

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



**Curriculum Structure
Master of Business Administration (MBA)
Pharmaceutical Management
(Pattern 2024)
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 healthcare 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 are 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 the pharma Business Sector.

PSO2: Develop strong leadership skills, to inspire and guide teams towards achieving pharma business objectives with a 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	Elective
2	Elective (Minor Stream/Vocational/Program Specific)	MIN
3	Open Electives	OE
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
11	Indian Knowledge System	IKS
12	Community Engagement Program	CEP
13	Value Education Course	VEC
14	Value Added Course	VAC

School of Management

Program Structure of Masters of Business Administration 2025-27 MBA Pharma

WEF: A.Y. 2025-26 (Pattern 2024)

Semester III

Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMP201	Strategic Management	MAJM	3	0	0	3	3	40	60	100
PMP202	Consumer Behaviour	MAJM	3	0	0	3	3	40	60	100
PMP203	SIP -Summer Internship	INTR	0	4	0	4	8	50	100	150
PMP225	Healthcare & Pharmaceutical Management Essentials	MOOCs	4	0	0	4	4	40	60	100
PMP205	Hospital Management	MAJM	3	0	0	3	3	40	60	100
PMP206	Integrated Marketing Communication	MAJM	3	0	0	3	3	40	60	100
PMP207	Professional Elective 3	Elective	3	0	0	3	3	40	60	100
	Total		19	4	0	23	27	290	460	750
PMP207	Professional Elective 3									
PMP207A	Marketing 5.0	Elective	3	0	0	3	3	40	60	100
PMP207B	Advanced Social Media Analytics and Insights	Elective	3	0	0	3	3	40	60	100
	Foreign Language II									
PFIL201A	Foreign Language II: GERMAN	AEC	2	0	0	0	2	50	0	50
PFIL201B	Foreign Language II: JAPANESE	AEC	2	0	0	0	2	50	0	50

Semester IV

Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMP208	Corporate Governance and Business Ethics	MAJM	3	0	0	3	3	40	60	100
PMP209	Entrepreneurship Development	MAJM	3	0	0	3	3	40	60	100
PMP210	International Business Management	MAJM	3	0	0	3	3	40	60	100
PMP222	Professional Elective 4	Elective	3	0	0	3	3	40	60	100
PMP212	Pharmaceutical Advertising & Services Management	MAJM	3	0	0	3	3	40	60	100
PMP226	Pharma Sales and Sales Forecasting	MAJM	3	0	0	3	3	40	60	100
PMP214	Research/Field Project	PROJ	0	4	0	4	8	50	100	150
	Total		18	4	0	22	26	290	460	750
PMP211	Professional Elective 4									
PMP222A	Retail Management	Elective	3	0	0	3	3	40	60	100
PMP211B	Global Digital Marketing Trends and Strategy	Elective	3	0	0	3	3	40	60	100

Semester	Credit
I	24
II	24
III	23
IV	22
Total	93

3rd Semester

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : III		Level: PG
Course Name		Strategic Management			Course Code/ Course Type		PMP201/ MAJM
Course Pattern		2024			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 the course are:</p> <ol style="list-style-type: none"> 1. To recall learning about the process of strategic management 2. To recognize strategy formulation and implementation 3. To apply the knowledge gained in functional areas of management. 4. To analyze various forms of competitive strategy 5. To evaluate strategies specific to the business vision and mission
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. To identify the concept of Strategic Management, its relevance, Characteristics, process nature and purpose 2. To explain how firms successfully institutionalize a strategy process. 3. To apply a competitive organizational structure for domestic and overseas operations and gain competitive advantage. 4. To analyze how strategy is weaved in the organizational decision-making process. 5. To evaluate the strategic drive-in multinational firms and their decisions in different markets

Course Contents/Syllabus:

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

Descriptors/Topics	CLO	Hours
UNIT I		
Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies	CLO 1	9
UNIT II		
Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis	CLO 2	9

UNIT III		
Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blueprinting	CLO3	9
UNIT IV		
Functional Strategies: Marketing, production/operations and R&D plans and policies Personnel and financial plans and policies	CLO4	9
UNIT V		
Strategy Implementation - Inter - relationship between formulation and implementation -Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.	CLO5	9
Total Hours		45

Learning resources

Textbooks:

1. Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008 edition.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

Reference Books:

1. Amita Mittal, CASES IN STRATEGIC MANAGEMENT, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008 edition
2. Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, PHI Learning Private Limited, New Delhi, 2008 edition.

Online Resources/E-Learning Resources:

1. Adam Brandenburger, "Strategy Needs Creativity," Harvard Business Review, March-April 2019 edition, at <https://hbr.org/2019/03/strategy-needs-creativity>.

COURSE CURRICULUM

Name of the Program:		MBA Pharma		Semester : III		Level: PG	
Course Name		Consumer Behaviour		Course Code/ Course Type		PMP202/ MAJM	
Course Pattern		2024		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 the course are:</p> <ol style="list-style-type: none"> 1. To recall the factors influencing Consumer's purchase decision making process. 2. To apply concepts of consumer behavior to real world marketing decision making. 3. To analyze the consumer decision making process and the role of different determinants that affect the buying decision process. 4. To evaluate the new trends influencing buyer behavior and its effect on new age Indian Consumer. 5. To Design and create strategies for the consumer and organizational buying behavior process for a variety of products. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply consumer behavior concepts to analyze evolving trends and adapt marketing strategies in the Indian economy. 2. Evaluate the influence of personality, perception, learning, attitudes, and motivation on consumer behavior, informing effective marketing strategies. 3. Analyze cultural, social, and group influences on consumer behavior, informing marketing strategies tailored to diverse Indian markets. 4. Analyze consumer decision-making stages to optimize marketing strategies and enhance customer satisfaction. 5. Create effective strategies for influencing organizational buying behavior based on buyer characteristics, decision processes, and purchasing patterns. 				

Course Contents/Syllabus:

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

Descriptors/Topics	CLO	Hour s
UNIT I		
Introduction to Consumer Behavior: Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing.	CLO 1	9
UNIT II		
Unit 2: Individual Determinants of Consumer Behavior: (a) Consumer Personality & Perception – Personality, Self-concept, Overview of Personality Theories, Brand Personality, and Emotions. Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality and Consumer Risk Perceptions. (b) Consumer Learning, Memory and Involvement - Components of Learning, Behavioural & Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model. (c) Consumer Attitudes & Motivation - Functions of Attitude, Attitude Models, and Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers. Motivational Conflict, Defense Mechanisms, Motive Arousal.	CLO 2	9
UNIT III		
Unit 3: Environmental Influences on Consumer Behavior: (a) Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, and Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences. (b) Social Class and Group Influences on Consumer Behavior - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership. (c) Indian Consumer: Social classes in India – Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.	CLO3	9
UNIT IV		
Unit 4: Consumer Decision Making Process: (a) Problem Recognition - Types of consumer decisions, types of Problem Recognition, utilizing problem recognition information (b) Search & Evaluation – Types & Source of information, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence & Variables (c) Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns (d) Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance. (e) Consumer Decision Models - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model	CLO4	9
UNIT V		
Unit 5: Organizational Buying Behavior: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of	CLO5	9

Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles. Organizational Buying Strategies. Emerging Trends in Organizational Buying. Globalization and its implications for B2B markets.		
Total Hours		45

Learning resources

Textbooks:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh, Pearson Education; Twelfth edition (31 December 2018)
3. Consumer Behavior : Building Marketing Strategy, by David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser, McGraw Hill, 14th Edition – 5 May 2022.

Reference Books:

1. "We are like that only" by Rama Bijapurkar, Portfolio; Revised edition (21 August 2009)
2. "Consumer Behaviour" by Zubin Sethna & Jim Blythe, SAGE Publications India Pvt Ltd, 1 January 2024
3. Consumer Behavior, 13/e Paperback – by Michael R. Solomon & Tapan Kumar Panda, Pearson Education 30 January 2020

Online Resources/E-Learning Resources:

1. "Consumer Behavior" by Indian Institute of Management, Bangalore.
2. "Marketing Analytics: Know Your Customers" by Columbia University.
3. Understanding and shaping consumer behavior in the next normal, McKinsey, July 2020 (

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester : III	Level: PG		
Course Name	Healthcare & Pharmaceutical Management Essentials			Course Code/ Course Type	PMP225/MOOCs		
Course Pattern	2024			Version	1.0		
Teaching Scheme			Assessment Scheme				
Th eor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
4	0	0	4	4	40	60	-

Pre-Requisite: Pharma Graduation Degree

Course Objectives (CO):	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Recall and summarize key historical trends and current issues in the healthcare marketplace. 2. Explain and describe the challenges and opportunities within healthcare provider services, insurance markets, and payment models. 3. Apply regulatory and intellectual property knowledge to evaluate pharmaceutical and medical device innovations. 4. Analyze the economic impact of healthcare innovations, using methods such as cost-effectiveness analysis and market assessments. 5. Synthesize learning to develop a comprehensive healthcare marketplace innovation plan.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Understand the evolution of healthcare markets and identify the key drivers of healthcare spending and quality trends. 2. Analyze the healthcare provider and insurance markets, focusing on their roles, challenges, and innovations. 3. Evaluate the impact of regulatory frameworks and intellectual property on pharmaceutical and medical device innovations. 4. Assess the global impact of medical technologies and innovations, including cost-effectiveness and market dynamics. 5. Develop a strategic approach to healthcare marketplace innovations, incorporating key factors like valuation, provider satisfaction, and financial sustainability.

