

PANJAB UNIVERSITY, CHANDIGARH -160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947 enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

Note - The student has to opt for ONE Specialization Group and select TWO papers out of the

Objectives: The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

SECTION - A

Management Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

SECTION - B

Evolution of management thought, Contribution made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Likert and McGregor, Peter F. Drucker, Porter.
Schools of Management:

Objectives: To provide students with an understanding of basic economic principles of production & exchange essential tools in making business decisions in today's global economy. The participant is expected to gain understanding of how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

SECTION A

Introduction to Managerial Economics, Nature, Scope and Importance of Managerial Economics (7%) T.J. BT 11.0j ET(0 0

Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION A

Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Principles (GAAP), Accounting Standards.
Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts.
Rules regarding Journal Entries

Objectives: The objective of the course is to equip the students with techniques for data analysis. Data needs to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

SECTION - A

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.

Introduction of Descriptive Statistics: Measures of Central Tendency and Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

Index Numbers: Definition and Methods of Construction of Index Number. Tests of Consistency, Base shifting, Splicing and Deflation. Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B

Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its Mathematical Expectation.

Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

Theory of Estimation: Point and Interval Estimation, Construction of Confidence Limits for Mean.

Testing of Hypothesis: Large Sample Tests, Small Sample Tests: single sample mean and difference of means tests, F test, Variance Ratio test, Z test, single proportion, difference of proportions, single sample mean and Difference of Means, χ^2 - (chi square) test, Independence of Attributes, Goodness of Fit and Test of Homogeneity.

SECTION - D

Correlation Analysis: Rank Method and Karl Pearson Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Straight Line and Quadratic Trend, Importance of Time Series Analysis in Managerial Decision Making

Suggested Readings:

1. J.K. Sharma: Business Statistics, Pearson Publication.
2. Amir D Aczel & Sounderpandian: Complete Business Statistics, Tata McGraw Hill

Objective: The objective of studying Organizational Behavior (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals

SECTION A

Introduction to OB: Contributing fields to OB in the context of globalization

Learning and Behavior Management: Biographical characteristics, ability, job fit, learning theories, process of behavior modification.

Values, Attitudes and Job Satisfaction: The Nature and Dimensions of Attitudes, Components of Attitudes, Sources and types, Cognitive dissonance theory, Values, Job satisfaction

Perception: Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making

SECTION B

Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence

Motivation: Meaning of Motivation, Primary, General Motives and Secondary Motives, Motivation and Productivity, Content and process theories of Motivation.

Group Dynamics: Types of Groups, Stages of Group Development: The Five Stage Model, The Punctuated Equilibrium Model, Teams in the Modern Workplace, Teams vs Groups, Types of Teams, Group decision making.

Communication: Role of Communication, Objectives, Barriers to Effective Communication, Communication Processes, Types of communication, Interactive Communication in Organizations

SECTION C

Leadership: Understanding Leadership, Leadership Theories- Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles, Level 5 leadership, Transactional and Transformational Leadership, Power & Politics: Definitions of Power, Bases of Power, Power Structure and Block, Impression Management, Factors that influence political behavior in organizations.

Conflict & Collaboration: Sources of Conflict, Types of conflict, Process of Conflict, Individual, Interpersonal, group level conflict, Organizational Conflict, Approaches to Conflict Management

SECTION D

Stress Management: Concept of stress, Sources of stress, Effects of stress on human, Management of Stress, Management of Change: Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change, Introduction of change in the organization, Organizational Development as a tool for introduction of change

Organizational Design: Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture, Organizational Effectiveness

Suggested Readings:

1. S.P. Robbins India Organizational Behavior, Prentice Hall.
2. Keith Davis: Human Behaviour at work, Tata McGraw Hill.
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India

Objectives: The objective of the paper is to create Legal Awareness to give exposure to various laws and acts which have impact on business industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

SECTION A

The Indian Contract Act, 1872: Nature and kinds of contracts, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object and Consideration, Void Agreements, Contingent Contracts, Discharge of Contracts, Remedies for Breach of Contract, Quasi Contract, Contracts of Indemnity and Guarantee, Contract of Bailment and Pledge, Contracts of Agency.
The Sale of Goods Act, 1930: General Principles, Conditions and Warranties, Transfer of property in goods, Transfer of title, Performance of contract of sale, Rights of unpaid seller, Miscellaneous.

