

**Pimpri Chinchwad Education Trust's
Pimpri Chinchwad University
Sate, Pune - 412106**



PCET's
**Pimpri
Chinchwad
University**

Learn | Grow | Achieve

**Curriculum Structure
Master of Business Administration (MBA)
Pharmaceutical Management
(Pattern 2025)
School of Management**



Effective from Academic Year 2025-26

Program Structure

Preamble:

Pharmaceutical Management program combines the study of basic and pharmaceutical sciences with marketing and management studies; and that prepares individuals for careers in pharmaceutical sales, marketing, management, and related fields within the health care industry. The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever-changing requirements of the corporate world and society. MBA students be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness are the central focus of MBA curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

Vision and Mission of Programme:

Vision

Nurture Leaders and Responsible Corporate Citizens for an era of Digital Business and Transformations.

Mission

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
- M2: Develop skills and competencies in the business domains and leading-edge technology.
- M3: Nurture agile leader with ability to drive change, innovation, and transformation.
- M4: To make the students pleasantly employable.

Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the following.

Program Educational Objectives:

PEO1: Wider comprehending of technical concepts, technology platforms and solutions.

PEO2: Exhibit good business functional knowledge and skills.

PEO3: Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

PEO4: Inculcate attributes of human values, ethics, and sustainability.

PEO5: Contribute actively to technology and end-user industry or in general management roles in techno rich environments.

PEO6: Demonstrate intra/entrepreneurial spirit required for driving change and transformation in the business world.

Program Outcomes (POs)

- **PO1: Leadership:** Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.
- **PO2: Innovation:** Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.
- **PO3: Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.
- **PO4: Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.
- **PO5: Global Perspective:** Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective – organizational, locational, and cultural.
- **PO6: Role of Self in the organization & in the society:** Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.

- **PO7: Techno-Proponent (PO):** Apply the knowledge and passion for technology to solve business problems in an effective manner. Demonstrate and apply appropriate cross functional management, statistical and technological tools to analyse business situations, sense opportunities and suggest innovation solutions. Evangelize technology and drive transformational changes in order to achieve business value. Support, Develop and Empathize with all stakeholders and uphold professional ethics in all settings, and drive transformational changes in order to achieve business value. Support, Develop and Empathise with all stakeholders and uphold professional ethics in all settings.
- **PO8: Entrepreneurial Mindset:** Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- **PO9: Business Acumen:** Graduates will possess a comprehensive comprehending of various business functions, including finance, marketing, operations, and human resources, and will be able to apply this knowledge to solve real-world business problems.
- **PO10: Decision-Making:** Students will demonstrate a comprehending of ethical considerations in business and possess the ability to make informed and responsible decisions that align with ethical principles and social responsibility.

Program Specific Outcomes (PSO)

PSO1: Apply pharma technical and managerial skills to make ethical and socially responsible decisions to deal with complex business scenarios and achieve organizational success in pharma Business Sector.

PSO2: Develop strong leadership skills, to inspire and guide teams towards achieving pharma business objectives with global mind-set, to comprehend the impact of globalization and cultural diversity on pharmaceutical business operations.

Curriculum Framework for MBA

Sr. No.	Type of course	Abbreviations
1	Major	MAJ
2	Professional Elective	MAJE
2	Elective (Minor Stream/Vocational/Program Specific)	MIN
4	Massive Open Online Courses	MOOCs
5	Ability Enhancement Courses	AEC
6	Skill Enhancement Courses	SEC
7	Vocational Skill Course	VSC
8	Summer Internship/ On Job Training	OJT
9	Project	PROJ
10	Field Project	FP
13	Value Education Course	VEC
14	Value Added Course	VAC

Sr. No.	Type of course	No. of Courses	Total Credits	
			No	%
1	Major	18	54	61
2	Professional Elective	4	12	14
3	Massive Open Online Courses	4	16	18
4	Value Added Courses	1	0	0
5	Summer Internship/On Job Training	1	4	5
6	Field Project	1	2	2
	Total	29	88	100

School of Management

Program Structure of MBA Pharmaceutical Management 2025-27

WEF: A.Y. 2025-26 (Pattern 2025)

Semester I

Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMP101	Principles and Practices of Management & OB	MAJM	3	0	0	3	3	40	60	100
PMP102	Managerial Economics	MAJM	3	0	0	3	3	40	60	100
PMP104	Basics of Accounting	MAJM	3	0	0	3	3	40	60	100
PMP105	Pharma Business Environment	MAJM	3	0	0	3	3	40	60	100
PMP106	Pharmaceutical Production, Operations and Quality Management	MAJM	3	0	0	3	3	40	60	100
PMP121	Professional Elective 1	Elective	3	0	0	3	3	40	60	100
PMP120	Minor Project (Start-up)	FP	1	1	0	2	3	50	-	50
PMP125	Business Fundamentals in Contemporary World	MOOC	4	0	0	4	4	40	60	100
	Total		23	1	0	24	25	330	420	750

	Professional Elective 1									
PMP121A	Marketing Management	Elective	3	0	0	3	3	40	60	100
PMP121B	International Business	Elective	3	0	0	3	3	40	60	100

Semester II

Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMP114	Basics of Finance	MAJM	3	0	0	3	3	40	60	100
PMP110	Operations and Supply Chain Management	MAJM	3	0	0	3	3	40	60	100
PMP111	Pharma Market Research	MAJM	3	0	0	3	3	40	60	100
PMP112	Pharmaceutical Product and Brand Management	MAJM	3	0	0	3	3	40	60	100
PMP113	Human Resource Management	MAJM	3	0	0	3	3	40	60	100
PMP126	Research Methodology & Intellectual Property Rights	MAJM	3	0	0	3	3	40	60	100
PMP122	Professional Elective 2	Elective	3	0	0	3	3	40	60	100
PMP116	Strategic Corporate Communication	AEC	2	0	0	2	2	50	0	50
PFIL101	Foreign Language	AEC	2	0	0	0	2	50	0	50
Total			25	0	0	23	25	380	420	800



Semester	Credit
I	24
II	23
Total	47



1st Semester

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester: I		Level: PG
Course Name		Principles and Practices of Management & Organizational Behavior			Course Code/ Course Type		PMP101/MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practica l	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Basics of Management, Theories & Practices of Management							
Course Objectives (CO):			The objectives of PPOM & OB course are:				
			<ol style="list-style-type: none"> 1. Recall the basic concepts and principles of management. 2. Recognize the ability to apply the multifunctional approach to organizational objectives. 3. Apply professional mastery; managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. 4. Evaluate and have better control over resources for effective management. 5. Design and create an evaluation system where principles of management will enhance decision-making abilities and sharpen tools for the purpose. 				
Course Learning Outcomes (CLO):			Students would be able to:				
			<ol style="list-style-type: none"> 1. Identify cases as real time experience in the field of Management and Organizational Behavior. 2. Explain conceptual knowledge of management, various functions of Management and theories in OB. 3. Comprehend and apply management and behavioral models to relate attitude, perception and personality. 4. Analyze the recent trends in Management and models in organizational behavior for better control. 5. Decide/evaluate ongoing business situations through the application of the management principles. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management	CLO 1	9
UNIT II		
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques; Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures; Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership,	CLO 2	9

Transformational leadership; Controlling: Meaning, Importance, Steps in the control process, Types of Control		
UNIT III		
Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations	CLO 3	9
UNIT IV		
Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organization, Values in the workplace, Types of values; Perception: Meaning, Model of Perceptual process. Emotions in workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management; Motivation: Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation	CLO 4	9
UNIT V		
Teams & Culture: Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development, Power, Meaning, Sources, and Contingencies of Power, Consequences of Power; Culture: Meaning, Elements of Organizational Culture, Importance of Organisational Culture. Organisational Change, Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour. Comprehensive Case study	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. MGMT, Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organizational Behavior, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
3. Management & Organisational Behaviour, Laurie J. Mullins, 7/e, Prentice Hall, 2005.

