needed to successfully manage a pharmacy.*

*Ultimately, we will bring the art of communication, the science of pharmacy, and the craft of leadership together in an effort to demonstrate the importance of management.*

**Course Prerequisites:** Completion of all Year 2 Pharm.D. program coursework including milestones.

**Course Corequisites:** PHA5165L Professional Practice Skills Lab V

Course Faculty and Staff	
<b>Course Director</b>	<b>Instructional Designer</b>
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[Faculty and Staff: Who to Contact and Questions to Ask](#)

**Office Hours:** Please see the Canvas course site for posted office hours.

**Faculty Locations:**

<b>Jacksonville</b>	Tower 2, First Floor
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Course Objectives and Educational Outcomes	
Course Objectives	Linked Educational Outcome
1. Leverage one’s personal strengths and overcome potential weaknesses to navigate within the workplace and work effectively within a team to improve outcomes in the pharmacy.	Professional
2. Create and demonstrate one’s personal brand to navigate the landscape of the evolving field of pharmacy.	Self-aware

3. Recognize, teach, train, and develop employees to optimize their performance.	Leader
4. Apply management principles related to organization structure and behavior and human resources management functions.	Leader
5. Apply communication skills to improve organizational function.	Communicator
6. Apply principles for managing traditional goods and services in typical situations encountered in pharmacy management.	Steward
7. Apply management principles related to planning, organizing, directing, and controlling pharmacy workflow in various pharmacy practice settings to provide positive patient outcomes.	Problem-solver
8. Apply principles related to quality and risk management, medication safety, and regulatory compliance in pharmacy management.	Steward
9. Interpret employment law and performance appraisal systems.	Professional
10. Understand the differences and similarities between management and leadership within a fast-paced, multi-functioning organization and how it relates to achieving a company's strategic vision.	Leader

### Course Resources and Fees

#### Course Outline

See Appendix A. Please routinely check your Google campus calendar and the Canvas course site for any messages about changes in the schedule including meeting dates/times, deadlines, and room changes.

#### Required Textbooks/Readings

Zgarrick DP, DP, Dessellee SP, Moczygemba LR, Alston G. eds. Pharmacy Management: Essentials for All Practice Settings, 5e. McGraw-Hill. <https://accesspharmacy-mhmedical-com.lp.hscl.ufl.edu/content.aspx?bookid=2714&sectionid=224604949>

Use [UF VPN to access UF Libraries Resources](#) when off-campus. The UF HSC library staff can assist you with questions or issues related to accessing online library materials. For assistance contact your College of Pharmacy librarian or visit the [HSC Library Website](#) at this URL: <http://www.library.health.ufl.edu/>

#### Suggested Textbooks/Readings

Will be posted on Canvas

#### Other Required Learning Resources

None

#### Materials & Supplies Fees

None

### Evaluation and Grading

#### Student Evaluation & Grading

The Canvas® gradebook will be set-up using the percentages below to compute the grade.

Assessment Item	Grade Percentage
Retrieving, Reviewing, and Upload your Strengths Finders Result	4%
DOPE Test Assignment	6%
Quizzes (4 @ 10% each)	40%
ALS Activities (4 @ 5% each)	20%
Final Exam	30%
<b>Total</b>	<b>100%</b>

Grading Scale					
Percentage	Letter Grade	Percentage	Letter Grade	Percentage	Letter Grade
92.50-100%	A	79.50-82.49%	B-	66.50-69.49%	D+
89.50-92.49%	A-	76.50-79.49%	C+	62.50-66.49%	D
86.50-89.49%	B+	72.50-76.49%	C	59.50-62.49%	D-
82.50-86.49%	B	69.50-72.49%	C-	< 59.50%	E

### Rounding of grades:

Final grades in Canvas will be rounded to the 2nd decimal place. If the decimal is X.495 or higher, Canvas will round the grade to X.50. The above scale depicts this policy and grades are determined accordingly. Grade assignment is made using this policy and NO EXCEPTIONS will be made in situations where a student's grade is "close."

### University of Florida Honor Pledge and Academic Dishonesty

UF students are bound by The Honor Pledge which states "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

The Conduct Code specifies a number of behaviors that are in violation of this code and the possible sanctions. Expectations for Artificial Intelligence and when use constitutes academic dishonesty is outlined below.

Tendering information (giving your work to another to be copied, giving someone answers to assessment questions, informing another person in a later section about the questions that appear on an assessment that you have taken, or giving or selling a paper to another student), is considered academic dishonesty.

Students are required to report any condition that facilitates academic misconduct to appropriate personnel. Failure to report is also considered academic dishonesty. If you have any questions or concerns, please consult the course's Teaching Partnership Leader/Course Director or Assistant Dean for Curricular Affairs.

See the [UF Conduct Code website](#) for more information. If you have any questions or concerns, please consult with the instructor or TAs in this class.