SECTION B

Indian Companies Act, 1956: Definition and nature of Company, Kinds of Companies, Formation of

Objectives: This course aims at understanding of basics of Information Technology. The participants are expected to develop proficiency in the use of personal computers

SECTION A

Introduction to Computers: Classification of computers, Components of Computer System, Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines

SECTION B

Objectives: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

SECTION - A

Introduction to Financial Management: Meaning Scope Finance Function Financial Goals Agency Problem Relationship of Finance with Accounts and Economics.

Sources of Finance Features Advantages and Limitations of Equity Shares Preference Shares Debentures Term Loans Right Issue Venture Capital, Private Equity GDR, ADR

Cost of Capital: Meaning Calculation of Cost of Debt Capital Equity Capital Preference Capital Retained Earnings Weighted Average Cost of Capital.

SECTION - B

Capital Structure: Meaning Determinants Assumptions Net Income and Operating Income Approach

Objectives: The objective of the paper is to make participants aware of the various functions and importance of the Human Resource department in an organization. It is concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in an organization, which is a challenging and daunting task

SECTION A

Introduction to HRM: Meaning, Function, Scope of HRM Importance of HRM HRM and HRD a comparative analysis Line vs. staff authority Challenges of Human Resource Management.
Job Analysis and Design: Concept of Job Analysis and Design Methods of Job analysis Job Description , Job Specification Modern Management Techniques Flexible Work Arrangements Competency Mapping
Human Resource Planning (HRP): Definition, Need and Importance of HRP Process of HRP Levels of HRP, Forecasting Demand for employees, Forecasting supply for employees

SECTION B

Recruitment: Definition and concept of Recruitment Factors Affecting Recruitment Sources of recruitment Internal and External
Selection Process Steps in the Selection Procedure Various types of Tests Selection Interview Methods and Process (including reference check and medical examination) Placement and induction process
Managing Careers: Concept Career stages Career Anchors Career Development Cycle Benefits of career planning to individual as well as organization Internal mobility promotions, demotions, transfers, Separation and Succession planning.
Employee Training and Management Development: Importance and objectives Distinction between Training and Development Methods of training and development, Training need analysis Evaluation of Training

SECTION C

Performance and Potential Appraisal: Concept Objectives of Performance Appraisal The Appraisal Process Traditional Methods and Modern Methods of Appraisal (including Management By Objective, 360 degree, Assessment Centre, Balance Scorecard, etc) Falls in Performance Appraisal Potential appraisal
Compensation Management Objectives Methods of Job evaluation Factors determining compensation and pay rates Wage and salary administration Nature and Purpose Minimum Wage, Fair Wage, Living Wage Basic Kinds of Wage Plans Elements of a Good Wage Plan National Wage Policy Incentive plans and fringe benefits Short term Plans Long-term Wage Incentive Plans

SECTION D

Industrial Relations: Concept and purpose of Industrial Relations Collective Bargaining Types Process Pre requisites Issues Involved Industrial Disputes Worker Participation in Management Trade Unions Grievance Handling Grievance Causes/Sources Grievances Grievance Redressal Machinery Legislative Aspects of the Grievance Redressal Procedure in India Domestic enquiry Discipline and disciplinary actions, Dismissal and Discharge of an employee
Quality of Work Life: The Concept of Quality of Work Life (QWL), Strategies for Improving QWL Family integration processes

Suggested Readings:

1. V.S.P. Rao: Resources Management, Excel Publishing
2. Edwin B. Flippo: Personnel Management, Tata McGraw Hill.
3. Dale Yoder: Personnel Management & Industrial Relation, Sir Isaac Pitman & Sons.
4. Arun Monappa & Saiyadain: Personnel Management, Tata McGraw Hill
5. Gary Dessler: Human Resource Management, Pearson Education.
6. K. Aswathappa: Human Resource Management, Tata McGraw Hill.
7. Edwin B. Flippo: Human Resource Management, McGraw Hill.