Reference Books:

1. Daft, R. L. (2009). Principles of Management (1st edition), Cengage Learning
2. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers
3. Williams. Management, (International edition) South-western Cengage Learning.
4. John R. Schermerhorn. Management, Wiley-India
5. Koontz, H. & Weihrich, H. Essentials of Management, McGraw Hill Publishers
6. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House
7. Rao, P.S. (2009). Principles of Management, Himalaya Publishing House
8. Moshal, B.S. Principles of Management, Ane Books

Online Resources/E-Learning Resources:

1. Principles of Management (<https://www.coursera.org/learn/principlesofmanagement>)
2. Certification in Principles and Practices of Management (<https://www.udemy.com/course/certification-in-principles-and-practices-of-management/?couponCode=ST8MT40924>)
3. Principles of Management (<https://open.lib.umn.edu/principlesmanagement/>)
4. What are Management Principles? (<https://www.managementstudyhq.com/what-features-importance-and-objectives-of-management-principles.html>)

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester: I		Level: PG
Course Name		Managerial Economics			Course Code/ Course Type		PMP102/ MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practica I	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):			<p>The objectives of Managerial Economics are:</p> <ol style="list-style-type: none"> 1. To comprehend the importance of Managerial Economics in management and businesses 2. To apply the principles of managerial economics in achieving business objectives 3. To be equipped with the tools necessary in forecasting product demand 4. To comprehend and be able to apply latest pricing strategies 5. To comprehend and analyze the macro environment affecting the business decision making. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Remember the concepts of microeconomics and able to comprehend the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty. 2. Comprehend the law of demand & supply & their elasticities, evaluate & analyze these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources. 3. Comprehend the production concept and how the production output changes with the change in inputs and able to analyze the effect of cost to business and their relation to analyze the volatility in the business world. 4. Comprehend the production concept and how the production output changes with the change in inputs and able to analyze the effect of cost to business and their relation to analyze the volatility in the business world. 5. Analyze the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy. 				

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Basic Concepts and principles: Concept of Economy, Economics, Microeconomics, Macroeconomics, Nature, and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-	CLO 1	9

Marginal Principle. Utility – Meaning, Cardinal Utility and Ordinal Utility, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.		
UNIT II Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand, and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Product. Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.	CLO 2	9
UNIT III Production and Cost analysis: Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with two variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.	CLO 3	9
UNIT IV Market structure and Pricing Practices: -Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: - Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.	CLO 4	9
UNIT V General Economics and Indian Business Environment Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. Indian Business environment: -Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment	CLO 5	9
Total Hours		45

Learning resources

Text Books:

1. Managerial Economics Geethika, Ghosh & Choudhury McGraw Hill
2. Managerial Economics Dominick Salvotore, Oxford Publishers

Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M. Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Online Resources/E-Learning Resources:

1. https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Managerial_Economics_15497.pdf
2. https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_1/DEECO515_MANAGERIAL_ECONOMICS.pdf

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester: I		Level: PG
Course Name		Basics of Accounting			Course Code/ Course Type		PMP104 / MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practica I	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):			<p>The objectives of Basics of Accounting are:</p> <ol style="list-style-type: none"> 1. To facilitate comprehending accounting as an information system and the language of the business. 2. To comprehend preparation and presentation of financial statements. 3. To familiarize the participants with various financial tools and techniques that will facilitate the participants in enhancing their analytical power to make rational decisions related to business. 4. To enable students acquainted with current trends and social responsibility accounting. 5. To familiarize the students about accounting in difficult economic conditions. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend accounting during difficult times to ensure sustainability. 2. Comprehend and apply accounting concepts, principles, and conventions for their routine monetary transaction. 3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles 4. Analyse and interpret the financial statements of a company. 5. Recognise various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Accounting Meaning and Scope of Accounting, Nature of Accounting, Accounting Concepts and Conventions, Types of accounts, Double Entry System of Accounting, recording of transactions: journalizing, ledger posting, preparation of Trial Balance.	CLO 1	9
UNIT II		
Preparation of Financial Statements Final Account, Preparation of Companies Financial Statements: as per Revised Schedule III of Companies Act, 2013: Income Statement and Balance Sheet	CLO 2	9
UNIT III		
Preparation of Cash Flow Statements Cash flow Statement as Per AS-3. Direct method and Indirect method, Accounting for Depreciation, Methods of Depreciation.	CLO 3	9

UNIT IV		
Analysis of Financial Statements Ratio Analysis: Liquidity ratios, Solvency ratios, Profitability ratios, activity/turnover ratios, Market capitalization ratios, Comparative and Common Size Statement, Inter Firm Comparison,	CLO 4	9
UNIT V		
Latest Developments, Trends & Practices Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility, Introduction to Sustainability Accounting, ESG reporting. Comprehensive Case study/Numericals	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Financial Management -Prasanna Chandra, 9/e, TMH.
2. Financial Management, I M Pandey, 11th Edition, Vikas Publishing House.
3. Horngren T Charles 2012, Introduction to Financial Accounting,9th Ed, Pearson Education

References:

1. Narayanaswamy R 2014, Financial Accounting – A Managerial Perspective,5th Ed, Prentice Hall of India.
2. Maheshwari S N and S K Maheshwari 2013, Accounting for Management,3rd Ed, Vikas Pub.House.
3. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

Online Resources/E-Learning Resources

1. <https://www.ddegjust.ac.in/studymaterial/mba/cp-104.pdf>
2. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
3. <https://mrcet.com/downloads/MBA/Financial%20Accounting%20and%20Analysis.pdf>

COURSE CURRICULUM

Name of the Program:	MBA Pharma				Semester : I		Level: PG
Course Name	Pharmaceutical Business Environment				Course Code/ Course Type		PMP105/MAJM
Course Pattern	2025				Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Basic terms of Pharma							
Course Objectives (CO):			The objectives of Pharmaceutical Business Environment are:				
			<ol style="list-style-type: none"> 1. To comprehend several factors affecting business. 2. To Learn about various business policies and business ethics 3. To recognize different factors responsible for changing dimensions of corporate environment 4. To apply knowledge for various business strategies in pharmaceutical sector 5. To create various new strategies for starting new pharma business 				
Course Learning Outcomes (CLO):			Students would be able to:				
			<ol style="list-style-type: none"> 1. Define key terms related to Business Environment. 2. Explain concepts of pharmaceutical business environment. 3. Discuss various models of environmental analysis. 4. Analyze emerging trends in pharmaceutical sector. 5. Propose strategies for various pharma research and development. 				

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Business Environment: Meaning & Importance of Business Environment Dimensions of Business Environment, Impact of Internal & External Environment of Business on Pharmaceutical Industry.	CLO 1	9
UNIT II		
Environmental, Political, Social and Economical cultural environment of pharmaceutical business: Various Processes for Environmental Analysis, PEST Model, Structural Industry Analysis (Porter's Five Forces), SWOT Analysis, Changing Market Access Strategies in Pharmaceutical Industry Concept of Economic Environment of Business, Component (fiscal and monetary policy) and development (pre-globalization), Political legal environment for pharmaceutical business	CLO 2	9
UNIT III		
Evolution of Indian Pharmaceutical Industry Global Pharmaceutical Business Environment: Different Evolution Phases of Indian Pharmaceutical Industry, Present status of Indian Pharma Industry (Present value, Key Players, Indian Bulk Drug Market).	CLO3	9
UNIT IV		

International and technological environment: Global Pharma Developments, Multinational Corporation, Mergers & Acquisitions of pharmaceutical industry at global level & India level, International Financial Environment (FDI, FDI in Drugs & Pharmaceuticals)	CLO4	9
UNIT V		
Strategies & Trends – Research & Development in Pharmaceutical Industries: Various types of Research, R& D Funds, and pharmaceutical research and development support fund (PRDSF), R&D Opportunities, and Contract research Opportunities, Research in generics, changing the conventional façade of drug discovery research, Six Sigma and its approach to drug discovery.	CLO5	9
Total		45

Learning resources

Textbooks:

1. Business Environment by F. Cherunilam, Himalaya Publishing House, Revised edition 2019
2. Business Environment by Raj Aggarwal and Parag Diwan, 2002
3. Government and Business by N K Sengupta, 1999
4. Technology and Economic Development the Indian Case by Debashish Mallick, 2014

Reference Books:

1. Business Laws by N D Kapoor, 2019
2. Business Policy and Strategic Management by W F Glueck and Jauch, 1988
3. Pharmaceutical Industrial Management, Shah, 2010
4. Pharmaceutical Marketing in India, Subba Rao, 2018

Online Resources/E-Learning Resources

1. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3926255
2. <https://www.pfizer.com/about/responsibility/environmental-sustainability/pharmaceuticals-in-the-environment>
3. <https://www.pharmaceutical-technology.com/features/pharma-and-the-environment-pollution-trend/>
4. https://www.researchgate.net/publication/354658964_Business_Environment_Indian_Pharma_Sector

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester: I		Level: PG
Course Name		Pharmaceutical Production Operations & Quality Management			Course Code/ Course Type		PMP106/MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Basic terms of Pharma							
Course Objectives (CO):			<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Comprehend knowledge base to promote the use of best practices and operational excellence within pharmaceutical operations management. 2. Learn about introduction to operations management, facilities planning, production planning, and selection of raw materials through to the quality aspect of final product. 3. Comprehend different factors responsible for changing dimensions of pharma business environment. 4. Comprehend various formation of drugs. 5. Apply knowledge to solve various problems related to quality control and rejection of drugs 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Define key terms related to Production Operations & Quality Management 2. Explain concepts of production and operations management 3. Apply different planning and resources methods. 4. Analyze emerging trends in pharmaceutical production. 5. Evaluate and interpret various case studies 				

