

Semester III

MBA 17Strategic Management in Pharmaceutical Industries Credit: 04 (4-0-0)

Objective: This course conveys the concept of strategy and its usefulness by exposing students to a variety of organizational situations. It enables students to look at organizations in their totality and appreciates the interrelationship among different functions. It will help students understand the strategy of organizations and thereby enable them in making major decisions, formulating policies and participate in implementation of corporate strategies.

Unit I Introduction:

Strategic management (SM) , Business Policy (BP) and Business Plan; Basic concepts of SM; Impact of Globalisation and e-Com; Theories of organisational adaptation; Creating a learning organisation; Basic model of SM; Strategic decision making; Impact of Internet; Firm and its environment.

Unit II Scanning the environment:

Environmental scanning; Industry analysis; Competitive intelligence; Forecasting; Synthesis of external factors; ETOP Study. *Internal scanning:* Organisational analysis; resource-based approach; value chain analysis; Scanning functional resources; Strategic audit;

Unit III Strategy formulation:

Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Process of strategic planning; Stages of corporate development; Portfolio analysis; Corporate parenting; Functional strategy; Core competencies; Strategic choice.

Unit IV Strategy implementation and control:

Organising for action; Developing programmes, budgets and procedures; How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7sframework; Acquisition of resources and competence; Organization life cycle; Management & Control, Activitybased costing; Strategic Information Systems

Unit V Other strategic issues:

Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organizations.

Suggested Readings

- 1) Arthur, A, Thomson and Strickland, A. J., Strategic Management –Concept and Cases., Tata McGraw Hill, New Delhi.**
- 2) Srinivasan R., Strategic Management–The Indian Context, PHI.**
- 3) Pitts R A and Lei D- *Strategic Management: Building and Sustaining Competitive Advantage* (Vikas, 3r edition), 2003.**
- 4) Thompson A and Strickland A J- *Strategic Management: Concepts and Cases* (Tata McGraw- Hill, 2002)**
- 5) Wheelen T L and Hunger J D- *Concepts in Strategic Management and Business Policy* (Pearson Education, 2004)**

MBA 18 Management of Innovations & Entrepreneurship Credit: 04 (4-0-0)

Objective: Developing entrepreneurship abilities in the students by exposing them to the business opportunities and imparting skills and techniques of exploring these opportunities through the formulation of a bankable project. It is also aimed to study the formalities of setting up of a company and its management. .

Unit I Entrepreneurship:

Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

Unit II Creativity and Entrepreneurial Plan:

Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

Unit III Operation problems:

Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

Unit IV Family and non-family entrepreneurs:

Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit V Introduction to Innovation management, Managing Innovation within Firms, Business

strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

Suggested Readings:

- 1) Couger, C- Creativity and Innovation (IPP, 1999)**
- 2) Nina Jacob, - Creativity in Organisations (Wheeler, 1998)**
- 3) Jonne&Ceserani- Innovation & Creativity (Crest) 2001.**
- 4) Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)**
- 5) Holt- Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.**
- 6) Singh P and Bhanderkar A- Winning the Corporate Olympiad: The Renaissance Paradigm (Vikas)**
- 7) Dollinger M J- Entrepreneurship (Prentice-Hall, 1999).**
- 8) Tushman, M.L. & Lawrence, P.R. (1997)- Managing Strategic Innovation & Change. Oxford .**
- 9) Jones T. (2003)- Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.**
- 10) Amidon, D. M. (1997)- Innovation Strategy for the Knowledge Economy: The Kan Awakening. Butterwork-Heinemann, New Delhi, India.**

Course Objectives: To provide an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To provide an understanding of the processes needed to develop, report, and analyse business data.

Unit1: Overview of Business Analytics:

- Definition, Evolution, Architecture, Benefits, Future.
- Business, Analytics as Solution for Business Challenges.
- Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI based on Dash board and Score card,
- LOFT effect, Data Quality, Master Data Management, Data Profiling.
- Why are Business Analytics important

Unit 2: Descriptive Analytics, Predictive Analytics and Prescriptive Analytics:

- Introduction to Descriptive Analytics, Visualizing and Exploring Data, Descriptive Statistics, Sampling and Estimation, Introduction to Probability Distributions
- Introduction to Predictive Analytics, Predictive Modelling (Logic-driven models and data driven models)
- Introduction to Prescriptive Analytics, Prescriptive Modelling, Non-linear Optimization

Unit 3: Data Issues:

- Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification
- Data Warehouse: Definition, Features, Applications, Types of data warehouse,
- Architecture: Business Analysis framework, 3-tier data ware house framework.
- Data Warehouse Models: Virtual Warehouse, Data Mart and Enterprise warehouse.
- Metadata: Meaning and Categories, Role of metadata, Metadata respiratory, Challenges for metadata management, Data Cube
- Online Analytical Processing Server (OLAP): Types, OLA Poperations, OLAPVs Operational Database (OLTP).
- SCHEMA: Star Schema, Snow flake schema, Fact Constellation schema

Unit4: Data Mining and Testing:

Definition, Concepts, Applications and Methods.