Objectives: This course offers an understanding of basics of Information Systems. It has been designed to acquaint the participants about the evolution of computer based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise. IT is helpful in Business.

SECTION A

Introduction : Definition & Significance, Foundation of IS in Business, MIS Support for Programmed and Non-Programmed Decision Making, and Model of Decision Making.

Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS, Systems Concept: Definition of a System, Types of Systems

SECTION B

Microsoft Access: Creating and opening database, Importing data, Tables, keys, Field names, Data Relationships, Normalization, Basic Queries Using Query Wizard, AND (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform.

Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts on forms as parameters, Action Queries

SECTION C

Electronic Commerce System: Introduction, Scope of E-Commerce, Categories of E-Commerce, E-Commerce Payment Systems

Decision Support Systems Introduction to DSS, DSS Components, Using DSS in What-if Analysis, Sensitivity Analysis, Goal Seeking Analysis, Optimization Analysis

SECTION D

Introduction to SPSS: SPSS Basics, Creating and Manipulating Data in SPSS, Printing a Report, Generating Descriptive Statistics in SPSS, Generating Graphical Statistics in SPSS, Statistical Models in SPSS, Parametric and Non Parametric Tests, Linear Regression, Correlation, Analysis of Variance

Suggested Readings:

1. James A O'Brien: Management Information Systems, Tata McGraw
2. Microsoft: MS Access User's Manual.
3. SPSS Inc: SPSS Base 16.0 User's Guide.
4. K.C. Laudon and J.P. Laudon: Management Information Systems - Organization and Technology in the Network Enterprise, Prentice Hall India.
5. M.M. Goyal: Management Information Systems: Managerial Perspective, McMillan.
6. R.D. Murdick & J.E. Claggett: Information Systems for Modern Manager, Prentice Hall India.
7. G. Davis & M.H. Olson: Management Information Systems - Conceptual Foundation, Structure & Development, McGraw Hill.
8. E. Turban, J. E. Aronson, T. Liang: Decision Support Systems & Intelligent Systems, Dorling Kindersley India.

Objectives: The main objective of this course is to help to understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making

SECTION A

Introduction : Meaning, Features, Objectives/Motives & types of Research
Defining the Research problem
Research Process, Significance of Research in Managerial decision making.
Research Design Meaning, Characteristics and various concepts relating to Research Design and

Objectives: The prime objective of this course is to provide depth knowledge of the technical as well as managerial aspect of industrial pharmacy.

SECTION A

Orientation to Pharmacy and Pharmaceutical Manufacturing: Scope and Evolution of Pharmacy, Pharmacists in Industry, Government and Public Health, Clinical Drug Literature and Research; Property based Drug Design and Formulation; Preparation of Parentals, Intravenous admixtures, ophthalmic and medicated topical oral solid dosage forms
New drug development, preliminary evolution, process in investigational new drug application, stability analysis.

SECTION B

Drug Delivery and Industrial Pharmacy: Introduction to Novel Drug Delivery Systems; Modified Drug Delivery Systems: oral, transdermal, parenteral, implants; Targeted Drug Delivery Systems; Liposomes, Niosomes, Microspheres and Nanoparticles
Methods of enhancing bioavailability of Drug, Process Validation, Incremental Innovations and Bio-Pharmaceuticals.

SECTION C

Pharmacy Practice and Patient Care: Fundamentals of Pharmacy Practice: Technology and Automation, Patient Communication and Compliance, Drug Education, Framework for ensuring medication use safety; Pharmacoepidemiology, development of Pharmacy Care plan, Hospital Pharmacy Practice.

SECTION D

Social, Behavioral, Economic and Administrative Aspects in Industrial Pharmacy: Laws governing Pharmacy, Pharmacoeconomics, Pharmaceutical Industry status at National and International level, Industrial hazards, Safety, Pol6(t).6-163.776(S)-10ice.