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Production and Operations Management: Definition, concept and Evolution of Production and operations management, Nature and Scope of production/operations management, Production function and its environment, Functions of production/operations manager, Organization of production function in Pharma industry	CLO 1	9
UNIT II		
Facilities Planning, Layout Planning: Product selection and design, service design, Process and technology, selection, Location of manufacturing/service facility, Center of gravity and median models, dimensional analysis, Brown and Gibson model. Product layout, process layout, fixed position and group layout, layout design, Relationship based and load-distance cost matrix, Materials handling concepts	CLO 2	9
UNIT III		
Production Planning, Materials Planning and Control: Need and definition, factors affecting planning- external and internal, dependent and independent demand system, techniques of planning, Materials Requirement Planning,	CLO 3	9

Aggregate production planning, Operations Scheduling and Production activity control for mass manufacturing, batch processing		
UNIT IV		
Drug and Pharmaceutical Plants, Resources Requirement Planning: Building layout, equipment layout, regulatory requirements for the same, GMP and cGMP Capacity Planning, Labour Planning etc.	CLO 4	9
UNIT V		
Inventory Control & Quality Control & Management: Importance and scope, costs, economic order quantity, Inventory control techniques. Quality control functions, Acceptance sampling, Statistical Process control, Application of control charts, Operating characteristic curve and its applications, Total Quality improvement, Six sigma.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Operations Management by Bernard Taylor, 2011
2. Production and Operations Management by Adam, Ronald and Ebert, 1992
3. Production and Operations Management by Aswath Appa and Bhat, 2010

Reference Books:

1. Pharmaceutical Operations Management: Manufacturing for Competitive Advantage, 2016
2. Pharmaceutical Quality Assurance, 2006
3. Concepts of Quality Management in Pharmaceutical Industry, 2017
4. Concepts of Quality Management in Pharmaceutical Industry (Manohar A. Potdar), 2016

Online Resources/E-Learning Resources:

1. Pharmaceutical Production & Operation Management, <https://royed.in/course/pharmaceutical-production-and-operation-management/>
2. Pharma Quality Management Systems online course, <https://www.inspiredpharma.com/pharma-quality-management-systems-online-course/>
3. Quality Management System (QMS) in Pharmaceutical Industry, <https://www.udemy.com/course/quality-management-systemqms-in-pharmaceutical-industry/?couponCode=ST8MT40924>

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester: I		Level: PG			
Course Name		Marketing Management			Course Code/ Course Type		PMP121A/Elective			
Course Pattern		2025			Version		1.0			
Teaching Scheme					Assessment Scheme					
Theory	Practica l	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral			
3	-	-	3	3	40	60	-			
Pre-Requisite:										
Course Objectives (CO):				<p>The objectives of Marketing Management are:</p> <ol style="list-style-type: none"> 1. To recall the goals of this programme are to motivate the students and to help them inculcate some of the fundamentals of marketing and applications 2. To recognize what marketing is all about and how it has impacted the world and their country 3. Apply some of the major marketing concepts, sales & promotion strategies, communication tools, pricing strategies and methods 4. Analyze leveraging of effective communication channels in Marketing 5. Evaluate the global trends and derive specific strategies to stay competitive 						
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. To identify scope of marketing and consumer behavior patterns 2. Explain an understanding of fundamental and major concepts of marketing and research 3. To apply the Ps of marketing and formulate strategies for the market 4. Analyze the communication & promotion strategies 5. Analyze the emerging issues in marketing 						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Module I		
Module 1: Foundations of Marketing – Introduction to Marketing, Fundamental Concepts in Marketing, Case Study Discussions, Marketing in the Service Industry, The Evolution of Marketing Practices, Modern Marketing Trends and Challenges	CLO 1	9
Module II		
Module 2: Marketing Strategy & Competitive Analysis – Understanding Competitor Analysis, Setting Marketing Objectives, Strategy Development and Core Competencies, Overview of the PESTEL Framework, Competitive Market Analysis, Case Study Exploration	CLO 2	9
Module III		
Module 3: Marketing Research & Consumer Insights – Introduction to Marketing Information Systems, Key Components of a Marketing Information System, Steps in the Marketing Research Process, Market Decision Problems & Research Problems (MDP & MRP), Basics of Exploratory Research, Advanced Exploratory Research, Causal Research Methods, Measurement and Scaling Techniques, Designing Questionnaires and Sampling Methods, Various	CLO 3	9

Sampling Techniques in Marketing Research, Data Collection, Processing, and Analysis, Multivariate Analysis in Marketing Research		
Module IV		
Module 4: Consumer Behavior & Decision-Making – Introduction to Consumer Behavior & Need Recognition, Information Search Process in Consumer Decision Making, Socio-Cultural Factors Affecting Consumer Behavior, Psychological Influences on Consumer Choices, Evaluating Alternatives Before Purchase, Consumer Purchase and Post-Purchase Behavior, Understanding Service Consumption, Structural Models of Consumer Attitude	CLO 4	9
Module V		
Module 5: Market Segmentation, Positioning & Strategy – Industrial Buying Behavior - Part I, Industrial Buying Behavior - Part II, Industrial Marketing and the Buying Process, Three Key Aspects of Industrial Buyer Behavior, Revisiting the Consumer Decision-Making Process, Identifying and Evaluating Market Opportunities, Market Segmentation - Part II, Target Market Selection and Segmentation, Strategies for Post-Segmentation Marketing, Fundamentals of Marketing Strategy, Positioning Strategies in Marketing, B2B Market Segmentation and Targeting, Effective Positioning and Branding Strategies	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. "Principles of Marketing" by Philip Kotler and Gary Armstrong (17th Edition)
2. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler (14th Edition)
3. "Marketing Management" by Philip Kotler and Kevin Lane Keller (15th Edition)

Reference Books:

1. "Marketing: A Love Story: How to Matter to Your Customers" by Bernadette Jiwa
2. "Influence: The Psychology of Persuasion" by Robert Cialdini (Revised Edition)
3. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

Online Resources/E-Learning Resources:

1. <https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf>
2. <https://josephscollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://drnishikantjha.com/papersCollection/Marketing%20Management.pdf>

COURSE CURRICULUM

Name of the Program:	MBA Pharma		Semester : I		Level: PG				
Course Name	International Business		Course Code/ Course Type			PMP 121B/ Elective			
Course Pattern	2025		Version		1.0				
Teaching Scheme					Assessment Scheme				
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral		
3	0	0	3	3	40	60	NA		

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	<p>The objectives of International Business are:</p> <ol style="list-style-type: none"> Provide foundational understanding of international business and its dynamic environment. Develop analytical tools for decision-making in global trade and investment. Introduce the role of MNCs, trade agreements, and economic institutions in shaping international markets. Examine ethical, ecological, and cultural aspects of operating in international environments. Prepare students for strategic thinking and adaptability in a globalized business world.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> Describe key concepts, drivers, and modes of entry into international business, and explain the impact of globalization and MNCs. Explain the impact of international economic, political, legal, technological, and cultural environments on business decisions. Apply theories of international trade, FDI, and investment strategies to real-world business scenarios. Analyze the functions and roles of international institutions and trade agreements in shaping global business environments. Evaluate emerging issues like sustainability, digitalization, global value chains, and crises to formulate responsible global business responses.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1		
Introduction to International Business: Nature, scope, and importance of international business. Globalization and its implications. Modes of entry into international markets. Internationalization process. Multinational Corporations (MNCs): evolution, features, roles, and impacts. Reverse globalization and current global trade trends.	CLO 1	9
Unit 2		
International Business Environment: Nature and significance of international environment. Interconnectedness of global and local factors. Types of political systems. Political risks and risk mitigation. Government interventions and protectionism. Market economies vs. planned economies. Emerging vs. developed markets. Role of economic indicators (GDP, inflation, interest rates, etc.) Key international business laws. Regulatory challenges for MNCs. Dispute resolution mechanisms (e.g., ICSID, WTO dispute settlement). Hofstede's Dimensions,	CLO 2	9

Trompenaars Model. Cross-cultural negotiations and communication. Cultural intelligence in international marketing. Global tech trends affecting trade and marketing. Role of e-commerce and AI in global expansion. Environmental Scanning & Analysis Tools		
Unit 3		
International Trade and Investment - Theories of international trade. Foreign Direct Investment (FDI) vs. Foreign Portfolio Investment (FPI). Motives and modes of FDI: Greenfield, Brownfield, M&A. IPR issues and technology transfer. Basics of forex market and trade financing.	CLO3	9
Unit 4		
International Institutions and Agreements - WTO, IMF, World Bank, UNCTAD – functions and relevance. Trade barriers – tariffs and non-tariff barriers. Balance of Payment – components and significance. Regional trade blocs (EU, ASEAN, NAFTA/USMCA, etc.). Introduction to International Financial Reporting Standards (IFRS)	CLO4	9
Unit 5		
Contemporary Issues in International Business - Ecological and sustainability concerns. Outsourcing and global value chains. Impact of digitization and AI in international trade. Labor standards and environmental issues. Effects of global crises (e.g., COVID-19 pandemic) on global business	CLO5	9
Total Hours		45 hours

Learning resources

Textbooks:

- Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
- International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
- Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
- International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.