Course Contents/Syllabus:

Descriptors/Topics	Weightage	Hrs
Healthcare Marketplace Offered by the University of Minnesota on Coursera	Level: Beginner	Duration

<p>Module 1: Evolution of the Healthcare Market Place</p> <ul style="list-style-type: none"> • Marketplace Overview • Healthcare Spending Drivers & Quality Trends • Market Evolution: Pre & Post-World War II, Health Cost Growth • Key Issues for the 21st Century & Effects of Health Behaviours 		
<p>Module 2: Physician and Hospital Services Market</p> <ul style="list-style-type: none"> • Provider Market Overview & Price Discrimination • Physician Market Evolution, Sites of Care, and 21st Century Role • Hospital Market Evolution, Features, Scale, Scope, and Issues • Quality, Safety, Future Trends, and Policy Impact 		
<p>Module 3: Insurance Market</p> <ul style="list-style-type: none"> • Risk, Wealth Utility, and How Insurance Works • Moral Hazard, Adverse Selection, and Public/Private Insurance History • Major Inflection Points, Current Issues, and U.S. Health Reform • Future Health Reform (Parts 1 & 2) 	22%	20 Hrs
<p>Module 4: Medical Technology Markets</p> <ul style="list-style-type: none"> • Medical Devices & Drugs, Evolution, and FDA Approval • Cost-Effectiveness and Global Health Technology Dossier • Pharma & Device Convergence and Technological Worth 		
<p>Module 5: Global Medical Innovation</p> <ul style="list-style-type: none"> • Globalization, Medical Tourism (Growth & India Case) • Health 'Bads', Health IT Goals, Value, and Impact • Information Technology for Insurers, Providers, and Integrated Care • Innovation Valuation: Technology, Ownership, Safety, and ROI • Final Summary, Market Sizing, and Medical Tourism Impact 		
<p>Syllabus for <i>Healthcare Delivery Providers</i> Offered by the University of Minnesota on Coursera</p>	Level: Beginner	Duration

<p>Module 1: Introduction to Healthcare Delivery</p> <ul style="list-style-type: none"> • Overview of the Lenses • Sites, People, and Payment in Healthcare Delivery • The Quadruple Aim: Clinical Quality, Patient Satisfaction, Cost of Care, Population Health, and Worker Satisfaction • Accountable Care Organizations (ACOs): Overview, Function, Lessons, and Other Payment Arrangements • Changing Demographics and Healthcare Reform 		
<p>Module 2: Hospitals: Community and Speciality</p> <ul style="list-style-type: none"> • Overview and Organization of Hospitals • Services and Hospital-Based Physicians • Hospital Payments and Performance Measurement (Clinical Quality, Patient Satisfaction, Financials) • Types of Hospitals: Critical Access, Single Service Line, Ambulatory Surgery Centers • Challenges, Innovations, and Community Needs 		
<p>Module 3: Post- Acute Care & Community – Based Services</p> <ul style="list-style-type: none"> • Post-Acute Care: Sites, Spending, Trajectories, and Challenges • Key Facilities: LTACHs, IRFs, SNFs, Home Health, Palliative Care, and Hospice • Performance, Challenges, and Innovations across Services • Other Community Health Services: Group Homes, Adult Day Care, and Social Service Organizations 	28%	25 Hrs
<p>Module 4: Physicians: Primary, Speciality, Newer Settings & Population Health</p> <ul style="list-style-type: none"> • Primary Care: Organization, Services, Payments, and Performance • Medical Homes and Innovations in Primary Care • Specialty Care: Services, Payments, Performance, and Innovations <p>Emerging Care Settings: Retail Clinics, Virtual Care, Urgent Care, and House Calls</p>		
<p>Module 5: Healthcare Delivery of Tomorrow</p> <ul style="list-style-type: none"> • Stakeholders: Governmental and Private Payers, Employers, Community/Consumers, Pharmaceuticals & Devices • Improving Healthcare: County Health Rankings, Process Improvements, and Statewide Quality Models • Future Focus: Key Attributes of Leaders and Final Reflections 		
<p>Syllabus for Pharmaceutical and Medical Device Innovations</p>	<p>Level: Beginner</p>	<p>Duration</p>

Offered by the University of Minnesota on Coursera		
<p>Module 1: The Pharmaceutical Industry: Bench Science to Bedside</p> <ul style="list-style-type: none"> • Drug Development Trends & Challenges • FDA, Intellectual Property, and IND Phases • Global Regulatory & Reimbursement (US & International) 		
<p>Module 2: Pharmaceutical Market Deployment & Management</p> <ul style="list-style-type: none"> • Defining Market Space & Customer Influences • Competitors, Generic & OTC Drugs • Cancer Drug Payment Criteria (US & UK) 	13%	~10Hrs
<p>Module 3: The Medical Device Industry: Bench Science to Bedside</p> <ul style="list-style-type: none"> • Regulatory Basics, Device Failure & Reimbursement Strategy • Device-Pharma Convergence & Provider Payments • Medical Device Industry: Reimbursement Strategy 		
<p>Module 4: Medical Device Market Deployment & Management</p> <ul style="list-style-type: none"> • Market Space, Innovation & Global Partnerships • Competitor Analysis & 510k Process • Go to Market, Managing Market Share, & Product Longevity 		
<p>Syllabus for <i>Medical Technology and Evaluation</i> Offered by the University of Minnesota on Coursera</p>	Level: Beginner	Duration
<p>Module 1: Medical Technology Assessment in the Current Health Care Financing and Regulatory Environment</p> <ul style="list-style-type: none"> • Introduction to medical technology clients and the need for assessment • Impact of new technologies on health care expenditures • Regulatory environment for pharmaceuticals and medical devices • Government vs. Private Payers, Inpatient Hospital and Prescription Drug Payments • 	13%	~12 hrs
<p>Module 2: Clinical Trials and Insurance Claims Data</p> <ul style="list-style-type: none"> • Introduction to Clinical Trials, Randomization, and Blinded Designs • Administrative Data: Elements, Sources, and Bias • Combining Trial and Claims Data 		

<p>Module 3: The Elements of Medical Technology Assessments</p> <ul style="list-style-type: none"> • Types and Uses of Assessments: CEA vs CUA • Resources, Costs, and Considerations • Benefits, Quality Adjusted Life Years (QALYs), and Measuring Quality of Life (QoL) 		
<p>Module 4: Methodological Approaches and Considerations</p> <ul style="list-style-type: none"> • Uses of CEA, Constructing and Interpreting an ICER • Baye's Rule, Discounting, and Decision Models • Introduction to Uncertainty, Monte Carlo Simulation, and Markov Models 		
<p>Syllabus for <i>Healthcare Marketplace Capstone (Project Oriented)</i> Offered by University of Minnesota on Coursera</p>	<p>Level: Beginner</p>	<p>Duration:</p>
<p>Module 1: What is your Health Marketplace Innovation?</p> <ul style="list-style-type: none"> • What is a Device? What is a Drug? • Preparing a Global Health Technology 'Dossier' • Key Issues of the 21st Century • Key Questions for an Innovation Valuation • What is the Technology? 		
<p>Module 2: What is the Voice of the Healthcare Provider?</p> <ul style="list-style-type: none"> • Healthcare Worker Satisfaction • What Challenges are Facing Hospitals? • Specialists: Challenges & Innovations • PEOPLE in Healthcare Deliver 		
<p>Module 3: Regulatory and IP Status of the Innovation</p> <ul style="list-style-type: none"> • Pharmaceutical Industry: Intellectual Property • Investigational New Drug (Phase 1 to Phase 4) • Medical Device Industry: Regulatory Basics • The 510k: Friend or Foe? • Keeping the Product Fresh and Safe in the Long Run 	10%	~9 hrs
<p>Module 4: How will the Innovation Generate Revenue?</p> <ul style="list-style-type: none"> • How do new technologies impact health care expenditures? • Introduction to Administrative Data • The Types and Uses of Assessments • Introductions to Costs • Costing 		
<p>Module 5: Submitting the Final Project Healthcare Marketplace Capstone Project</p>		