Paper Code:

Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

SECTION A

Introduction to Project Management: Objectives of a Project, Need for Project Management, Project Life cycle, Project Management Framework, Steps in Project Planning, Managing Risk, Components of Risk Management

SECTION B

Objectives: The objective of the course is to make students familiar with main molecules (drugs) available in the market for various ailments and to introduce them to the brands of those drugs. The course is aimed at highlighting current scenario of the global brands Pharmaceutical industry giving an insight to existing scenario.

SECTION A

Introduction and General Pharmacology: Introduction to the basics, pharmacodynamics, pharmacokinetics. Principles of immunology, Adverse Drug Reactions and Clinical Toxicology, Pharmacogenomics, Pharmacokinetics/Pharmacodynamics in Drug Development.

Autonomic Nervous System: Principles of Neurotransmission, adrenergic pharmacology, cholinergic pharmacology.

SECTION B

Analgesics: Anti-Inflammatory Drugs, Analgesics.

Respiratory and Gastro Intestinal System Drugs: Laxatives, Antacids & Acid controlling drugs, Bronchodilators, Expectorants & Mucolytics.

Cardiovascular System: Anti-hypertensives & Diuretics, antilipemic Drugs, angina & shock.

CNS: Drugs for Mental Depression, Drugs for Psychophrenia/Schizophrenia, Epilepsy etc.

Endocrines: Anti-diabetic agents, corticosteroid.

SECTION C

Anti-infectives and Anti-neoplastic Drugs: General Characteristics, Unique uses and Problems; Antiseptics and Disinfectants, Systematic Antimicrobials, Antimycobacterials, Antifungals and Antivirals; Antineoplastic Drugs, Development, Research and Combinations; Paracitocides, Immunizing agents.

SECTION D

Best Selling Drugs Globally & in India: An overview of current scenario, Market size, future growth Quality assurance and control, Biotechnology and Drugs, Pharmaceutical necessities.

Suggested Readings

1. K.D. Tripathi: Essentials of Medical Pharmacology, Jaypee Brothers.
2. Mamichair Ebadi: Clinical Pharmacology, CRC Press.
3. Gilbert S. Banker and Christopher T. Rhodes: Modern Pharmacology, Marcel Dekker.
4. Rick Ng: Drugs From Discovery to Approval, Wiley-Blackwell.
5. Michael J. Neal: Medical Pharmacology-at a Glance, Blackwell Publishing
6. Remington: The Science and Practice of Pharmacy, Wolters Kluwer.
7. H.H. Siddiqui: Essentials of Medical Pharmacology, Globalmedik.

Objectives: The paper aims to make the participants understand marketing concepts in relation to pharmaceutical industry and to completely understand Pharmaceutical marketing and its versatile treatment.

SECTION A

Introduction: The marketing concept, alternatives to marketing orientation, selling orientation specifications for pharmaceutical marketing, tasks of marketing.

Strategic Marketing in Pharmaceuticals: Overall company strategy, Marketing strategy at portfolio level Boston consulting group approach, Composite portfolio approach, translating the portfolio strategy to the product level.

SECTION B

Market Segmentation in Pharmaceutical Marketing: Identifying market segments, advantages & drawbacks of market segmentation, segmentation bases, target market selection.

Positioning in Pharmaceutical Industry: Differential advantage, Types of positioning, measuring product positioning, perceptual mapping, alternative positioning strategy.

Competitive Analysis: Competitive structure of the pharmaceutical industry, product market level, process of competitive analysis, market performance evaluation.

The Marketing Plan: What, why & how of marketing plan, benefits of planning, planning process, organization structure.

SECTION

Objectives: The objective of this course is to enrich the participants on essential elements of brand management including brand identity, brand image, brand awareness, brand equity and brand extension and to ignite the interest in the area of Brand Management.

SECTION A

Introduction to Brands: Introduction, Defining Brand, Development of Branding, From Product Brands, Developing New Ideas to Products and Brands.