References:

- International Economies by D.N. Krithani.
- International Business by Roger Bennett
- Business Environment by C.B. Gupta
- International Business by Francis Cherunillam

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : I		Level: PG
Course Name		Minor Project (Start-up)			Course Code/ Course Type		PMP120/ FP
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	1	-	2	3	50	0	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):			<p>The objectives of Minor Project (Start-up) are:</p> <ol style="list-style-type: none"> 1. Recall key entrepreneurial concepts, market trends, and business planning frameworks. 2. Recognize market opportunities, gaps, and customer needs through analysis and research. 3. Apply entrepreneurial skills to generate ideas, validate concepts, and develop business plans. 4. Evaluate the effectiveness and viability of start-up ideas and plans through feedback and validation. 5. Design and implement innovative solutions, business plans, and prototypes for start-up ventures. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of theoretical concepts in entrepreneurship to real-world start-up scenarios. 2. Apply knowledge of market analysis techniques to identify opportunities and inform decision-making. 3. Analyze market data and feedback to make informed decisions in start-up ventures. 4. Evaluate the start-up ideas and plans for feasibility and effectiveness. 5. Create innovative solutions for start-up concepts and prototypes to address market needs. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Start-up Ecosystem: Overview of entrepreneurship and start-up culture. Entrepreneurship Fundamentals. Characteristics of Successful Entrepreneurs. Types of start-ups: technology-based & social enterprises. Identifying market gaps and opportunities. Role of innovation in start-up success. Ethical considerations in start-up development. Start-Up Ecosystem	CLO 1	3
UNIT II		
Ideation and Opportunity Recognition: Ideation techniques: brainstorming, mind mapping, etc. Identifying customer pain points and unmet needs. Developing a unique value proposition (UVP). Creativity and design thinking in start-up ideation. Creativity and Innovation. Market Research and Analysis. Idea Generation and Screening.	CLO 2	3
UNIT III		

Market Research and Customer Validation: Importance of market research for start-ups. Conducting primary and secondary research. Identifying target customer segments. Customer validation techniques: surveys, interviews, etc. Analyzing competition and market trends. Ethical considerations in gathering and using market research data. Financial modeling and projections for start-ups.	CLO 3	3
UNIT IV		
Business Plan Development: Structure and components of a start-up business plan. Writing a compelling executive summary. Defining the start-up's mission, vision, and values. Marketing strategies and go-to-market plan. Business Model Canvas. Operational planning and team structure. Ethical considerations in business plan presentation and transparency.	CLO 4	3
UNIT V		
Understanding User-Centric Design and Prototyping: Understanding user-centric design revolves around prioritizing user needs, preferences, and behaviors in the design process. Low-fidelity prototypes for early-stage exploration, high-fidelity prototypes for detailed testing. Analyze user feedback to identify strengths, weaknesses, and areas for improvement in the prototype.	CLO 5	3
Total Hours		15 Hours

Practical Plan

Sr. No	Assignment/Practical/Activity Title	Week Number/Turn	Details	CLO	Hours
1.	Practical 1: Exploring Entrepreneurial Opportunities	Week 1	Idea Generation Session: Brainstorm potential business ideas individually or in groups by considering interests, skills, and market trends.	CLO1	2
		Week 2	Research and analyze market trends to identify gaps and opportunities in specific industries or niches.		2
		Week 3	Invite a successful entrepreneur or industry expert to share their experiences, insights, and challenges faced during their entrepreneurial journey.		2
2.	Practical 2: Customer Discovery and Validation	Week 4	Design surveys to gather insights from potential customers regarding their preferences, needs, and pain points related to specific products or services.	CLO 2	2
		Week 5	Conduct interviews to identify real-world problems or pain points faced by target customers through surveys, interviews, or observation and validate business ideas by gathering feedback.		2
		Week 6	Based on the identified pain points, develop potential solutions or product/service offerings to address the identified needs.		2
3.	Practical 3: Strategic Planning and Business Model Development	Week 7	Use various techniques such as SWOT analysis, PESTEL analysis, and Porter's Five Forces to validate	CLO 3	2

			the opportunities identified in the market.		
		Week 8	Work on structuring and writing a comprehensive business plan, including defining the mission, vision, and values, outlining marketing strategies, revenue models, and operational planning.	2	
		Week 9	Use the Business Model Canvas framework to visualize and iterate their business models, focusing on key elements such as value proposition, customer segments, channels, and revenue streams.	2	
4.	Practical 4: Innovative Product Development and Pitch Presentation	Week 10	Present business plans in a simulated investor pitch scenario, where they showcase their start-up ideas, value propositions, revenue models, and operational plans.	2	
		Week 11	Conceptualize product ideas using methods like sketching, modeling, or creating physical mock-ups with readily available materials.	2	CLO 4
		Week 12	Create low-fidelity prototypes of their product using basic materials like cardboard, foam, or clay, focusing on representing the core functionalities and features of the product.	2	
5.	Practical 5: User Feedback and Prototype Iteration	Week 13	Conduct user feedback sessions by presenting prototypes to peers or potential users from diverse backgrounds and gather feedback on usability, functionality, and overall user experience, and make notes for iteration.	2	
		Week 14	Iterate and improve prototypes to address any usability issues, enhance functionality, or incorporate new features based on user preferences.	2	CLO 5
		Week 15	Prepare comprehensive presentations showcasing their start-up ideas, product prototypes, business plans, and market validation findings.	2	
Total Hours					30

Textbooks:

1. "Startup Opportunities: Know When to Quit Your Day Job" by Sean Wise and Brad Feld, Wiley, 2nd Edition.
2. "Disciplined Entrepreneurship: 24 Steps to a Successful Startup" by Bill Aulet, Wiley, 2nd Edition, 2024.
3. "The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know" by Alejandro Cremades, John Wiley & Sons Inc, 1st edition (22 April 2016)

Reference Books:

1. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries, Crown Currency; Illustrated edition (13 September 2011).
2. "Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel and Blake Masters, Random House; 2014th edition (18 September 2014).
3. "Entrepreneurship Development" by S Anil Kumar, S C Poornima, M K Abraham, K Jayashree, NEW AGE International Pvt Ltd; Second edition (11 September 2023).

Online Resources/E-Learning Resources:

1. "Becoming an Entrepreneur" by Massachusetts Institute of Technology (edX)
2. "Thinking & Acting like an Entrepreneur" by RWTH Aachen University (edX)
3. "The Entrepreneurial Mindset" by Babson College (edX)

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester : I		Level: PG	
Course Name	Business Fundamentals in Contemporary world			Course Code/ Course Type		PMP125/ MOOC	
Course Pattern	2025			Version		1.0	
Teaching Scheme						Assessment Scheme	
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
4	-	-	4	4	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	<p>The objectives of course -</p> <ol style="list-style-type: none"> Understand Core Business Principles: Gain foundational knowledge of key business functions such as marketing, finance, operations, and management. Analyze Global Business Dynamics: Explore how globalization, economic trends, and cultural factors influence business strategies in a contemporary context. Embrace Ethical and Sustainable Practices: Recognize the importance of ethics, sustainability, and corporate social responsibility in modern business decision-making. Leverage Technology and Innovation: Understand the impact of digital transformation, big data, and emerging technologies on business operations and competitive advantage. Develop Strategic Thinking Skills: Enhance problem-solving and decision-making abilities to address complex challenges in today's dynamic business environment. 						
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> Recall fundamental business concepts and terminology across key domains such as marketing, finance, and management. Explain how global economic, social, and technological trends influence contemporary business practices. Apply business theories and tools to solve real-world case studies and develop actionable strategies. Analyze complex business scenarios to identify challenges, assess risks, and evaluate opportunities. Critically evaluate the ethical and sustainability implications of business decisions in diverse contexts. 						