Learning resources

Online Resources:

1. Healthcare Marketplace by University of Minnesota by Coursera
<https://www.coursera.org/learn/healthcare-marketplace?specialization=healthcare-marketplace>
2. Healthcare Delivery Providers by University of Minnesota by Coursera
<https://www.coursera.org/learn/healthcare-delivery-providers?specialization=healthcare-marketplace>
3. Pharmaceutical and Medical Device Innovations by University of Minnesota by Coursera
<https://www.coursera.org/learn/pharma-medical-device-innovations?specialization=healthcare-marketplace>
4. Medical Technology and Evaluation by University of Minnesota by Coursera
<https://www.coursera.org/learn/healthcare-medical-technology?specialization=healthcare-marketplace>
5. Healthcare Marketplace Capstone by University of Minnesota by Coursera
<https://www.coursera.org/learn/healthcare-marketplace-capstone?specialization=healthcare-marketplace>

COURSE CURRICULUM

Name of the Program:	MBA Pharma	Semester : III	Level: PG				
Course Name	Hospital Management	Course Code/ Course Type	PMP205/ MAJM				
Course Pattern	2024	Version	1.0				
Teaching Scheme			Assessment Scheme				
T he or y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite: Pharma Graduation Degree

Course Objectives (CO):	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Understand the foundational concepts, philosophy, and objectives of hospitals as organizations. 2. Learn the principles, nature, and significance of hospital administration. 3. Familiarize with the roles and functions of different administrative and support services in hospitals. 4. Explore the organizational structure and management levels within hospitals. 5. Evaluate hospital services and understand recent advances in hospital administration.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Understand the definition, philosophy, and classification of hospitals, and their role as a system within the community. 2. Analyze the principles and differences between hospital administration and management and evaluate the ethical responsibilities of administrators. 3. Examine the key administrative, medical, nursing, and support services essential for effective hospital operations. 4. Assess the levels, roles, and responsibilities of hospital management to ensure optimal organizational functioning. 5. Evaluate hospital services using modern management techniques and identify recent advances in hospital administration.

Course Contents/Syllabus:

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

Descriptors/Topics	CLO	Hours
UNIT I		
Concept of Hospitals: Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community.	CLO 1	7
UNIT II		
Introduction to Hospital Administration: Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.	CLO 2	8
UNIT III		
Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, Medical Stores, Housekeeping, Ward Management, CSSD, Laundry, Dietary, Security, and Transport.	CLO3	10
UNIT IV		
Hospital Management: Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization	CLO4	10
UNIT V		
Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration.	CLO5	10
Total Hours		45

Learning resources

Textbooks:

1. Principles of Hospital Administration and Planning by Mr. B. M. Sakharkar
2. Hospital Administration and Management by Joydeep Das, Jaypee Publication.

References:

1. Srinivasan, S. Management process in health care. New Delhi: Voluntary Health Association of India.
2. Joshi DC, Joshi, Mamta, Hospital administration. Jaypee Brothers Medical Publications

COURSE CURRICULUM

Name of the Program:	MBA Pharma		Semester : III			Level: PG	
Course Name	Integrated Marketing Communication		Course Code/ Course Type			PMP206/ MAJM	
Course Pattern	2024		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):			The objectives of the course are: <ol style="list-style-type: none"> 1. Introduce the concept and evolution of IMC in modern marketing. 2. Develop skills for strategic IMC planning and brand alignment. 3. Understand key communication tools used in IMC campaigns. 4. Explore digital integration and AI applications in IMC. 5. Build ability to measure, evaluate, and manage IMC ethically. 				
Course Learning Outcomes (CLO):			Students would be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals and strategic role of IMC. 2. Plan IMC campaigns using consumer insights and brand alignment. 3. Apply creative and media tools in communication planning. 4. Integrate digital and AI-based platforms in IMC. 5. Evaluate and optimize IMC campaigns ethically. 				

Course Contents/Syllabus:

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

Descriptors/Topics	CLO	Hours
UNIT I		
Unit 1: Foundations of IMC — Introduction to Integrated Marketing Communications, Importance of IMC in Modern Marketing, Key Components of IMC, Historical Evolution and Milestones of IMC, IMC vs Traditional Marketing Communication, Role of IMC in Branding, IMC as a Strategic Business Tool, Understanding IMC in a Global Context, Current Trends in IMC, Design Thinking in IMC Strategy.	CLO 1	9
UNIT II		
Unit 2: Strategic IMC Planning and Consumer Insight — Identifying Target Audience in IMC, Identifying and Overcoming Integration Barriers, Identifying and Overcoming Integration Barriers (Case-Based Discussion), SWOT and Opportunity Analysis in IMC, Aligning IMC Strategy with Business Goals, Aligning IMC Strategy with Business Goals (Workshop), Competitive Analysis and Brand Positioning, Competitive Analysis and Brand Positioning (Examples & Tools), Customer Journey Mapping, Role of Customer Insights in IMC.	CLO 2	9

UNIT III		
Unit 3: Creative Tools and Communication Channels — Creative Strategy in IMC, Elements of a Creative Brief, Message Design and Copywriting, Storytelling in Integrated Branding, Advertising – Types and Strategies, Advertising – Case Studies and Campaigns, Personal Selling – Tools and Techniques, Sales Promotion – Objectives and Planning, Direct Marketing in IMC, Public Relations and Sponsorships.	CLO3	9
UNIT IV		
Unit 4: Digital Integration and Technological Tools — The Role of Digital Marketing in IMC, Social Media Advertising – Platforms and Strategy, Social Media Advertising – Analytics and Campaign Design, Integrating Paid, Owned, and Earned Media, Use of AI in IMC Strategy, Personalization Using AI-Powered Tools, Competitive Intelligence Tools for IMC, Interactive Content and Engagement Tactics.	CLO4	9
UNIT V		
Unit 5: Evaluation, Ethics and Future Outlook — Budgeting Techniques for IMC Campaigns, IMC Campaign Measurement using Integrated KPIs, ROI and Optimization of Media Mix, Ethical and Legal Aspects in IMC, The Future of IMC: Challenges and Opportunities, IMC in Action – Integrated Campaign Presentation, Revision and Query Solving Session.	CLO5	9
Total Hours		45

Learning resources

Textbooks:

1. Marketing Management, 15th Edition, Philip Kotler, Kevin Lane, Keller, Published by Pearson.
2. Marketing Management-A South Asian Perspective, ISBN -978-0-13-600998, 13th Edition, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Published by Dorling Kindersley(India)Pvt. Ltd, Licensees of Pearson Education in South Asia
3. Marketing Management-Global Perspective -Indian Context, 4th Edition-2010V.S. Ramaswamy & S. Namakumari, Macmillan Publishers India LMT, New Delhi.

Online References:

1. Integrated Marketing Communications: The Holistic Approach
<https://books.google.as/books?id=jbT-I30Q3HEC&printsec=frontcover#v=onepage&q&f=false>
2. Integrated Marketing Communications: A Global Brand-Driven Approach By Philip J. Kitchen, Marwa E. Tourky -
https://www.google.co.in/books/edition/Integrated_Marketing_Communications/YJtXEAQBAJ?hl=en&gbpv=1&printsec=frontcover

References:

1. Semenik, R. J., Allen, C., O'Guinn, T. C., & Kaufmann, H. R. (2012). Advertising and promotions: An integrated brand approach. China: Couth-Western Cengage Learning.
2. Belch, G.E., & Belch, M.A. (2017). Advertising and Promotion: An Integrated Marketing Communications Perspective (11th Ed.). McGraw Hill Higher Education.
3. Kotler, P., & Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India

COURSE CURRICULUM

Name of the Program:		MBA (Pharma)		Semester : III		Level: PG	
Course Name		Marketing 5.0		Course Code/ Course Type		PMP207A/MAJE	
Course Pattern		2024		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	0	0	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):			<p>The objectives of the course are:</p> <ol style="list-style-type: none"> Understand the shift from traditional to digital and human-centric marketing. Explore consumer behavior in the digital era and connected subcultures. Familiarize students with emerging marketing technologies and tools. Highlight integration of technology with marketing strategies. Create awareness about ethical and strategic issues in tech-driven marketing. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> Describe concepts of Marketing 4.0 & 5.0, including digital subcultures and tech-driven frameworks. Explain the shift to digital, inclusive, and human-centric marketing with focus on CX. Apply the 5A path, content, and data strategies for integrated brand experiences. Analyze the impact of AI, predictive tools, AR/VR, block chain, and contextual marketing on customer behavior and loyalty. Design human-centric, tech-enabled strategies that deliver WOW customer experiences. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Marketing 4.0: Power Shift to Connected Customers- Inclusive marketing, horizontal communication, social communities, frugal innovation. The New Customer Journey & Subcultures: Online Go-to-Market Options, Myths of Connectivity, Co-creation, Advocacy, Digital Subcultures- Youth, Women, Netizens. Blending Traditional & Digital Approaches- Customer Path 4A to 5A, O-Zone, 4Ps to 4Cs, Brand Humanization. Content as Conversation,	CLO 1	9