### Assignment Descriptions

**Retrieving, Reviewing, and Upload your Strengths Finders Result:** Please refer back to your P1 year to retrieve, review and upload into Canvas by the due date to receive credit for this assignment.

**DOPE Test Assignment:** The information regarding this assignment can be found in Module 1. Please be sure to view the lecture, complete the DOPE test, and submit by the due date to participate in ALS activities.

**Quizzes:** All quizzes will be multiple choice and located on Canvas.

**ALS Activities:** Participation in ALS activities is required to earn associated grade.

### Course-Related Policies

#### UF Resources and Policies

University of Florida resources and policies can be found at this URL: <https://go.ufl.edu/syllabuspolices>

#### PharmD Course Policies

The Policies in the following link apply to this course. Review the General [Pharm.D. Course Policies](#) carefully, at this URL: <http://curriculum.pharmacy.ufl.edu/current-students/course-policies/>

**Attendance Policy**

Attendance is mandatory for active learning sessions such as team-based learning sessions, case discussions, laboratory sessions, and other activities that the instructor designates as required. This course has 3 required sessions (ALS sessions). A student who misses greater than 1 session(s) for this course will receive an incomplete in the course and will retake the course during the next offering, resulting in delayed graduation.

**Makeup Assignments**

Makeup assignments will not be assigned in this course.

**Late Assignments**

Late assignments submitted within one week will receive a 25% grade reduction. Assignments more than one week late will not be accepted and will receive a zero.

**Educational Technology Use**

The following technology below will be used during the course and the student must have the appropriate technology and software.

1. ExamSoft™ Testing Platform
2. Canvas™ Learning Management System

For technical support, navigate to [Educational Technology and IT Support Contact Information](http://curriculum.pharmacy.ufl.edu/current-students/technical-help/) at this URL: <http://curriculum.pharmacy.ufl.edu/current-students/technical-help/>

**Artificial Intelligence (AI) Use for Assessments**

**The use of generative AI in assessments is prohibited**, unless explicitly allowed by the course instructor. Assessments include any submitted work, graded or ungraded, that will be evaluated. These include, but are not limited to, quizzes, exams, assignments, writing projects, etc. If a student is uncertain about the use of AI technology, it is the student's responsibility to ask the instructor prior to beginning the assignment or assessment.

When authorized by the course director/course instructors, students may use AI technologies in the completion of an assessment if they acknowledge all use by naming the technology, describing how it was employed, and adhering to any other requirement stipulated in the assessment's instructions. Failure to acknowledge the use of AI technology or disregarding instructions related to the use of AI for assessments is considered academic misconduct. Students must disclose the use of AI and AI-assisted technologies by following the instructions below.

Application of AI technology must be done with human oversight and control, and students should carefully review and edit the result, as AI can generate outputs that can be incorrect, incomplete, or biased. **Students assume full responsibility for all content, including errors and omissions, if AI is employed.** Additionally, privacy is a concern with AI-generated content. Most commercially available AI systems are not compliant with [HIPAA](#) or FERPA protections, inputting patient or student information is prohibited by federal law.

Instructions to acknowledge the use of AI:

Statement: During the preparation of this assignment I/we, [INSERT NAME/S], used [INSERT TOOL / SERVICE] in order to [INSERT REASON OR PURPOSE]. After using this tool/service, I/we reviewed and edited the content as needed and take full responsibility for the content of the submission.

**Penalties for unauthorized use:**

**Unauthorized use of AI text generators for assessments is considered evidence of academic dishonesty (see [policy on academic dishonesty](#)).**

**Disability Resource Center**

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center. See the [Get Started With the DRC webpage](#) on the Disability Resource Center site. It is important for students to share their accommodation letter with their instructor and discuss their

access needs, as early as possible in the semester.

### **Course Evaluation Process**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online. Students can complete evaluations in three ways:

1. The email they receive from GatorEvals,
2. Their Canvas course menu under GatorEvals, or
3. The central portal at <https://my-ufl.bluera.com>

Guidance on how to provide constructive feedback is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