Course Contents/Syllabus:

Descriptors/Topics	Level	Hours
Module I		
Power BI Fundamentals Offered by Corporate Finance Institute by Coursera	Beginner	9
Module II		
Foundation of Project Management Offered by Google on Coursera	Beginner	18
Module III		
Entrepreneurial Mindset Offered by Tecnológico de Monterrey on Coursera	Beginner	16
Module IV		
Launch Your Online Business Offered by The State University of New York	Beginner	17
Total Hours		30 Hours

Learning resources

Online Resources/E-Learning Resources:

1. Coursera



2nd Semester

COURSE CURRICULUM

Name of the Program:		MBA (Pharma)			Semester: II		Level: PG
Course Name		Basics of Finance			Course Code/ Course Type		PMP114/ MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite :							
Course Objectives (CO):			<p>The objectives of Basics of Finance are:</p> <ol style="list-style-type: none"> 1. To comprehend the fundamentals of finance and financial analysis and agency problems issues in corporate governance. 2. To acquire knowledge about various techniques used for analyzing various long-term projects. 3. To comprehend various capital structure techniques and selecting the best source of finance. 4. To comprehend various dividend models and its applicability. 5. To develop a comprehensive understanding of working capital management. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend the different basic concept of financial management, financial analysis, and Corporate Governance 2. Evaluate long term investment decisions. 3. Develop analytical skills to select the best source of capital, structure, and leverage. 4. Comprehend the use and application of different models for a firm's optimum dividend pay-out and working capital management. 5. Students will be able to analyze, manage, and optimize working capital components. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Management: Definition, Scope, and Objectives, Capitalization, Functions of Finance Manager in Modern Age, Corporate Governance and Agency Problem, Time Value of Money:	CLO 1	9
UNIT II		
Capital Budgeting Decision: Definition, features, challenges, types and assumptions of Capital budgeting decisions,	CLO 2	9

UNIT III		
Concept of Cost of Capital: Cost of Equity, Cost of Debt, Cost of Preference, Cost of Reserves / Retained earnings and Weighted average cost of capital.	CLO 3	9
Capital Structure Decision: Capital Structure: Meaning and Factors determining Capital Structure, Different sources of finance.		
UNIT IV		
Dividend Decision: - Dividend Meaning Forms / types. Significance of dividend; Factors affecting Dividend Policy; Types of Dividend Policies; Walter Dividend Model; Gordon Dividend Model; MM Dividend Hypothesis; Stock Splits and Share Buyback; Comprehensive Numerical on Dividend policy	CLO 4	9
UNIT V		
Working Capital: Meaning, Gross and net working capital, operating cycle Determinants of working capital requirement classification of working capital Sources of working Capital finance Management of cash receivable and inventory	CLO 5	9
Total Hours		45

Learning resources

Text Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
3. Financial Management, Ravi Kishore (Taxmann)

Reference Books:

1. Financial management, V.K. Bhalla (S. Chand)
2. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)
3. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons)
4. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
5. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
6. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
7. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
8. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)
9. Advanced Financial management, N.M. Vechalekar

Online Resources/E-Learning Resources:

1. <https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/glossary/weighted-average-cost-of-capital>
2. <https://aits-tpt.edu.in/wp-content/uploads/2018/08/Capital-Budgeting.pdf>
3. <https://corporatefinanceinstitute.com/resources/valuation/time-value-of-money/>

COURSE CURRICULUM

Name of the Program:	MBA (Pharma)				Semester : II		Level: PG
Course Name	Operations and Supply Chain Management				Course Code/ Course Type		PMP110/MAJM
Course Pattern	2025				Version		1.0
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite:

Course Objectives (CO):	<p>The objectives of Operations and Supply Chain Management are:</p> <ol style="list-style-type: none"> 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.	CLO 2	9
UNIT III		

Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability, service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
	Total Hours	45

Learning resources

Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

1. Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
2. Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
3. MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
4. MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : II	Level: PG	
Course Name		Pharma Market Research			Course Code/ Course Type	PMP111/MAJM	
Course Pattern		2025			Version	1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite: Pharma Graduation

Course Objectives (CO):	<p>The objectives of Pharma Market Research are:</p> <ol style="list-style-type: none"> 1. Recall several key terms of Market Research 2. Understand various primary and secondary data collection methods. 3. Apply pharma market research processes, methodologies, segmentation analysis, and competitive profiling 4. Analyze market estimation models 5. Evaluate and construct comprehensive research reports
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Define basic terms related to market research. 2. Explain primary and secondary data collection methods. 3. Analyze pharma market research techniques. 4. Elaborate on different strategies for forecasting in the Pharma industry. 5. Create research reports and deliver structured presentations

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Market Research: Definition, Importance, Primary & Secondary Research, Qualitative & Quantitative Research, Syndicated research & Custom research	CLO 1	9
UNIT II		
Data Collection – Primary - Data Collection Methods, Interviews, Structured Interviews and Unstructured Interviews, Face to face and Telephone Interviews. Observational Surveys, Questionnaire Construction, Organizing Questions, Structured and Unstructured Questionnaires, Guidelines for Construction of Questionnaire. Secondary Data collection, Issues in collecting Primary and Secondary data	CLO 2	9
UNIT III		
Pharma Market Research: Basic Concepts, PMR Process, Research Methodology, Market Dynamics - Market Segmentation Analysis. Competitive Landscaping: Company Profiling, Company Share Analysis	CLO3	9
UNIT IV		
Estimation Models & Market Size Estimation: Revenue Based Modelling, Bottom-Up Approach, Top-Down Approach, Data Triangulation, Past & Present Market Size Derivation, Industry Trend Analysis, Porter's Five Forces Analysis, Market Attractiveness. Forecasting in Pharma Industry: Forecasting Process, New Product Forecasting, In-Market Product Forecasting	CLO4	9
UNIT V		
The Research Report: Research Reports, Components, The Title Page-Table of Contents, The Executive Summary, The Introductory Section, The Body of	CLO5	9

the Report, The Final Part of the Report, Acknowledgements, References, Appendix, Guidelines for Preparing a Good Research report Oral Presentation, Deciding on the Content, Visual Aids, The Presenter, The Presentation and Handling Questions		
Total		45

Learning resources

Textbooks:

1. "Marketing Research: An Applied Orientation" by Naresh K. Malhotra and Naresh K. Malhotra
2. "Research Methodology: A Step-by-Step Guide for Beginners" by Ranjit Kumar
3. Market Research Handbook: Measurement, Approach and Practice, by Jie Xu
4. Market Research Essentials You Always Wanted to Know: A Comprehensive Guide to Market Research Methods, Data Types, Strategies, and Emerging Trends, by Samara Omundson, Emily Wheeler, Vibrant Publishers

Reference Books:

1. "The Market Research Toolbox: A Concise Guide for Beginners" by Edward F. McQuarrie and David L. Mothersbaugh
2. "Consumer Behavior" by Michael R. Solomon and Gregory W. Marshall
3. "Marketing Research: An Integrated Approach" by Malhotra and Birks.

Online Resources/E-Learning Resources

1. <https://www.lifesciencedynamics.com/practice-areas/market-research/>
2. <https://researchamericainc.com/industries/pharmaceutical-market-research.php>
3. <https://www.greenbook.org/market-research-firms/pharmaceutical-prescription>
4. <https://www.linkedin.com/pulse/role-market-research-programs-pharmaceutical-tadjc/>
5. <https://www.mymarketresearchmethods.com/market-sizing/>

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester: II	Level: PG		
Course Name	Pharmaceutical Product & Brand Management			Course Code/ Course Type	PMP112/MAJM		
Course Pattern	2025			Version	1.0		
Teaching Scheme						Assessment Scheme	
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite: Basic knowledge of pharma marketing

Course Objectives (CO):	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Recall and identify pharma product and brand management skills and techniques commonly applied in the industry. 2. Explain the role of a product, describe its current situation in the Indian context, and distinguish between product and brand. 3. Apply conceptual and practical knowledge of pharma products and brands to develop and nurture ideas across the entire product lifecycle. 4. Analyze brand management practices. 5. Evaluate and justify the use of various product and brand management techniques in the pharmaceutical industry.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Identify and recall basic concepts of a product and a brand. 2. Examine and discuss various strategies in branding. 3. Apply the process for creation of a brand. 4. Develop strategies to be adopted for the product, pricing and distribution aspects of the brand. 5. Propose strategies for various product and brand management in pharma sector.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Product Management: Definition, role of product management and scope of product management, Brand Manager- Roles, Responsibilities and Objectives , Importance of Brand management product levels, societal classification of the product by Kotler, classification of pharma products, market research and its contribution in product development and management	CLO 1	9
UNIT II		
New Product Development, Product Mix and Product life- cycle: Product Development Traditional Thinking & New Thinking, Definition of new product, type of new products, product innovation, Roger's diffusion of innovation curve, technology product life cycle management, product portfolio management strategies, product mix and product line strategies, product life cycle concept and its linkage with the pharmaceutical industry. BCG Model	CLO 2	9
UNIT III		
Product Planning and Pricing Strategies: Introduction, objectives of product planning, components of product planning, product portfolio planning, product-line decisions, product mix decisions, pricing, importance of price, objectives of pricing, factors influencing the price determination, pricing policies, pricing methods or determination or the price of pharma product. Role of NPPA and DPCO, Ceiling and non-ceiling price, Pricing strategies, Factors influencing pricing decisions .	CLO 3	9