Hashtags, Contextual Marketing, Omni channel Integration – Offline and Online, Gamification, Social CRM, Mobile Apps for Engagement		
UNIT II		
Introduction to Marketing 5.0 & Digital-Ready Organizations: Journey from 4.0 to 5.0 - Technology for Humanity, Market Polarization, Corporate Activism, Marketing to Baby Boomers, X, Y, Z, and Alpha Digital Transformation in Organizations - Impact of COVID-19 and the Rise of Digital, Opportunities and Challenges of Going Digital, Digital Capabilities and Readiness, Digital Leadership, Digital Divide Technology Enablers in Marketing 5.0 - Bionics and Human-like Technologies	CLO 2	9
UNIT III		
UNIT 3: Data-Driven and Human-Centric Marketing Customer Experience in the Digital World - Human and Machine Collaboration in CX, Balance Between Tech and Human Touch, Trends Shaping CX Today. Data-Driven Marketing - Segment of One, Building a Data Ecosystem, Leveraging Analytics for Insights. Human-Centric Branding - Digital Anthropology in Marketing, Six Attributes of Human-Centric Brands, When Brands Become “Human”	CLO3	9
UNIT IV		
Predictive & Contextual Marketing Predictive Marketing Fundamentals - How It Works & Its Applications, Building Predictive Models, Anticipating Market Demand. Contextual Marketing - Triggers and Responses, Three Levels of Personalized Experience, Creating Sense-and-Respond Experiences. Smart Infrastructure & Customer Path Optimization - Real-Time Interaction Models, Use of AI in Contextual Marketing.	CLO4	9
UNIT V		
Augmented & Agile Marketing Augmented Marketing Concepts - Tech-Empowered Human Interfaces, Digital Tools to Enhance Customer Experience, Augmented & Virtual Reality in Marketing. Agile Marketing - Need for Agile Execution, Operations at Pace & Scale, Use of Agile Sprints in Campaigns. Blockchain in Marketing - Transparency, Trust, and Traceability. Delivering WOW Moments - Enjoy, Experience, Engage Strategy.	CLO5	9
Total Hours		45

Text Reading:

1. Marketing5.0Technology for Humanity, Philip Kotler, Hermawan Kartjaya, and Iwan Setiawan John Wiley & Sons, Inc. Hoboken, New Jersey
2. Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Omer Artun, Dominique Levin
3. The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media, Mathew Sweeze –Harvard Business Review Press (24March 2020); Penguin Random house
4. The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results, Jim Ewel, Wiley; 1st edition (October 13,2020)

References:

- Marketing to Gen Z: The Rules for Reaching This Vast--and Very Different- Generation of Influencers, by Jeff Fromm, Angie Read, Amacon; Specialed. edition (6 March 2018)
- Digital Channels A Complete Guide, by Gerardus Blokdyk, 5 star cooks (13October2018)
- The Ten Principles Behind Great Customer Experiences (Financial Times Series), Matt Watkinson Paperback, Pearson Education (19June2020)

Suggested Audio Visuals link

- <https://www.youtube.com/watch?v=JbzTDtlhpnu>, Introduction to Marketing 5.0:Technology for Humanity with Iwan Setiawan.
- <https://www.youtube.com/watch?v=jwUobgplGqk> Marketing 5.0, Book Review.
- https://www.youtube.com/watch?v=tav4S11KA_g, Agile Marketing, accessed on 7th June 2021
- <https://www.youtube.com/watch?v=ZFTgGi06vbM.ARvsVR>, What are virtual and Augmented Realities.
- <https://www.youtube.com/watch?v=1obcLCB5WTU> What is Contextual Marketing. Benefits of Contextual Marketing.
- <https://marketingtrends.com/episodes/erik-newton/>

Suggested Journals

- <https://www.forbes.com/sites/blakemorgan/2019/12/17/5-predictions-for-customer-experiencein-2020/?sh=26ed6f962ec7>.
- <https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/futureof-customer-experience.html>.
- <https://www.thinkwithgoogle.com/intl/en-aunz/future-of-marketing/digital-transformation/5-keysteps-digital-transformation-success/>
- <https://futurumresearch.com/research-reports/experience-2030-global-report-customerexperience/>
- <https://www.cm.com/blog/how-finding-the-right-balance-between-technology-and-humans-willimprove-customer-experience/>

COURSE CURRICULUM

Name of the Program:	MBA (Pharma)		Semester : III		Level: PG		
Course Name	Advanced Social Media Analytics and Insights		Course Code/ Course Type			PMP207B/MAJE	
Course Pattern	2024		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	0	0	3	3	40	60	0
Pre-Requisite:							
Course Objectives (CO):			<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Students will recall and list key social media metrics and KPIs. 2. Students will demonstrate understanding by explaining advanced social media analytics techniques and methodologies. 3. Students will apply social media analytics tools to analyze data and derive actionable insights. 4. Students will analyze social media data to evaluate the effectiveness of digital marketing campaigns. 5. Students will develop strategies for optimizing digital marketing efforts based on social media analytics insights. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Students will recall and list key social media metrics and KPIs. 2. Students will demonstrate understanding by explaining advanced social media analytics techniques and methodologies. 3. Students will apply social media analytics tools to analyze data and derive actionable insights. 4. Students will analyze social media data to evaluate the effectiveness of digital marketing campaigns. 5. Students will develop strategies for optimizing digital marketing efforts based on social media analytics insights. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Advanced Social Media Analytics: Overview of Social Media Analytics. Importance of Social Media Metrics. Key Performance Indicators (KPIs) in Social Media. Social Media Listening and Monitoring Tools. Data Collection Methods. Data Privacy and Ethics in Social Media Analytics. Case Studies in Advanced Social Media Analytics	CLO 1	9
UNIT II		
Advanced Social Media Metrics and KPIs - Engagement Metrics (Likes, Comments, Shares). Reach and Impressions. Conversion Metrics (Click-Through	CLO 2	9

Rate, Conversion Rate). Sentiment Analysis. Influencer Metrics. Competitive Analysis Metrics. Advanced Custom Metrics and KPIs		
UNIT III		
Descriptors/Topics Social Media Analytics Tools and Platforms - Google Analytics and Social Media Integration. Facebook Insights and Analytics. Twitter Analytics. LinkedIn Analytics. Instagram Insights. Social Media Management Platforms (e.g., Hootsuite, Sprout Social). Data Visualization Tools for Social Media Analytics	CLO3	9
UNIT IV		
Descriptors/Topics Data Analysis and Interpretation - Data Cleaning and Preparation. Exploratory Data Analysis (EDA). Statistical Analysis Techniques. Text and Sentiment Analysis. Social Network Analysis. Predictive Analytics for Social Media. Advanced Data Visualization Techniques.	CLO4	9
UNIT V		
Descriptors/Topics Application of Social Media Analytics in Digital Marketing - Campaign Performance Analysis. Audience Segmentation and Targeting. Content Optimization Strategies. Social Media Advertising Optimization. Crisis Management and Reputation Monitoring. Social Media ROI Measurement. Future Trends in Advanced Social Media Analytics.	CLO5	9
Total Hours		45

Learning resources

Text Reading:

- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance Hardcover – Illustrated, 3 September 2015 by Paul Farris (Author), Neil Bendle (Author), Phillip Pfeifer (Author), Publisher: Pearson FT Press; 3rd edition (3 September 2015), Edition: 3rd
- Influencer Marketing for Brands: What YouTube and Instagram Can Teach You About the Future of Digital Advertising 1st ed. Edition, Kindle Edition by Aron Levin (Author) Format: Kindle Edition, Publisher : Apress; 1st ed. edition (30 November 2019), Edition:1st

References:

- Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity 1st Edition, Kindle Edition by Avinash Kaushik (Author) Format: Kindle Edition, Publisher : Sybex; (30 December 2009), Edition: 1

Additional Reading:

- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media <https://www.oreilly.com/library/view/social-media-analytics/9780133892956/>
- Social Media Marketing For Dummies, 4th Edition https://www.oreilly.com/library/view/social-media-marketing/9781119617006/?_gl=1*1qlcgw6*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzNS4xNS4wLjA.
- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance, Third Edition https://www.oreilly.com/library/view/marketing-metrics-the/9780134086040/?_gl=1*16pwdtj*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzMy4xNy4wLjA.