## Appendix A: Course Outline

Date / Time	Mod#	Activity	Activity Title	Contact Time (min)	Responsible
	1	Module	Module 1: Managing Self		
08/18/25	1.1	Lecture Video	Navigating Pharmacy Practice Management	7	Stacey Curtis
08/18/25	1.2	Lecture Video	DOPE	19	Stacey Curtis
08/18/25	1.3	Lecture Video	Job Searching Resources and Tactics	45	Stacey Curtis
08/18/25	1.4	Lecture Video	Interviewing Techniques	46	Stacey Curtis
08/18/25	1.5	Lecture Video	The START Method for Interviewing	48	Stacey Curtis
	2	Module	Module 2: Managing Personnel and Human Resources		
08/19/25		Reading	Chapter 17: Human resources Management Functions	50	Stacey Curtis
08/19/25		Reading	Chapter 18: The Basics of Employment Law and Workplace Safety	50	Stacey Curtis
08/19/25	2.1	Lecture Video	People Management: Hiring	41	Stacey Curtis
08/19/25	2.2	Lecture Video	People Management: Retaining	55	Stacey Curtis
08/19/25	2.3	Lecture Video	People Management: Firing	36	Stacey Curtis
08/19/25	2.4	Lecture Video	Effective Communication: The DESC Method	30	Stacey Curtis
08/20/25	2.5	Other	Podcast: How to Give Good Feedback	24	Stacey Curtis
08/20/25	2.6	Other	Podcast: How to Receive Feedback	16	Stacey Curtis
08/20/25		Other	CORE Readiness: Overview Pharmacy Technician	12	
08/20/25		Other	CORE Readiness: Overview Pharmacist-in-Charge	12	
08/19/2025 Due 11:59pm		Assignment (Graded)	Assignment: Retrieving, Reviewing, Recording and Uploading your Strength Finders Results		
08/19/2025 Due 11:59pm		Assignment (Graded)	Assignment: DOPE Test		
08/20/2025 at 1-2:50pm	1-2	Active Learning Session -- Zoom	Active Learning Session 1: Modules 1 and 2	100	Eric Free Egelund, Stacey Curtis
08/20/25		Quiz (In Class)	Quiz #1 on Modules 1 and 2		
	3	Module	Module 3: Managing Resources and Teams		
08/21/25	3.1	Lecture Video	Pharmacy Inventory: Analyzing Performance	45	Eric Jakab
08/21/25	3.2	Lecture Video	Pharmacy Management: Financial Reports	36	Eric Jakab
08/21/25	3.3	Lecture Video	Financial Reimbursement	38	Eric Jakab
08/21/25	3.4	Other	Podcast: Pharmacy Benefit Managers and Their Hidden Role in Drug Pricing	37	Eric Jakab

Date / Time	Mod#	Activity	Activity Title	Contact Time (min)	Responsible
08/21/25	3.5	Lecture Video	Effective Communication Within the Pharmacy Team - Part 1	32	Stacey Curtis
08/21/25	3.6	Lecture Video	Effective Communication Within the Pharmacy Team - Part 2	32	Stacey Curtis
08/21/25	3.7	Lecture Video	Communication with All Members of the Team	20	Stacey Curtis
08/22/25		Reading	Describing Interruptions, Multi-Tasking, and Task Switching in Community Pharmacy	50	Stacey Curtis
08/22/25	3.8	Lecture Video	De-escalation of Stressful Encounters with Patients	11	Eric Free Egelund
08/25/2025 10-11:50am		Active Learning Session	Active Learning Session 2: Managing Stuff (Module 3)	100	Eric Free Egelund, Eric Jakab, Stacey Curtis
08/25/25		Quiz (In Class)	Quiz #2 on Module 3		
	4	Module	Module 4: Managing Professional and Regulatory Affairs		
08/22/25	4.1	Lecture Video	Regulatory Requirements	20	Eric Free Egelund
08/22/25	4.2	Other	Podcast: Regulatory Effects on Pharmacy	64	Eric Free Egelund
08/25/25	4.3	Lecture Video	Compliance and Quality in Pharmacy Systems (two videos)	33	Eric Free Egelund
08/25/25	4.4	Other	Podcast: Track and Trace for Pharmacies: Understanding DSCSA	64	Eric Free Egelund
08/25/25		Other	CORE Readiness: Overview Pharmaceutical Waste	12	
08/25/25		Other	CORE Readiness: Overview FDA and State Boards of Pharmacy	12	
08/25/25		Other	CORE Readiness: Overview Drug Supply Chain Security Act (DSCSA)	12	
08/27/2025 at 1-2:50pm		Active Learning Session	Active Learning Session 3	100	Eric Free Egelund, Stacey Curtis
08/27/25		Quiz (In Class)	Quiz #3 on Module 4		
	5	Module	Module 5: Managing Management - The Importance of Leadership		
08/26/25		Reading	Chapter 3: Leadership in Pharmacy Practice	50	Eric Egelund
08/26/25	5.1	Lecture Video	Creating Effective Action Plans	11	Eric Egelund
08/26/25	5.2	Video Other	Why Leaders Eat Last	46	Eric Egelund
08/26/25	5.3	Lecture Video	Wrap Up Lecture	?	Eric Free Egelund, Stacey Curtis
08/26/25		Other	CORE Readiness: Overview Director of Pharmacy	12	
09/02/2025 at 3-4:50pm		Active Learning Session -- Zoom	Active Learning Session 4	100	Eric Egelund, Stacey Curtis
09/02/25		Quiz (In Class)	Quiz #4 on Module 5		

<b>Date / Time</b>	<b>Mod#</b>	<b>Activity</b>	<b>Activity Title</b>	<b>Contact Time (min)</b>	<b>Responsible</b>
09/02/2025 at 11:50am		Course Evaluation	Course Evaluations		
09/05/2025 at 1-3pm		Exam	Final Exam: Modules 1-5		
			Total Course Contact Hours	30.56	