UNIT IV		
Branding of the Pharma Products: What is a Brand: History, branding elements, brand identity, brand personality, brand communication, Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, Benefits of building Brand Equity, Five dimensions of Brand Equity, difference with brand valuation, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion, Quality indicators, Promotional-mix, brand positioning and difference with consumer brands, Branding process, pharma branding process and strategies, OTC generic and prescription product branding, reinforcing and revitalizing pharmaceutical brands. Introduction to brand elements, Brand naming strategies, UCPMP guidelines, Brand plan – definition, constituents, marketing strategy, promotogram, preparation of brand plan	CLO 4	9
UNIT V		
Pharma Product Promotion: Defining promotion, promotional strategies, and issues in pharma product promotion, approaches for pharma product promotion Product-mix Optimization; Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, brand building decisions; leveraging the Promotional-mix for Brand Building.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Lehmann, Donald R. & Winer, Russell S., Product Management
2. Chunawalla, S. A., Product Management, Himalaya Publishing House
3. Keller, Kevin Lane & Swaminathan, Vanitha, Strategic Brand Management, 5th Global Edition, Pearson,
4. P. Kotler, K. Keller, A. Koshy, and M. Jha, Marketing Management, 13th Edition, Pearson.
5. Gupta, Dr. S. L., Brand Management, Latest Ed., Himalaya Publishing House
6. C. Lamb, J. Hair, C. McDaniel, and P. Sharma, Marketing, Cengage Learning,

Reference Books:

1. Product And Brand Management, DR. S.V. Saravanan , Dr. Kadhivel Ramasamy , T. Krishnakumar
2. Anandan, Dr. C., Product Management, 33rd Edition, Vijay Nicole Imprints
3. Mathur, U.C., Product & Brand Management
4. Pati, Debasish, Branding: Concepts and Process, 1st Edition, Laxmi Publications

Online Resources/E-Learning Resources:

1. Pharmaceutical Brand Management, <https://courseware.cutm.ac.in/courses/pharmaceutical-brand-management/>
2. Pharma Product Management, self-paced, online, <https://royed.in/course/pg-certification-in-pharma-productmanagement/>
3. Excellence in pharma brand management, e-workshop series, <https://pharmastate.academy/courses/excellence-inpharma-brand-management/>
4. Learn Brand & Product Management Online, <https://www.coursera.org/courses?query=brand%20and%20product%20management>

COURSE CURRICULUM

Name of the Program:	MBA Pharma				Semester : II		Level: PG
Course Name	Human Resource Management				Course Code/ Course Type		PMP113/MAJM
Course Pattern	2025				Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite:

Course Objectives (CO):	<p>The objectives of Human Resource Management are:</p> <ol style="list-style-type: none"> 1. Recall key concepts in Human Resource Management 2. Recognise emerging trends and practices in HRM, recognizing their impact on organizational and employee management. 3. Apply methods for Human Resource Acquisition and Retention, covering HR planning, job analysis, recruitment, selection, and career planning. 4. Evaluate and interpret contemporary job descriptions and specifications, demonstrating proficiency in the job analysis process. 5. Design and create comprehensive training and development program to enhance employee skills and competencies aligned with organizational objectives.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of fundamental principles of Human Resource Management. 2. Analyze HR planning and acquisition processes. 3. Evaluate performance appraisal and training effectiveness using the Kirkpatrick Model. 4. Assess various forms, components, and theories of compensation management, and analyze factors influencing remuneration decisions. 5. Create HRD strategies integrating technology and learning initiatives.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Human Resource Management: Comprehending HRM: Definition, Objectives, and Scope. Structure of HR Department. Analyzing the Core Functions & Challenges in HRM. Comprehending Personnel Management (PM): Definition, Difference between HRM and PM. Introduction to Strategic Human Resource Management (SHRM): Definition and Significance of SHRM. Nature of SHRM. Comprehending the Harvard Model in HRM. Exploring the SHRM Matching Model	CLO 1	9
UNIT II		
HR Acquisition & Retention: Definition of HRP. Identifying Needs, Significance and Benefits of HRP. Exploring the Steps and Process of HRP. Techniques of HR Demand Forecasting. Methods of HR Supply Forecasting. Challenges in HRP. Process of Job Analysis. Defining & distinguishing between Job Description and Job Specification. Defining Job Design (JD). Process of JD. Comprehending Job Enrichment. Comprehending Recruitment. Exploring Various Sources & Methods of Recruitment. Differentiating Between Recruitment and Selection. Process of Selection. Comprehending Career, Career stages and Career Anchors. Objective & Process of Career Planning. Analysing the Steps in Career Planning. Roles of employer and employee in Career Management. Comprehending the Succession Planning Objective & Process.	CLO 2	9

UNIT III		
Managing Employee Performance and Training: Definition, Objectives, Process & Methods of Performance Appraisal. Concept, Purpose & Techniques of Potential Appraisal. Definition, Need, Process of Training. Methods of Training. Concept & Need of Development. Difference between Training and Development. Defining Competency mapping and comprehending its benefits. Developing competency model. Comprehending Assessment canters. Measure of Tools. Evaluation of Training Effectiveness via Kirkpatrick Model.	CLO 3	9
UNIT IV		
Compensation Management: Concept, Different forms, Significances, Components, Theories of Compensation Management. Compensation Administration Process. Key factors influencing Remuneration. Wage/ Salary Differentials and Components of Salary. Overview of Fringe Benefits & Fringe Benefits Tax (FBT). Concept of Incentive and Bonus. Employee Stock Options (ESOPS). Retirement, Termination, VRS (Voluntary Retirement Scheme), Golden Handshake. Suspension: Concepts and Methods. Grievance Procedure in Indian Industry	CLO 4	9
UNIT V		
Human Resource Development (HRD): Meaning of HRD. Need, Objectives & Scope of HRD. Functions and Process of HRD. Integration of technology in HRD processes. E-learning and virtual training platforms. Challenges and opportunities posed by digital transformation. Reskilling and up skilling initiatives for employees in response to technological advancements. Leveraging digital tools for personalized learning and development opportunities	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
2. Human Resource Management, Arun Monppa , Tata McGraw Hill Publishing Company
3. Human Resource Management, Dr. P.C. Pardeshi , Niramli Publication

Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguins, PHI.

Online Resources/E-Learning Resources

1. Online Book: Human Resources Management (<https://open.umn.edu/opentextbooks/textbooks/71>)
2. MOOC Course: Human Resources Management (<https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management>)
3. MOOC Course: Human Resources Management by Oxford Home Study (<https://www.oxfordhomestudy.com/courses/hr-courses-online/human-resources-certification-online-free>)

COURSE CURRICULUM

Name of the Program:	MBA (Pharma)			Semester : II	Level: PG		
Course Name	Research Methodology & Intellectual Property Rights			Course Code/ Course Type	PMP126/MAJM		
Course Pattern	2025		Version	1.0			
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):			CO1. To Understand the knowledge on basics of research and its types. CO2. To Learn the concept of Literature Review, Technical Reading, Attributions and Citations. CO3. To learn Ethics in Engineering Research. CO4. To Discuss the concepts of Intellectual Property Rights in engineering. CO5. Define and develop a possible research interest area to be taken ahead in their business research projects later to conduct an independent publishable research project				
Course Learning Outcomes (CLO):			CLO1: Understand advanced design, methodologies and analysis in business research methods CLO2: Generate ideas and identify core business problem and distil into a research problem & relate to constructs CLO3: Analyze past literature for in-depth understanding on how the identified problem could be addressed CLO4: Evident, analyze, and support the association of variables attributed in the conceptual model with theory CLO5: Evaluate outcomes of the relevant				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
UNIT I – Foundations of Business Research: Introduction to Business Research, Nature and Scope of Business Research, Types of Business Research used in management studies, Scientific Investigation in Business, Concepts and Constructs, Definitions and Variables, Propositions and Hypotheses, Theory Building and Models, Information Needs of Managers, Technology Applications in Business Research including Internet, E-mail, Browsers and Websites, Role of Research in Managerial Decision-Making, Ethical Issues in Business Research.	1	9
UNIT II		
Research Design and Research Approach: Meaning and Purpose of a Research Design, Elements of a Research Design, Types of Research Designs commonly used	2	9

in universities (Exploratory, Descriptive, Causal), Formulation of the Research Problem, Developing the Problem Statement, Hypothesis Formulation and Characteristics of a Good Hypothesis, Testing of Hypothesis (basic framework), Selection of Appropriate Research Approach, Importance of Research Design in Business Studies.		
UNIT III		
UNIT III – Sampling Design, Measurement and Scaling Concept of Sampling and Sample Design, Probability and Non-Probability Sampling Methods, Determination of Sample Size, Concept of Measurement in Business Research, Levels of Measurement (Nominal, Ordinal, Interval, Ratio), Thurstone Scale, Likert Scale, Guttman Scale and Semantic Differential Scale, Reliability of Measurement, Validity of Measurement.	3	9
UNIT IV		
UNIT IV – Data Collection Methods and Instruments Sources of Data (Primary and Secondary), Methods of Primary Data Collection used in academic research such as Interviews, Surveys, Observations and Experiments, Structured and Unstructured Interviews, Face-to-Face and Telephone Interviews, Observation Methods, Design and Construction of Questionnaires, Principles of Question Wording, Question Sequencing, Structured and Unstructured Questionnaires, Guidelines for Developing Valid and Reliable Questionnaires.	4	9
Research Report Writing and Presentation Meaning, purpose, and importance of research reports, types of research reports; components of a standard report, and basic formatting guidelines. Oral presentation of research: designing presentation content, use of visual aids, role of the presenter, effective delivery, and handling audience questions.		
UNIT V		
UNIT V – IPR Intellectual Property Rights (IPR), Trade Secrets: Confidential business information; no registration. Utility Models, IPR & Biodiversity, Right of Property , IPR Agreements & Global Institutions, Trademark, Role of WIPO, Role of WTO, Role of WIPO, Patents, Patent Filing & Examination Process.	5	9
Total Hours:		45