Elements of Brand Management: Introduction, Brand Positioning, Brand Equity, Brand awareness, Brand Identity, Brand Personality, Brand Communication, Brand Image, The Brand Management Framework.

SECTION B

Brand Identity: Introduction, Defining Brand identity, Models of Brand Identity, Elements of Brand Identity.

Brand Image: Customer's Perception of Brand Identity: Introduction, Defining Brand Image, Kapferer Model of Brand Image, Brand Gap, Roles of Media in Delivering Brand Image, Decoding Brand Image (ZMET)

Brand Personality - Carrier of Brand Identity :

Paper CodeMBA PM-M-3005

MARKETING RESEARCH AND
CONSUMER BEHAVIOUR FOR
PHARMACEUTICAL INDUSTRY

Credit = 4
Marks = 100

Objectives: The course is intended to help participants get acquainted with various research concepts,

Objectives: The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer's point of view and to understand the concept, methods and strategies of sales management that are applicable for pharmaceutical products

SECTION A

Introduction to Advertising: Advertising - an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, advertising appeal, testing and post testing copy Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns

SECTION B

Integrated marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations, advertising in India, Problems and Prospects.

Paper CodeMBA PM-M-3007

INTERNATIONAL MARKETING FOR
PHARMACEUTICAL INDUSTRY

Credit = 4
Marks = 100

Objective:

Paper CodeMBA PM-F-3009

INVESTMENT ANALYSIS OF
PHARMACEUTICAL INDUSTRY

Credit = 4

Marks = 100

Objectives: The course has been designed to develop understanding of different concepts relating to analysis

Objective: To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective in pharmaceutical industry.

SECTION A

Strategic Cost Management Meaning, Nature and Significance of Strategic Cost Management, Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis, Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools. Activity Based Costing and Management Treatment of Cost, Steps, Advantages, Disadvantages.

SECTION B

Value Analysis Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis. Strategic Positioning Analysis Critical Success Factors and SWOT Analysis. Cost Volume Profit Analysis Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis the choice of Cost Structure, Multiple Product Analysis

SECTION C

Variance Analysis Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems Valuation of Intangible Assets Meaning of Intangible Assets, Acquired and Generated Assets, Importance, Methods of Valuation for Goodwill, Human Resource, Brand Name. Relevant Indian and International accounting standards. Current Scenario in India, Numerical Problems.

SECTION D

Responsibility Accounting: Activity based Responsibility Accounting, Behavioural aspects of responsibility accounting, Transfer Pricing. Performance Evaluation of Pharmaceutical industry: Traditional Framework of Performance Evaluation, Performance Measurement System, Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views, Rewards to performance, Incentive Compensation Productivity Improvement in Pharmaceutical industry: Various tools and techniques including Kaizen and Six Sigma. Case studies on cost management in Pharmaceutical industry.

Suggested Readings:

1. John K. Shank/Vijay Govindarajan: Strategic Cost Management, Free Press.
2. Callie Berliner: Cost Management for Today's Advanced Manufacturing The CAM-1 Conceptual Design, Harvard Business School Press
3. Robert S. Kaplan and Robin Cooper: Cost & Effect, Harvard Business School Press
4. Blocher et. al.: Cost Management Strategic Emphasis, McGraw-Hill.
5. Govindarajan Shank: Strategic Cost Management, Free Press.

Paper CodeMBA PM-F-3012

MERGERS, ACQUISITIONS AND
CORPORATE RESTRUCTURING IN
PHARMACEUTICAL INDUSTRY

Credit = 4
Marks = 100

Objectives: Liberalized economy has generated many opportunities of combining businesses to create wealth. Emphasis of the course will be understanding how mergers, acquisition and corporate restructuring taking place in pharmaceutical industry.