4th Semester

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : IV		Level: PG
Course Name		Corporate Governance and Business Ethics			Course Code/ Course Type		PMP208/MAJM
Course Pattern		2024			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: Graduation Degree							
Course Objectives (CO):			<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. To provide the knowledge about the basics and overview of business ethics and corporate governance. 2. To apply ethical concepts to business decision making. 3. To understand the statutory framework developed in India for achieving sound corporate governance practices. 4. To know the importance and significance of adopting corporate social responsibility orientation among the employees and management. 5. To Demonstrate how general concepts of governance apply in a given situation or given circumstances. 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Develop understanding of Business Ethics and corporate governance and their perspectives. 2. Comprehend and practice Indian Ethos and Value Systems for professional excellence and personal growth. 3. Analyze the behavior of individuals and groups in organizations in order to work effectively in teams. 4. Assimilate Ethical concepts and correlate it during various decision-making situations. 5. To know the significance of the Corporate Governance in the overall functionality of the organization. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction of Business Ethics Business Ethics: Concepts: Introduction to Business ethics, Principles, Need, Importance, Nature, Scope, Objectives of Business Ethics, values and ethics, Factors influencing Business Ethics, Characteristics of ethical Organization, Theories: Normative, Egoism, Utilitarianism, Kantianism, Stakeholder theory, Social Contract theory. Role of Indian Ethos in Managerial Practices	CLO 1	9
UNIT II		
Models of Business Ethics Ethical Dilemmas and Decision Making: Ethical dilemmas, challenges, and resolutions, Walton's Model of business conduct, Kohlberg's Model of Cognitive	CLO 2	9

moral development, corporate values and ethical decision making, Role of ethics in workplace: personnel policies and procedures for hiring, promotions. Discipline & discharge of remuneration and performance related pay and perks.		
UNIT III		
Corporate Social Responsibility Concepts: definition, principles, CSR Legislation in India and the world, CSR as a strategic business tool for sustainable development, Section 135 of Companies Act 2013. The Drivers of CSR in India, current trends and opportunities in CSR, Case Studies of Major CSR Initiatives.	CLO3	9
UNIT IV		
Introduction of Corporate Governance Corporate Governance: An overview; the theory and practice of corporate governance; Landmarks in the emergence of corporate governance. Agents and institutions in corporate governance: Rights and privileges of shareholders; Investor's problems and protection: Corporate governance and other stakeholders; Board of Directors A powerful instrument in Corporate governance; Role, duties and responsibilities of auditors, independent directors, Banks, Facilitators, Role players and Regulators. The role of media in ensuring corporate governance.	CLO4	9
UNIT V		
Global Perspectives on Corporate governance Corporate governance in developing and transition economies; corporate governance-The Indian scenario; The Corporation in a Global society, Case in business ethics and CSR from India and Globe like Satyam Debacle, Kingfisher Airlines, Lehman Brothers, Volkswagen scandals, Johnson & Johnson lawsuits, Nike Sweatshop, etc .Committees on Corporate Governance in India: Kumar Mangalam Birla Committee 1999; Uday Kotak Committee, 2017 ; Global Committee - Sir Adrian Cadbury Committee (UK), 1992; OECD Principles of Corporate Governance, 1999; and Sarbanes- Oxley (SOX) Act, 2002 (USA).	CLO5	9
Total Hours		45

Learning resources

TEXTBOOKS

1. Business Ethics: Ethical Decision Making & Cases, O. C. Ferrell, John Fraedrich, Linda Ferrell, Cengage Learning
2. Business Ethics and Corporate Governance, A. C. Fernando, Pearson Education, India
3. Corporate Governance: Principles, Policies and Practices, Bob Tricker, Oxford University Press
4. Business Ethics: Concepts and Cases, Manuel G. Velasquez, Pearson Education

REFERENCE BOOKS

1. Ethics and the Conduct of Business, John R. Boatright, Pearson Education
2. Business Ethics, Andrew Crane & Dirk Matten, Oxford University Press
3. Ethics in Management, S. A. Sherlekar, Himalaya Publishing House
4. Corporate Social Responsibility: Theory and Practice, Philip Kotler & Nancy Lee, Wiley India
5. Corporate Social Responsibility in India, Bidyut Chakrabarty, Oxford University Press
6. Handbook of CSR, Archie B. Carroll & Ann K. Buchholtz, Oxford University Press
7. Corporate Governance in India, Subhash Chandra Das, PHI Learning
8. Corporate Governance and Ethics, R. P. Banerjee, Oxford University Press
9. Corporate Governance, Monks & Minow, Wiley

ONLINE REFERENCES

1. Ministry of Corporate Affairs (MCA), Government of India – Companies Act 2013, Section 135 (CSR), <https://www.mca.gov.in>
2. SEBI (Securities and Exchange Board of India), – Corporate Governance Regulations, <https://www.sebi.gov.in>
3. National CSR Portal (India), <https://www.csr.gov.in>
4. OECD Principles of Corporate Governance, <https://www.oecd.org/corporate>
5. World Business Council for Sustainable Development (WBCSD), <https://www.wbcsd.org>
6. UN Global Compact, <https://www.unglobalcompact.org>
7. Harvard Business Review – Ethics & Governance, <https://hbr.org>

Case Study Resources

1. Ivey Publishing – CSR & Ethics cases. <https://www.iveypublishing.ca>
2. Harvard Business School Case Collection. <https://www.hbs.edu/case>

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester : IV			Level: PG
Course Name	Entrepreneurship Development			Course Code/ Course Type			PMP209/MAJM
Course Pattern	2024			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: Graduation Degree							
Course Objectives (CO):			<p>The objectives of Entrepreneurship Development course are:</p> <ol style="list-style-type: none"> 1. The goals of this programme are to motivate the students and to help them inculcate an entrepreneurial mind-set 2. The students will learn what entrepreneurship is all about and how it has impacted the world and their country 3. They will be introduced to some of the major traits and the DNA of an entrepreneur, and be given an opportunity to internalize and assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur. 4. Analyze the macro business environment and customize their business applications. 5. Evaluate the business plans as developed by entrepreneurs with an ability to connect the dots 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Develop awareness about entrepreneurship and successful entrepreneurs 2. Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication 3. Understand the DNA of an entrepreneur and assess their strengths and weaknesses from an entrepreneurial perspective 4. Analyze the macro environment needs and apply suitable strategies for their business 5. Evaluate the best ideas and turn thoughts to things through focused implementation 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
UNIT I		
Introduction to Entrepreneurship: Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, agencies in entrepreneurship management and future of entrepreneurship types of entrepreneurs.	CLO 1	9
UNIT II		
The Entrepreneur: Why to become entrepreneur, the skills/ traits required to be an entrepreneur, Creative and Design Thinking, the entrepreneurial decision process, skill gap analysis, and role models, mentors and support system (institutional infrastructure), entrepreneurial success stories.	CLO 2	9
UNIT III		

E-Cell: Meaning and concept of E-cells, advantages to join E-cell, significance of E-cell, various activities conducted by E-cell	CLO3	9
UNIT IV		
Communication: Importance of communication, barriers and gateways to communication, listening to people, the power of talk, personal selling, risk taking & resilience, negotiation	CLO4	9
UNIT V		
Introduction to various form of business organization (sole proprietorship, partnership, corporations, Limited Liability company), emerging trends (technopreneurs, Pharma Entrepreneurship, Green Pharma Entrepreneurship, womenpreneurs, portfolio entrepreneurship, Digital Health Startups, and franchising), mission, vision and strategy formulation	CLO5	9
Total Hours		45

Learning resources

Textbooks:

1. Entrepreneurship Development, B. V. Srinivas Murthy, Dr. M. M. Munshi, Prakash Pinto, 1st edition, 2023
2. Introduction to Entrepreneurship Development, by Abhik Kumar Mukherjee, Shaunak Roy, Jan 2019 edition
3. Textbook of Entrepreneurship Development and Business Management (Hardcover, L. L. Soman), 2023 edition

Reference Books:

1. Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson
2. Handbook on Entrepreneurship Development, BS Rathore and JS Saini, Aapga Publications Panchkula
3. Women Entrepreneurs: Opportunities, Performance, Problems, SK Dhameja, Deep and Deep Publications, Jaipur
4. The Age of Metapreneurship, CJ Cornell
5. Entrepreneurship: The Practice and Mindset, Heidi Neck