Learning resources

Textbooks:

1. Research Methodology, CR Kothari & Gaurav Garg (Methods & Techniques), New Age International Publishers
2. Schindler, Business Research Methods, McGraw Hill Education, 13th Edition
3. Research Methods for Business: A Skill Building Approach, 7th Edition, Uma Sekaran, Roger Bougie
4. Research Methodology, Methods & Techniques, CR Kothari, Gaurav Garg
5. Business Research Methods International Edition-2020, Bill Harley Emma Bell, Alan Bryman
6. **Law Relating to Intellectual Property Rights (IPR) – M.K. Bhandari**
7. **Text Book of Intellectual Property Rights – N.K. Acharya**

Reference Books:

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning
2. Bryman, Alan & Bell, Emma (2015). Business Research Methods (Fourth Edition), Oxford University
3. Press

4. G.C. Beri, Marketing Research, Tata McGraw- Hill Publishers
5. Tull Donald and Hawkins De, Marketing Research, PHI
6. Green and Tull, Research Markets Decisions, PHI
7. **Intellectual Property Rights Manual – Sumeet Malik (**

Online Resources/E-Learning Resources

1. https://www.youtube.com/watch?v=5pPsU7ZIUks&utm_source=
2. <https://www.youtube.com/watch?v=eDw-Xhnx6tU>
3. <https://www.youtube.com/watch?v=iSHcC-QNCP4>
4. https://swayam.gov.in/?utm_source=
5. https://nptel.ac.in/?utm_source=
6. **Patent It Yourself – David Pressman** (practical patent guide)
7. **Terrell on the Law of Patents** – UK classic on patent law principles

Professional Elective 2

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : II		Level: PG
Course Name		Pharmaceutical Marketing			Course Code/ Course Type		PMP122A/MAJE
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Basic knowledge of pharma marketing							
Course Objectives (CO):		The objectives of Pharmaceutical Marketing are:					
		<ol style="list-style-type: none"> 1. Recall key pharma marketing concepts. 2. Understand innovative marketing approaches and interpret strategies. 3. Apply concepts of marketing channels and physical distribution to manage sales representatives and optimize pharma detailing activities. 4. Analyze different market entry modes and examine the influence of digital and international marketing on strategic decisions. 5. Evaluate marketing plans, justify strategic choices, and assess global marketing approaches in pharmaceuticals and cosmetics. 					
Course Learning Outcomes (CLO):		Students would be able to:					
		<ol style="list-style-type: none"> 1. Explain the terms related to marketing. 2. Explain the logic of innovative marketing. 3. Apply distribution practices, and demonstrate how sales representatives' roles support pharma marketing. 4. Analyze entry strategies, risks and control requirements 5. Evaluate effectiveness of marketing plans, justify selected strategies in pharma 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Marketing: Meaning, Classification, product line and product mix decisions, product life cycle, product portfolio analysis; new product decisions; Product branding, packaging and labelling decisions, Product management in pharmaceutical industry. Pré and Post marketing Clinical trial surveillance. Factors That Motivate a Prescription, Pharma market segmentation & targeting; Analysing the Market, Role of market research	CLO 1	9
UNIT II		
Innovative Marketing: strategic marketing in the new normal, Market-Innovation Strategy: Pioneering New Markets (types), Defending Market Position: not taking action, repositioning the existing offerings	CLO 2	9
UNIT III		
Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels Duties of Physical Sales Representative, purpose of detailing, selection and training, supervising, motivating, evaluating, compensation and future prospects of the Physical Sales Representative Customer & Consumer Profile; Motivation and prescribing habits of the physician; patients' choice of physician and retail pharmacist. Analyzing the Market.	CLO3	9
UNIT IV		

Market Entry Modes: Exporting, licensing, franchising, joint ventures, and wholly-owned subsidiaries. Factors Influencing Entry Strategy: Cost, control, risk, and market characteristics. Role and Significance of Digital Marketing and International Marketing.	CLO4	9
UNIT V		
Marketing Plan: Formulation, reformulation of marketing strategies, the control process. Preparing marketing plan for Pharmaceuticals and Cosmetics. Presenting Marketing Plan, Marketing decision making with reasons, Marketing Strategies to compete globally.	CLO5	9

Total

45

Learning resources

Textbooks:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India, New Delhi, Fifteen edition,2017
2. Walker, Boyd and Larreche: Marketing Strategy- Planning and Implementation, Tata McGraw Hill, New Delhi.2017
3. Dhruv Grewal and Michael Levy: Marketing, Tata McGraw Hill,1994
4. Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India, January 2016

Reference Books:

1. Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition), 1 July 2017.
2. Ramaswamy, U.S & Nanakamari, S: Marketing Management: Global Perspective, Indian Context, Macmillan India, New Delhi, June 2012.
3. Shanker, Ravi: Service Marketing, Excell Books, New Delhi, July 2017
4. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications, October 2018.

Online Resources/E-Learning Resources:

1. https://en.wikipedia.org/wiki/Pharmaceutical_marketing
2. <https://pubmed.ncbi.nlm.nih.gov/8012620/>
3. <https://www.seremo.com/blog/seremo-speaks/pharmaceutical-marketing-strategies/>
4. <https://www.colormatics.com/article/pharmaceutical-marketing-how-to-successfully-market>
5. <https://www.orientation.agency/insights/pharmaceutical-marketing-managemen>

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester: II	Level: PG		
Course Name	Pharma Industry in International Marketing			Course Code/ Course Type	PMP122B/MAJE		
Course Pattern	2025			Version	1.0		
Teaching Scheme						Assessment Scheme	
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite: Basic knowledge of pharma marketing

Course Objectives (CO):	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Comprehend basic terms in international marketing. 2. Comprehend major issues related to international marketing and also enabled to develop skills in researching and analyzing trends in global markets and in modern marketing practice. 3. Learn an organization's ability to enter and compete in international markets. 4. To familiarize with the special characteristics of services relevant for marketing 5. To comprehend process of decision making
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend basic concepts international marketing. 2. Apply knowledge of international marketing in the corporate world 3. Explore the international market research. 4. Analyze process of decision making 5. Learn how to analyze customers, competitors, and product markets in different countries and how to apply this analysis to developing international and global marketing strategies

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Basics of International Pharmaceutical Marketing: Introduction to Pharmaceutical Marketing, Scope of International Pharmaceutical Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing	CLO 1	9
UNIT II		
International Marketing Environment: Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing	CLO 2	9
UNIT III		
International Trade Organization (GATT, WTO): Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade theories	CLO 3	9

UNIT IV		
International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system	CLO 4	9
UNIT V		
International Pricing Policy, Negotiation and Decision Making: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Negotiating with Intentional Customers, Partners, and Regulators, Global E-marketing	CLO 5	9

Total Hours

45

Learning resources

Textbooks:

1. International Marketing, 6th edition, ISBN 981-240-244-6, by Subhash C. Jain. 1994
2. Masaaki Kotabe, Kristian Helsen "Global Marketing Management" 2000
3. Joshi, Rakesh Mohan – International Marketing, November 2014

Reference Books:

1. Simon Majaro- International Marketing, 2013
2. Export Marketing by B.S. Rathore, 1993
3. Export Procedures and Documents by S.C. Jain, 2011.
4. Global Marketing by Keegan, 2013

Online Resources/E-Learning Resources:

1. Build Essential Pharmaceutical Skills, <https://www.coursera.org/courses?query=pharmaceutical>
2. Pharma Marketing: How to Successfully Market in the Pharma Industry, <https://healthcareweekly.com/pharma-marketing/>

COURSE CURRICULUM

Name of the Program:	MBA Pharma		Semester : II		Level: PG		
Course Name	Strategic Corporate Communication			Course Code/ Course Type		PMP116/AEC	
Course Pattern	2025		Version		1.0		
Teaching Scheme							Assessment Scheme
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	-	-	2	2	50	-	-