SECTION A

Mergers:

Paper CodeMBA PM-H-3013

INTERNATIONAL HUMAN RESOURCE
MANAGEMENT

Credit = 4
Marks = 100

Objective:

Objective: The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts applicable to the pharmaceutical organizations

SECTION -A

The Industrial Disputes Act, 1947: Industry, Workman, Industrial Disputemethods and authorities for the settlement of industrial disputes, Strikes and Lockouts; Layoff and Retrenchment.
Employees Provident Fund & Miscellaneous Provisions Act, 1952- schemes and authorities,

SECTION -B

The Trade Unions Act, 1926: Trade Union, Registration, of Trade Unions, Rights and Liabilities of registered trade unions.
Payment of Wages Act, 1936 deductions and authorities,
Minimum wages act, 1948 fair wages, living wages, minimum wages, fixation of minimum rate of wages,

SECTION -C

Factories Act, 1948: Factory, Worker, Manufacturing process, Provisions of health, Safety and Welfare, Working hours of adults, Special provisions relating to child Annual leave with wages.
The Workmen's Compensation Act, 1923: Workman, Employer's liability to pay compensation, Disablement, Amount of compensation.

SECTION -D

Paper Code MBA PM-O-3017

SUPPLY CHAIN MANAGEMENT IN
PHARMACEUTICAL INDUSTRY

Credit = 4

Marks = 100

Objectives: This Module offers better and more practical understanding of Supply Chain Management with a focus on developing SCM for pharmaceutical sector

SECTION A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management
Key drivers Of the SCM Features of Supply Chain Management, Supply Chain Network 1st Tier , 2nd Tier
Network decisions in SCM Suppliers and Customers Customer Service Dimension (Seven Principles,
Service after s862(i)16./F205 1 Tf4.33-11.38s,RF205 1 Tf4.320.8316(r)-1(st)-8.1

Paper CodeMBA PM-O-3018

ADVANCED PRODUCTION
MANAGEMENT IN PHARMACEUTICAL
INDUSTRY

Credit = 4
Marks = 100

Objectives: The paper aims to make the students understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies

SECTION A

Operations Management: Concepts and Functions

Product Design & Development: Product Design and its Characteristics, Product Development Process (Technical) Product Development Techniques.

Process Selection:

Paper Code:

Objectives: This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage in Pharmaceutical sector.

SECTION A

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

SECTION B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change; Strategy, Structure, Systems and People; Building Culture and Climate

Objective: The objective of this course is to create indepth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will participants to appraise various strategies issues.

SECTION A

Introduction: Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, P36 Tm () TTj ETras, Teq6.6354(o)26.6354(o)-6.09384(e)30.1727(s)-142.047(f)-

Objectives: The subject would enable the participants to understand the parameters of accountability and reporting system by the corporate board. The participants will have an insight into the interactive

Objectives: The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirit in India. The course also aims at giving insights into the Management of Small Family Business.

SECTION A

Entrepreneurship: Concept and Definitions, Entrepreneurship and Economic Development, Classification and Types of Entrepreneurs, Entrepreneurial Competencies, Factor Affecting Entrepreneurial Growth - Economic, Non-Economic Factors, EDP Programmes, Entrepreneurial Training Traits/Qualities of an Entrepreneur, Entrepreneur Manager Vs. Entrepreneur.

SECTION B

Identification and Product Selection, Entrepreneurial Opportunity Search and Identification, Criteria to Select a Product, Conducting Feasibility Studies, Project Finalization, Sources of Information.

SECTION C

Small Enterprises and Enterprise Launching Formulas, Financing For a ia5(l)16.6354()-33.188(D)-18.5331(e)30.1727

Objective: To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and create awareness about the ISO and QS certification process and its need for the industries.

SECTION A

Operations Research: Introduction to OR Definition, Characteristics, Scope and Necessity of OR Models Principles and Types

Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

Modelling with Linear Programming : Two variable LP Model, Graphical LP solution, Simplex Method and Duality.

SECTION B

Transportation Model and its variants: Definition of Transportation Model, Non-traditional Transportation Models, The Transportation Algorithm, The assignment model, The Transshipment Model.