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : IV		Level: PG
Course Name		International Business Management			Course Code/ Course Type		PMP210/MAJM
Course Pattern		2024			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: Graduation Degree							
Course Objectives (CO):			<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. To recall knowledge of marketing management in the international scenario 2. To recognize the nuances of international marketing environment 3. To apply marketing strategies for the dynamic international markets 4. To analyze global business environment to do international business 5. To evaluate ways to diversify business operations 				
Course Learning Outcomes (CLO):			<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Identify the key characteristics of important country markets in different regions of the world and learn how to develop marketing plans for these diverse country markets 2. Explain and gather, categorize, analyze, interpret, and evaluate relevant information about markets in different countries around the world 3. Apply to customers, competitors, and product markets in different countries and especially applying this analysis to developing international and global marketing strategies 4. Analyze product/service/branding policies, pricing practices, and distribution approaches globally 5. Evaluate marketing strategies for direct reach capitalizing on logistics issues 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
UNIT I		
The international marketing environment - Political and legal systems - Multilateral and Geographical Groupings, Culture and Business Customs, Economic and Financial dimensions	CLO 1	9
UNIT II		
Understanding the global consumer market - Scope and challenges of international marketing - Assessing international market opportunities - Marketing Research.	CLO 2	9
UNIT III		

International marketing management, Planning and organization, Market entry strategies - Export, joint ventures and direct investments	CLO3	9
UNIT IV		
Global product management - standardization vs. differentiation, Product planning and development, Marketing industrial products and services globally, Pricing for international markets	CLO4	9
UNIT V		
Global logistics management, International distribution systems, Global advertising and promotional strategies, Sales management, Developing marketing strategies and programs for international markets	CLO5	9
Total Hours		45

Learning resources

Textbooks:

1. Keiefer Lee & Steve Carter, Global Marketing Management, Oxford University, 2009 Edition
2. Micheal R.Czinkota And Iikka A. Ronkainen, Global Marketing, Cengage Learning, 2007 Edition
3. R. Srinivasan, International Marketing, Prentice-Hall India Pvt. Ltd, New Delhi, 2008 edition

Reference Books:

1. Daniels, Raderbaugh & Sulliva, Globalization And Business, Prentice-Hall India, Philip R.Cateora And John L. Graham , International Marketing, Irwin Mcgraw-Hill
2. Masaaki & Helsen, Global Marketing Management, John Willey & Sons Inc, 2004 Edition
3. Terpstra & Sarathy, International Marketing, Dec 2016 edition, Thomson.

Online Resources:

1. <https://emeritus.org/blog/business-management-what-is-international-business-management/>
2. <https://timespro.com/blog/what-is-international-business-management>
3. <https://www.ue-germany.com/blog/what-are-the-benefits-of-studying-international-business-management>

COURSE CURRICULUM

Name of the Program:	MBA			Semester: IV	Level: PG		
Course Name	Retail Management			Course Code/ Course Type	PMP222A / Elective		
Course Pattern	2024			Version	1.0		
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	0	0	3	3	40	60	
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	<p>The objectives of Retail Management are:</p> <ol style="list-style-type: none"> 1. Develop an in-depth understanding of retail strategy, retail formats, and competitive positioning. 2. Examine consumer decision-making in retail environments using behavioral and analytics frameworks. 3. Apply tools of merchandise budgeting, assortment planning, category management, and strategic pricing. 4. Analyze operational efficiency in retail supply chains, store operations, and technology-enabled retailing. 5. Evaluate the transformation of retail through digital technologies, omnichannel integration, and global retail trends. 						
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Design and evaluate retail business models and market entry strategies. 2. Analyze retail customer segments and buying behaviors using data-driven insights. 3. Apply advanced merchandising techniques. 4. Develop effective omnichannel and retail communication strategies. 5. Critically evaluate global retail trends, innovations, technologies, and their impact on competitive advantage. 						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Foundations & Strategic Perspectives in Retail: Evolution of retailing, global retail landscape, Indian retail structure. Retail formats: specialty, department, supermarket, discount, luxury, pharma, D2C. Retail business models & value propositions. Retail strategy formulation: target market, format, competitive differentiation. Retail location strategy & market entry strategy. Store performance metrics: sales productivity, per-square-foot analysis, retail KPIs. Retail competition models.	CLO 1	09
Module II		

Retail Consumer Behavior, Store Design & Visual Merchandising - Retail consumer decision-making & store-choice behavior. Customer journey mapping, touchpoint analysis, and service blueprinting. Store design principles: layout, atmospherics, neuromarketing cues. Visual merchandising techniques. Category signage, digital displays, shelf-space design. In-store promotions, experiential retailing, scent marketing. Store operations management: manpower planning, shrinkage control, SOPs.	CLO 2	09
Module III		
Merchandising, Category Management & Retail Pricing-Merchandise planning : OTB (Open-to-Buy), forecasting, seasonality analysis. Inventory management: EOQ, safety stock, replenishment models. Category management: roles, tactics, planograms, space allocation analytics. Vendor management: strategic sourcing, negotiation, margin structures. Pricing strategies: EDLP, Hi-Lo, dynamic pricing. Gross margin management, GMROI, markdown optimization. Retail data analytics: basket analysis, RFM analysis, customer profitability.	CLO 3	09
Module IV		
Omnichannel Retailing, Technology & Digital Transformation in Retail : Omnichannel vs. multichannel retailing. E-commerce and quick-commerce models. Technology in retail: RFID, IoT, POS/ERP systems, Automated checkout, Contactless payments. Robotics & warehouse automation. Retail analytics & AI: forecasting, personalization, recommendation systems. CRM, loyalty programs, CLV. Social commerce, live commerce, influencer-led retailing. Dark stores, hyperlocal fulfillment, last-mile logistics	CLO 4	09
Module V		
Global Retailing, Format Innovation & Future of Retail : Global retail expansion strategies. International retail failures in India. Sustainable retailing & ESG. Retail formats of the future: Phygital stores, Pop-up stores, Smart stores, Metaverse retail. Retail franchising models & performance management. Luxury retailing & experiential formats. Regulatory framework, FDI in retail, ethical retailing.	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

1. Retailing Management (10th Ed., 2023) – Levy & Weitz, McGraw Hill
2. Retail Management (7th Ed., 2024) – Swapna Pradhan, McGraw Hill
3. Retail Management: A Strategic Approach (13th Ed., India reprint 2021) – Berman & Evans

Reference Books:

1. Retail 5.0: Future of Retail – Claudia Bünte, Springer, 2023
2. Omnichannel Retail – Tim Mason & Miya Knights, Kogan Page, 2020
3. Retailing: Theory & Practice – Jain, McGraw Hill, 2022
4. Principles of Retailing (Reprint 2021) – Fernie & Grant, Routledge

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester : IV		Level: PG	
Course Name	Global Digital Marketing Trends and Strategy			Course Code/ Course Type		PMP222B/ Elective	
Course Pattern	2024			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: Graduation Degree

Course Objectives (CO):	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> Understand the current global digital marketing landscape and its evolving trends. Analyze global digital consumer behaviour and preferences. Explore various global digital marketing strategies and their applications. Develop skills in designing effective global digital marketing campaigns. Evaluate the impact of cultural, economic, and technological factors on global digital marketing. Apply strategic thinking to adapt digital marketing strategies for different global markets
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> Students will recall key global digital marketing trends and strategies. Students will demonstrate an understanding of the theories, models, and frameworks of global digital marketing. Students will apply global digital marketing trends and strategies to analyze real-world scenarios and propose effective solutions. Students will analyze case studies and examples of global digital marketing campaigns to evaluate their effectiveness. Students will develop global digital marketing strategies to address specific business objectives.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
UNIT I Introduction to Global Digital Marketing Trends. Overview of Global Digital Marketing Landscape. Emerging Trends in Global Digital Marketing. Globalization of Digital Consumer Behavior. Cultural Considerations in Global Digital Marketing	CLO 1	5
UNIT II Global Digital Marketing Strategy Frameworks. SWOT Analysis for Global Markets Global Market Segmentation and Targeting. Positioning Strategies in Global Digital Marketing. Global Branding and Reputation Management	CLO 2	10
UNIT III		

Global Digital Marketing Channels. Global SEO and SEM Strategies. Social Media Marketing Across Cultures. Email Marketing in Global Context. Mobile Marketing Trends Worldwide.	CLO3	8
UNIT IV		
Global Content Marketing and Engagement. Multilingual Content Creation. Localization and Translation Strategies. Global Influencer Marketing. Cross-cultural Storytelling in Digital Marketing.	CLO4	12
UNIT V		
Case Studies and Applications. Successful Global Digital Marketing Campaigns. Globalization Challenges and Solutions. Ethical and Legal Considerations in Global Digital Marketing. Future Trends in Global Digital Marketing	CLO5	10
Total Hours		45