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	<p>The objectives of Strategic Corporate Communication are:</p> <ol style="list-style-type: none"> 1. To recall key concepts and theories related to corporate communication, including definitions, scope, and historical development. 2. To recognize the importance of effective corporate communication strategies in organizational success and comprehend the objectives behind various communication practices. 3. To apply theoretical knowledge of corporate communication to real-world scenarios, such as developing communication strategies, conducting stakeholder analyses, and crafting messages. 4. To analyze corporate communication practices and their impact on organizational culture, reputation, and stakeholder engagement. 5. To evaluate corporate communication strategies in diverse contexts, including crisis management, internal communication, and CSR initiatives.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply corporate communication theories to develop effective strategies for stakeholders and crises. 2. Apply audience segmentation for tailored communication. 3. Analyze corporate communication data for organizational impact. 4. Evaluate communication strategies for success metrics. 5. Create comprehensive communication plans for organizational enhancement.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Unit 1: Introduction to Corporate Communication: Definition, scope & evolution of corporate communication. Importance and objectives of corporate communication. Evolution and trends in corporate communication. Internal vs. external communication. Role of communication in organizational culture. Ethical considerations in corporate communication	CLO 1	6
UNIT II		
Corporate Communication Strategy: Developing a corporate communication strategy. Stakeholder identification, analysis, and engagement strategies. Setting communication objectives and goals. Setting SMART communication objectives. Target audience segmentation and personalized messaging. Crisis communication preparedness and response strategies. Integrating digital communication channels into the strategy.	CLO 2	6
UNIT III		
Corporate Branding and Reputation Management: Strategies for building and managing corporate brand identity. Proactive reputation management techniques. Case studies on successful reputation recovery after crises. Leveraging storytelling	CLO 3	6

and narrative in branding efforts. Online reputation management tactics and tools. Employee advocacy programs and their impact on brand reputation.		
UNIT IV		
Internal Communication and Employee Engagement: Advanced techniques for fostering effective internal communication. Innovative employee engagement strategies and best practices. Creating a positive communication climate and culture. Addressing resistance to change through strategic communication. Implementing effective feedback mechanisms and communication forums. Harnessing technology for internal communication enhancement.	CLO 4	6
UNIT V		
Corporate Social Responsibility (CSR) Communication: In-depth comprehending of CSR and its significance in corporate communication. Crafting impactful CSR messages for internal and external stakeholders. Measuring and evaluating the effectiveness of CSR communication initiatives. Exploring cultural nuances in CSR communication across different regions. Strategies for meaningful stakeholder engagement in CSR activities. Compliance with CSR reporting standards and frameworks.	CLO 5	6
Total Hours		45

Learning resources

Textbooks:

1. Strategic Corporate Communication, Paul Argenti, Sage Publications
2. Present-Day Corporate Communication, Rudolf Beger, Springer Publication
3. Corporate Communication: A guide to theory and practice Joep Cornelissen Sage Publications Ltd

Reference Books:

1. "Corporate Communication: Principles, Techniques and Strategies", Kogan Page
2. "Strategic Corporate Social Responsibility: Sustainable Value Creation" David Chandler and William B. Werther Jr. SAGE Publications Inc.
3. "Strategic Communication at Work: The Impact Paradigm", by Diane Lennard, Publisher Routledge.

Online Resources/E-Learning Resources:

1. Corporate Social Responsibility (CSR): A Strategic Approach by PennX (edX)
2. Professional Communication and Office Management, University of Cape Town (edX)
3. Internal Communication Case Studies: The Terrible & The Terrific <https://www.talkfreely.com/blog/internal->

COURSE CURRICULUM

Name of the Program:		Foreign Language		Semester :II		Level: PG	
Course Name		German A1.1		Course Code/ Course Type		PFIL101A/ AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme						Assessment Scheme	
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	0	0	0	2	50	0	0

Pre-Requisite:

Course Objectives (CO):	<p>The objectives of (German A1.1) are:</p> <ol style="list-style-type: none"> 1. To remember new words and their spellings. 2. To analyze the new concepts. 3. To apply the basic vocab and grammar concepts. 4. To comprehend the German text. 5. To create basic sentences in German.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Spell simple words in German 2. Can understand everyday expressions. 3. Able to frame simple sentences in German language. 4. Can introduce themselves and others. 5. Can answer questions about themselves.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Guten Tag Speak about yourself and others, Speak about Countries and Languages Grammar — Sentence formation and verbs usage	CLO 1	6
UNIT II		
Freunde, Kollegen und Ich Speak about your Hobbies, To fix a meeting, Speak about work and Profession, To create a profile on Internet Grammar — How to use 'The' in german, Singular and plural forms of Nouns	CLO 2	6
UNIT III		
In der Stadt To get to know about Cities and Places, how to find way and understand directions, learn international words Grammar — Negations (how to use NO in German), Definite articles, indefinite articles	CLO3	6
UNIT IV		
Guten Appetit: To speak about food and food habits, to have a discussion about shopping Grammar — introduction of cases	CLO4	6
UNIT V		
Tag fir Tag & Zeit mitFreunden Clock timings, To speak about family and friends, Daily routine To speak about free time activity, to understand the specific information from the text, to order and to pay in a restaurant Grammar — Possessivarticle, Modalverbs, use of on,at,from...till,Seprable verbs and past tense	CLO5	6
Total Hours		30

Learning resources

Textbooks:

1. Netzwerk Al, Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.
2. Studio d Al, Cornelesen Verlag & Goyal Publishers & Distributors Pvt. Ltd.
3. Netzwerk Neu Al, Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd

Reference Books:

1. Hallo Deutsch Al, Emst Klett Verlag, Goyal Publishers & Distributors Pvt. Ltd
2. ThemenAktuell 1, Hueber verlag
3. Maximal Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.

Online Resources/E-Learning Resources:

1. Youtube <https://youtube.com/@LeamnGermanwithAnja?si=BkJYDPi7TSOfT4lr>
2. <https://youtube.com/@deutschlernenmitheidi?si=TkiClabzioaUOroZ>
3. Instagram: [instagram.com/leamgermanwithanja](https://www.instagram.com/leamgermanwithanja)

COURSE CURRICULUM

Name of the Program:	MBA		Semester: II		Level: PG		
Course Name	Basic Japanese language skill		Course Code/Course Type		PFIL101B/AEC		
Course Pattern	2025		Version		1.0		
Teaching Scheme						Assessment Scheme	
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/ Oral
2	-	-	2	30	50	--	--

Pre-Requisite: Desire to get acquainted with the Japanese language.

Course Objectives (CO):	The objectives of Basic Japanese language skill are: <ol style="list-style-type: none"> 1. To meet the needs of ever growing industry, with respect to language support. 2. To get introduced to Japanese society and culture through language. 3. To acquire competitive edge in career choices. 4. To participate effectively & responsibly in a multi-cultural world. 5. To enable learners to communicate effectively in Japanese language.
Course Learning Outcomes (CLO):	Students will be able to: <ol style="list-style-type: none"> 1. Read and Write Hiragana script. 2. Write and Speak basic sentences. 3. Comprehend and speak about time, hobbies, likes and dislikes. 4. Write basic kanji. 5. Use the Hiragana script in discussion.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Japanese Language – Introduction of script, culture, History of script ,Speaking : Self introduction, listening : short video skit on self-introduction	CLO 1	6
UNIT II		
Introduction of Hiragana Script -Writing : Hiragana script, Speak : Basic sentences, General vocabulary : Months , Days of the week ,Basic numbers, colours,	CLO 2	6
UNIT III		
Basic sentence structure : Affirmative and Negative , General vocabulary: about family	CLO 3	6
UNIT IV		
Time and verbs –Talking about routine, Writing: routine using verbs and time, reading : A clock	CLO 4	6
UNIT V		
Introduction of Katakana and basic kanji – Reading : English words, country names Writing : Basic Kanji	CLO 5	6
Total Hours		30

Learning resources

Textbook:

1. Minna no Nihongo , “ Japanese for everyone” ,Elementary Main Textbook , Goyal Publishers & Distributors Pvt. Ltd.

Reference books:

1. Shyoho Volume 1.
2. Genki Japan
3. Haru Vol. 1 & 2

Online Resources/E-Learning Resources:

YouTube links

- <https://www.youtube.com/watch?v=shdlEapDsP4>
- <https://youtu.be/K-nw5EUxDz0?feature=shared>
- <https://youtu.be/o9sP-vaCEa0?si=l8yOvVKaItBQWXNu>
- <https://youtu.be/JnoZE51WZg4?si=9uq68USOz5plBk2n>
- <https://youtu.be/shdlEapDsP4?si=tC6RGaMtwDJgVu2d>
- <https://youtu.be/9paXgC2U8L0?si=btS1G4mvrkG5C9zi>

Apps

- A) Learn Japanese - Hiragana APP available on Google play.
- B) Hiragana Pro