Network Models: Scope and Definition of Network Model

Paper Code MBAPM -4008

ADVANCED SUPPLY CHAIN
MANAGEMENT

Credit = 4
Marks = 100

Objectives: This module is intended to provide insights into the strategic role of Supply Chain Management in the Pharmaceutical industry.

SECTION A

Introduction to SCM: Material Handling & Wastage Control; Packaging; Vendor Managed Inventories, Just in Time (JIT); Sourcing decision in Supply Chain; selection of source, technical up-gradation of vendor, vendor performance evaluation, vendor rationalization; Strategic sourcing; Supplier Relationship Management

Paper Code MBAPM -4009

PATENTS AND DRA

Credit = 4
Marks = 100

Objective: The course is specifically designed

Paper Code MBA PM-M-4010 INDUSTRIAL AND RURAL MARKETING OF CREDIT = 4
PHARMACEUTICAL PRODUCTS Marks = 100

Objectives: The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing pharmaceutical products in rural India.

SECTION A

Introduction to Industrial Marketing: Definition of Industrial & Consumer Product, Basis of Classification Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process Purchasing Organization Structure / Functions, Commercial Enterprises Government/ Institutional Markets Industrial Buying Process.

SECTION B

Marketing Strategies: Buying Situation Analysis, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchases Evaluation of Pot6354(ua)-14.3369(t)-5.145(i)-5.3-686.557(Mo)16.8358(G

Objectives: Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for pharmaceutical products.

SECTION A

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications.

Advertising: Purpose, Role, Functions, Types, Advertising s Marketing mix, Advertising appeal in various stages of PLC.

Advertising objectives and Budgeting Goal setting DAGMAR approach.

SECTION B

Media planning: Developing Media plan, Problems encountered, Media Evaluation, Broadcast media, Support media in advertising.

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

SECTION C

Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, pushpull strategies

Public Relation/ Publicity: Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising Role, Types, Limitations, PR Vs Publicity.

Monitoring, Evaluation and Control: Measuremen

Objective: The objective of this course is to acquaint the students with the opportunities and challenges of financial management in open economies. It is designed to develop basic understanding of financial management, investment decision making and hedging strategies at a multinational level.

SECTION A

Financial management and Globalization: Opportunities, Emerging challenges and Recent changes in global financial market, Sources of capital for MNCs, Difference between Cost of capital for MNCs and Domestic Firms.

International Monetary System: Gold Standard, Bretton Wood System, Current Exchange Rate Regime, Optimal Exchange Rate Regime, Role of International Monetary Fund, International Liquidity and International Reserves, Special Drawing Rights

Balance of Payment: meaning, components, current surplus in BOP.

Foreign Exchange Market: Characteristics, Market Participants, Market Segments, Foreign Exchange Rates, Cross Rates, Spot and Forward Transaction, Arbitrage, NOSTRO, VOSTRO and LORO accounts, Network for International Transactions

Structure of Indian Foreign Exchange Market, Trading Platform in India, Foreign Exchange Derivatives.

SECTION B

Exchange Rates Meaning and Determination of Exchange Rates (ER), Balance of payment Theory, Purchasing Power Parity Theory: Absolute Form, Relative Form and Expectation Form, Real Exchange Rate, Nominal and Real Effective Exchange Rate, Interest Rate Parity Theory, Forward Rate Parity Theory, Fisher Effect, Monetary Model, Asset Market Model

Forecasting of exchange rates.

Foreign Exchange Exposure: Meaning, Difference between Foreign Exchange Exposure and Foreign Exchange Risk, Types of Exposure.

SECTION C

Management of Transaction Exposure: Hedging with forwards and futures, money market hedge, hedging with swaps, hedging with options, Netting and Offsetting, Currency of Invoicing, Leading and Lagging.