Learning resources

Text Reading:

1. Global Marketing and Advertising: Understanding Cultural Paradoxes 6th Edition, Kindle Edition by Marieke de Mooij (Author) Format: Kindle Editio, Publisher: SAGE Publications Ltd, Editions- 4th
2. International Marketing Hardcover – Import, 19 February 2019 by Philip R. Cateora (Author), John Graham (Author), Mary C. Gilly (Author), Publisher: McGraw-Hill College, Editions: 2nd

References:

1. Digital Marketing for Beginners : A Road Map to Successful Career in Digital Marketing Paperback – 28 April 2023, by V Venkata Krishna (Author), Publisher- Notion Press, Editions
2. Global Marketing: Contemporary Theory, Practice, and Cases Paperback – 30 November 2016 by Ilan Alon (Author), Eugene Jaffe (Author), Christiane Prange (Author), Donata Vianelli (Author), Publisher Routledge, Editions:2nd
3. Global Content Marketing: How to Create Great Content, Reach More Customers, and Build a Worldwide Marketing Strategy That Works (BUSINESS BOOKS) Paperback – Illustrated, 16 October 2014 by Pam Didner (Author), Publisher: McGraw-Hill Professional, Editions:1

Online Reference:

1. Digital Marketing Strategy, Simon Kingsnorth, Publishing: Kagan
2. <http://elibrary.gci.edu.np/bitstream/123456789/3389/1/Bt.bm.522Digital%20Marketing%20Strategy%20An%20Integrated%20Approach%20to%20Online%20Marketing%20by%20Simon%20Kingsnorth.pdf>

COURSE CURRICULUM

Name of the Program:	MBA Pharma			Semester : IV		Level: PG	
Course Name	Pharmaceutical Advertising & Services Management			Course Code/ Course Type		PMP212/MAJM	
Course Pattern	2024			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 Degree

Course Objectives (CO):	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> Understand the basic concept of service marketing. Learn marketing mix in pharma sector To familiarize with the special characteristics of services relevant for marketing. Develop skills for effective advertising design, public relations, and customer support in service industries. Gain insights into marketing strategies for pharmaceutical, hospital and nonprofit services.
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> Define the fundamental concepts of service marketing and list its key characteristics. Examine and discuss various strategies in the marketing mix. Explore the process of advertising Analyze, interpret and solve problems in service industries Perform lifelong learning and professional development to enrich the services marketing strategies

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
UNIT I Services Marketing		
Introduction to Pharmaceutical Advertising: Concepts, objectives, scope and role in marketing mix; classification of advertising (ethical vs. OTC); advertising methods, advantages and disadvantages of advertising, role of medical representatives; consumer and prescriber behavior; B2B and B2C pharma communications.	CLO 1	9
UNIT II Advertisement Strategies		
Creative strategy development; AIDA model; message framing; selection of media channels; product life cycle and advertising strategy. Advertising design and development, Advertising control and Public Relationship	CLO 2	9
UNIT III Regulation and Ethics in Pharma Advertisement and Promotion		
WHO ethical criteria, Drugs and Magic Remedies Act, ASCI Code, FDA & EMA promotional regulations, Schedule J compliance, self-regulation.	CLO3	9
UNIT IV Services Marketing		

Meaning - nature of services - Types and importance - Relationship marketing, Mission, strategy, elements of service, service marketing plan & market segmentation. Services Marketing in Pharma: Service characteristics; SERVQUAL model; patient-centric approach; CRM strategies; marketing of specialty healthcare services. Services provided in hospitals	CLO4	9
UNIT V Measuring Effectiveness & Trends		
Measuring Effectiveness & Trends: ROI assessment; KPIs; digital analytics; neuromarketing; influencer marketing; AI-driven personalized campaigns.	CLO5	9
Total Hours		45

Learning resources

Text Reading:

1. Belch, G., Belch, M., & Purani, K. (Year). Advertising and Promotion: An Integrated Marketing Communications Perspective (12th ed.). Tata McGraw Hill Education.
2. Gupta, Ruchi. Advertising (NEP Edition). Scholar Tech Press, 2025.
3. Belch, G., & Belch, M. (Year). Advertising and Promotion ISE. McGraw-Hill Education.
4. Schultz, Don, and Beth Barnes. Strategic Brand Communication Campaigns. McGraw-Hill Education.
5. Services Marketing- love lock – Prentice Hall, 2021
6. Managing Indian Brands by Ramesh Kumar, 2003

Reference:

1. Belch, G., Belch, M., & Purani, K. (Year). Advertising and Promotion: An Integrated Marketing Communications Perspective (12th ed.). Tata McGraw Hill Education.
2. Andrews, J. C., & Shimp, T. A. (Year). Advertising, Promotion, and Other Aspects of Integrated Marketing Communications with MindTap (10th ed.). Cengage Unlimited.
3. Chaganti, S. R. (Year). Brand Positioning in Pharma. PharmaMed Press.
4. Nagib, M. (Year). Changing Client Behavior in Big Pharma: Built on 20 Years of Marketing Experience.
5. Itkar SC , Pharmaceutical management for Pharmaceutical Industry Professionals and Students of Pharmaceutical Sciences , (4th edn) Nirali Prakashan

Online Reference:

1. <https://www.ifpma.org/>
2. <https://pharma-dept.gov.in/policy/uniform-code-pharmaceutical-marketing-practices-ucpmp-2024-reg>
3. <https://ucmp.pharma-dept.gov.in/Pharma/>
4. <https://www.zs.com/industries/pharmaceuticals-biotech/case-studies>

COURSE CURRICULUM

Name of the Program:		MBA Pharma			Semester : IV		Level: PG
Course Name		Pharma Sales and Sales Forecasting			Course Code/ Course Type		PMP226 /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 Degree							
Course Objectives (CO):		The objectives of the course are:					
		<ol style="list-style-type: none"> Understand basic concept of pharma sales. To understand the pharma sales management process To apply sales forecasting techniques To analyze sales territories and budgeting, To evaluate sales performance, motivation methods, and the evolving practices in pharmaceutical selling. 					
Course Learning Outcomes (CLO):		Students would be able to:					
		<ol style="list-style-type: none"> Define the fundamental concepts of pharma sales and list its key characteristics. Describe the workflow of medical representatives. Apply appropriate forecasting methods to generate realistic sales estimates Analyze, interpret and examine territory arrangements and sales budgeting Evaluate sales performance and appraise incentive strategies 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
UNIT I Introduction to Sales Management		
Introduction to Sales Management: Meaning and Evolution, Nature and Importance, Difference Between Sales and Marketing,		
Impact of Technology on Pharma Sales Management: ERP Systems and Social Platforms, Sales Force Automation Systems (SFA), Mobile Technology in Sales.	CLO 1	9
UNIT II Sales Management process		
Selecting and Recruiting Medical Representatives, Sales Management Basic concepts: RCPA (Retail Chemist Prescription Audit), POB (Personal Order Booking), call, missed call, call average, DCR (Daily Call Report), bouncing of prescription, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report, TP (Tour Program), SWP (Standard Work Planning). Pharma Selling Process: Pre Call, Call, Post Call Analysis Doctor Calling Process, Pharma Detailing, Changing role of the Pharma Sales Representative, KOL Management	CLO 2	9
UNIT III Sales Forecasting		

Sales Planning and Sales Forecasting Importance, Data Driven Approach, Forecasting Approaches', Sales Forecasting Techniques – Qualitative and Quantitative Techniques, Sales forecasting for pharma sector,	CLO3	9
UNIT IV Territory Design, Sales Budget, and Sales Audit		
Territory Design and Management : Introduction and importance of Sales territory, Methods of territory design, Assigning territories, Time and territory management, Tour program chart, Patient Awareness Program	CLO4	9
Sales Budgeting : Purpose, Methods of Sales Budgeting,		
Sales Audit : Sales Force Productivity Indicators (Value and Volume); Territory Productivity, per Person per Month Productivity, Sales to Marketing Expenses Ratio		
UNIT V Sales Management		
Sales Objection Handling, Sales Compensation/Incentives and Motivation of Sales Personnel, Sales Force Performance Evaluation and Control : Evaluation, Need of Evaluation, Controls by ASM, ZSM and Sales Manager, Parameters of Evaluation Changing landscape of pharmaceutical selling	CLO5	9
Total Hours		45

Learning resources

Text Reading:

1. Sales Management: Analysis and Decision Making, by Thomas N. Ingram, Raymond W. Laforge, Routledge
2. Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition)
3. Pharmaceutical Marketing in India — Subba Rao Chaganti
4. Forecasting for the Pharmaceutical Industry — Arthur G. Cook
5. Sales Forecasting for Pharmaceuticals: An Evidence-Based Approach — Gary Johnson

References:

1. Bad Pharma — Ben Goldacre
2. Pharma Marketing Management (PCI aligned)
3. Forecasting for the Pharmaceutical Industry by Arthur G. Cook

Online Resources/E-Learning Resources:

1. <https://www.evaluate.com/thought-leadership/build-reliable-and-effective-forecasts/?>
2. <https://www.apqc.org/resource-library/resource-listing/sales-forecasting-pharmaceuticals?>
3. <https://www.simon-kucher.com/en/insights/wild-west-sales-forecasting-pharmaceuticals-when-expectation-meets-reality?>

COURSE CURRICULUM

Name of the Program:	MBA (Pharma)			Semester : 4			Level: PG	
Course Name	Research / Field Project			Course Code/ Course Type			PMP214 / PROJ	
Course Pattern	2024			Version			1.0	
Teaching Scheme							Assessment Scheme	
Theory	Practical		Tutorial	Total Credits	Hours	CIA	ESA	Practical/ Oral
0	4		0	4	8	50	100	0
Pre-Requisite: Bachelor's Degree								
Course Objectives (CO):	<p>The objectives of Research/Field Project are:</p> <ol style="list-style-type: none"> 1. Develop a comprehensive understanding of research methodologies. 2. Enable students to identify, analyse, and interpret secondary data for solving business problems. 3. Enhance critical thinking and problem-solving skills. 4. Prepare students for future professional roles by equipping them with research, analytical, and writing skills. 5. Strengthen the ability to communicate research findings effectively through structured reports and presentations. 							
Course Learning Outcomes (CLO):	<ol style="list-style-type: none"> 1. Students will be able to formulate research objectives based on secondary data. 2. Students will be able to review and synthesize existing research to identify gaps. 3. Students will be able to evaluate and interpret secondary data for meaningful insights. 4. Students will be able to develop a structured report and present research effectively. 5. Students will be able to follow ethical research practices and proper citation. 							

Course Overview:

The MBA Research / Field Project (Sem IV) is designed to provide students an opportunity to engage in independent research, using secondary data, to explore contemporary business issues or solve organizational problems. Since students are already working, the project will focus on applying theoretical knowledge to real-world business situations and contribute to professional growth.

Course Contents/ Syllabus:

Descriptors/Topics
UNIT I
Module 1: Introduction to the Research Project
Objective: Understanding the scope and process of the research project.
Key Tasks: Selecting a relevant topic using secondary data. Understanding secondary data sources (academic databases, market reports, government databases, etc.). Crafting a research proposal: clearly defining the problem, research objectives, methodology, and data sources. Deliverable: Research Proposal Submission.
UNIT II
Literature Review and Conceptual Framework
Objective: Building a foundation of existing research to identify knowledge gaps.

Key Tasks: Conducting a thorough literature review using academic sources, reports, and other relevant secondary data. Identifying key theories, concepts, and research gaps. Developing a conceptual framework or hypotheses based on the literature. **Deliverable:** Literature Review Submission.

UNIT III

Data Collection and Secondary Data Analysis: **Objective:** Collecting and analyzing secondary data relevant to the research problem.

Key Tasks: Identifying secondary data sources such as industry reports, governmental statistics, company annual reports, etc. Evaluating the credibility and relevance of the data sources.

Performing basic statistical or content analysis on the data (e.g., descriptive statistics, regression analysis). **Deliverable:** Data Analysis Report.

UNIT IV

Report Writing and Synthesis

Objective: Writing the full research report and synthesizing the findings.

Key Tasks: Structuring the research report: Introduction, Literature Review, Methodology, Results, Discussion, Conclusion, and Recommendations. Integrating the findings from secondary data analysis into the discussion section. Making clear, actionable recommendations for practitioners based on the research findings. **Deliverable:** Draft Report Submission, Final Report.

UNIT V

Presentation and Viva

Objective: Presenting the research findings in a professional manner.

Key Tasks: Preparing a concise presentation summarizing the research problem, methodology, analysis, and key findings. Defending the project in front of a panel, answering questions on methodology, data analysis, and conclusions. **Deliverable:** Final Presentation and Viva

3. Rules and Regulations for MBA Research Project

General Guidelines:

1. **Eligibility:** All students in Semester IV who have completed the required coursework are eligible to undertake the Research Project.
2. **Research Topic:**
 - The topic must be relevant to the student's professional field and current business issues.
 - The topic should be approved by the faculty supervisor before proceeding with the project.
3. **Use of Secondary Data:**
 - As students are employed, primary data collection is not permissible. Only secondary data should be used for the project.
 - Students must ensure that the secondary data is credible, relevant, and ethically sourced.
4. **Proposal Submission:**
 - A detailed research proposal (covering objectives, methodology, and sources of secondary data) must be submitted within the first 2 weeks of the course.
 - The proposal will be reviewed and approved by the course instructor or assigned supervisor.
5. **Guidance and Supervision:**
 - Each student will be assigned a faculty supervisor. The student must meet with the supervisor at least twice during the semester for feedback and guidance.
 - Supervisors will provide support with the research methodology, data analysis, and report writing.

6. Literature Review and Data Analysis:
 - A comprehensive literature review must be completed by Week 4. It must showcase understanding of existing work in the chosen field.
 - All data analysis should be rigorous and should use appropriate software tools (Excel, SPSS, etc.).
7. Submission Deadlines:
 - Viva-Voce / Presentation: Last Week of End of Teaching
8. Formatting and Style:
 - Reports should be submitted in APA or MLA citation format.
 - The final report should not exceed 75 pages (excluding appendices, tables, and references).
9. Plagiarism:
 - All students must ensure that their research is original and properly cited. Any form of plagiarism will result in immediate disqualification and disciplinary action.

10. Evaluation Criteria:

- Research Proposal (10%)
- Literature Review (10%)
- Data Collection & Analysis (20%)
- Final Report (30%)
- Presentation & Viva (30%)

11. Viva and Presentation:

- Each student must present their research findings to a panel of faculty members.
- The presentation should focus on the problem statement, methodology, key findings, and recommendations.
- A viva will follow the presentation where the student will defend their research methodology, data analysis, and conclusions.

12. Academic Integrity:

- Students must follow the highest standards of academic integrity. Any malpractice, such as falsification of data or misrepresentation of secondary sources, will lead to severe academic penalties.

13. Extensions:

- Extensions for submission deadlines will only be considered in the case of valid medical or personal emergencies, with prior approval from the course instructor and HOD.

Formatting Guidelines for Research Project Report (RFP)

To ensure consistency and professionalism in the **Research Project Report (RFP)**, students must adhere to the following formatting guidelines:

1. *Document Format*
 - **Page Size:** A4 (8.27 × 11.69 inches)
 - **Margins:** 1 inch on all sides (Top, Bottom, Left, Right)
 - **Line Spacing:** 1.5 throughout the document
 - **Alignment:** Justified

2. *Font Specifications*

- **Font Type:** Times New Roman
- **Font Size:**
- **Main Body Text:** 12 pt
- **Headings (Level 1):** 16 pt, Bold
- **Subheadings (Level 2):** 14 pt, Bold
- **Sub-subheadings (Level 3):** 12 pt, Bold
- **Table and Figure Captions:** 10 pt, Italic
- **Footnotes & References:** 10 pt

3. *Paragraph Formatting*

- **Indentation:** First line of each paragraph indented by 0.5 inches
- **Spacing Before & After Paragraphs:** 6 pt

4. *Page Numbering*

- **Position:** Bottom center
- **Format:** Roman numerals (i, ii, iii) for preliminary pages (Abstract, Acknowledgment, Table of Contents); Arabic numerals (1, 2, 3) for the main content

5. *Table and Figure Formatting*

- **Labeling:** All tables and figures must be numbered (e.g., Table 1: Market Trends, Figure 2: Consumer Behavior Model)
- **Placement:** Centered within the text
- **Caption Style:** 10 pt, Italic, placed below figures and above tables

6. *Citation and Referencing*

- **Citation Style:** APA (latest edition) or MLA, as per instructor preference
- **Reference List:**
- **Spacing:** Single-spaced within entries, double-spaced between entries
- **Alignment:** Hanging indent (0.5 inches)

7. *Appendices*

- **Appendix Titles:** Bold, 14 pt

Content: 12 pt, Times New Roman, same formatting as the main body