Management of Operating Exposure: Operating Exposure and Real Exchange Rate, Determinants of Operating Exposure, Effect of real Appreciation

Objective: The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them

SECTION A

Financial Services Introduction of Financial Intermediaries and Financial Services, Organisation of the Financial Service Industry, Various Financial Intermediaries, Recent Development in Financial Services, Financial Services in India

Financial Regulation: Need for Regulation of Financial Market, Theoretical and Economic Rationale of Regulation, International Regulatory Framework, Deregulation of Indian Financial System, Revolution of Financial Services, Financial System and Securitised Financial System, Financial Market, Functions of Stock Exchange, Debt Market, Government Securities Market, Regulations for Primary Market, Regulations for Secondary Market.

SECTION B

Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank, Services offered by Depository Participants, Products offered by Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.

Broking: Broking Services and Trading in Equity Broking and Trading in Debt

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.

Insurance Services Introduction, Types of Insurance, Life Products, Non-Life Products.

SECTION C

Debt Securitisation and Corporate Advisory Services Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non-Mortgaged Assets Issue Management;

Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors Affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating.

Credit Rating Agency Regulation Act 1974, Credit Rating in India.

Venture Capital: Meaning of Venture Capital, Nature, Scope, Regulatory Framework, Investment Process, Factors Affecting Venture Capitalist, Major Trends, Reasons for Slow Growth, Limitations of Venture Capital.

SECTION D

Leasing Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector,

Objective: The objective of the course is to provide participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in Pharmaceutical industry

SECTION A

Introduction to Training and Development- Definition, Objectives, Benefits, Role and Responsibility of Training, Forces influencing working and learning

Training Needs Assessment- Concept, Process of Training Needs Assessment, Levels of Training Needs Analysis- Organisational Analysis, Task Analysis, Person Analysis; Significance of Training Needs Analysis
Learning Concept, Principles of Learning, Kolb's Learning Cycle, Conditions for Transfer of Learning

SECTION B

Training Design- Defining objectives of Training, Making Buy Decision, Selecting the Trainer, Preparing Lesson Plans, Selecting Training Methods and Media, Preparing Training Materials, Scheduling the Training Programme, Factors influencing Transfer of Training

Training Methods- Classification of Training Methods- On-the job training, Classroom methods- Self-paced method- Job instruction, Job rotation, Coaching, Mentoring, Lectures, Conference, Audio Visual (Static and Dynamic Media), Assessment Centres- Packet Exercises, Case study, Role playing, Discussion Method, Fish Bowl Exercise, Management Games, Simulation, Group Method, Computer based training, E-learning

SECTION C

Training Evaluation- Need for evaluation, Models for Training Evaluation (with special focus on Kirkpatrick Model and Philip's Five Level ROI Framework), Types of Evaluation Instruments

Management Development- Management Development Implications, Management Characteristics, Training for Executive Level Management, Succession Planning

Trainer's Skills and Styles- Training Delivery Competencies, Dimensions of Trainer's Credibility, Rapport Building with Trainees" Trainer' Role, Trainer's Style, Skills of a Trainer

SECTION D

Special Issues in Training and Development in Pharmaceutical sector- Training Issues Resulting from the External Environment, Crosscultural Training, Diversity Training Programmes

Use of RolePlaying, Discussion Method, Management Games, Simulation, Computer based training employees of Pharmaceutical organizations.

Case studies on training and development in Pharmaceutical sector.

Suggested Books

1. Raymond A Noe, Training and Development, Tata McGraw Hill
2. Irwin L Golstein and J Kevin Ford, Training in Organisations, Cengage
3. B Janakiram, Training and Development, Biztantra
4. Werner and Desimone, Human Resource Development, Cengage

Paper CodeMBA PM-O-4016

ENTERPRISE RESOURCE PLANNING
IN PHARMACEUTICAL INDUSTRY

Credit = 4
Marks = 100

Objectives: The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers with special emphasis on pharmaceutical sector and analyse the future prospects of ERP implementation in Indian scenario

SECTION A

Introduction: Overview to ERP, Typical Business Process Workflow, Fundamentals, Functionalities,

Paper CodeMBA PM-O-4017

PRODUCTIVITY MANAGEMENT IN
PHARMACEUTICAL INDUSTRY

Credit = 4

Marks = 100

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in