Unit 5: Security:

Security requirements, User Access, Data classification, User Classification, Data Movement, And Impact of security on design.

Unit 6: Decision Modeling and Forecasting:

- Optimization: Using excel to solve business problems Eg: Marketing Mix, Portfolio optimizationetc.
- Linear Programming: Introduction, Types of Linear programming problems/Models, Linear programming Model elements, Model formulation procedure, Computer based solutions for linear programming using Simplex method
- Duality and Sensitivity Analysis: What is Duality?, Duality and Sensitivity analysis problems
- Integer Programming: Introduction, Solving IP problems/Models
- Forecasting: Introduction, Types of Variation in Time series data, Simple Regression Model, Multiple Regression Models
- Simulation: Introduction, Types of Simulation
- Decision Theory: Introduction, Decision theory model elements, types of decision environments, decision theory formulation, decision making under uncertainty and risk, Decision trees.

Unit 7: Fundamentals of R Language:

- Introduction, Basic Statistical Analysisusing R, Process of Business Analytics,
- BA Process-Walk through with R,
- Multiple regression-Theory and Walk through with R,
- Clustering and Segmentation-Theory and Walk through with R

Suggested Readings:

1. **Fundamentals of Business Analytics by R N Prasad and Seema Acharya, Wiley India Publication**
2. **Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication, 2013**

MBA 20 Pharma Sales & Pharmaco-Economics Credits 4 (4-0-0)

Course Objective: Study of pharmaceutical sales is different from study of general sales, various factors like physicians behaviour, promotional strategy, marketing reputations of organizations etc. This course enables students to understand about selling of medicines and pharmaceutical market dynamic. Pharmaceutical industry is a major source of revenue for Indian economy. This course helpful to understand the economical parameters of pharmaceutical industry.

Unit I: Need and scope of Pharmaceutical selling

Unit II: Direct selling–concepts & types

Unit III: Role & responsibility of medical representatives

Unit IV: Distribution channel and network in pharmaceutical industry

Unit V: Managing sales force

Unit VI: Pricing of pharmaceutical products

Unit VII: Sales fore casting of pharmaceutical products

Unit VIII: Principal channel relationship

Unit IX: Nature and Scope of Pharmaco-economics

Unit X: Demand Analysis: Meaning of Demand, Law of Demand, Elasticity of Demand

Unit XI: Demand Forecasting

Unit XII: Production Analysis: Production Function; Laws of Production, Theory of Cost and Concepts: Accounting Concepts, Analytical Concepts; Cost Theory –Short-run Cost-Output Relations; Long-run Cost-Output Relations.

Unit XIII: Policy Relating to Pharmaceutical Industry.

Unit XIV: Market Dynamics and Structure: Perfect Competition, Monopoly and Imperfect Competition.

Unit XV: Pricing Strategies and Practices: Cost based and Demand based.

Unit XVI: Business Cycles and Stabilisation.

Suggested Readings

- 1. Pharmaceutical Marketing by Mickey C. Smith**
- 2. Pharmaceutical Product Development by N. K. Jain**
- 3. Managerial Economics –R.L. Varshey& K. L. Maheshwari**
- 4. Micro Economics–Sameulson&Nordhaus**
- 5. Managerial Economics: Concepts and Cases–Mote, Paul & Gupta**

MBA 21Drug Regulatory Affairs, International Legalizations & IPR Credits 4 (4-0-0)

Objectives of Course:

- To understand the various Acts and its applications in the business organisations with terms and conditions of employment.
- To facilitate knowledge about the benefits and penalties under each Act
- To elaborate a highlight with the rights and liabilities of both the Employees and Employers in the business Organisations or Industries.
- To give an idea about IPR, registration and its enforcement

Unit I: Historical perspective on the impact of Food and Drug laws.

Unit II: Manufacturing:

Introduction, regulatory requirements as per Indian and other regulatory authorities for manufacturing information formula, process, validation of manufacturing process, equipment, documentation, inspection requirement, regulatory guidelines for active ingredients and formulations. Regulatory guidelines for packaging materials, test and evaluation of packaging materials, biological test, microbiological test and evaluation of closures.

Unit III: Federal Laws – FD & C Act

Definitions, History of FDA; Evolution of Drug Regulations – 1906 Act, 1938 Act, 1962 Amendments; Laws governing evaluation of New Drug products like IND, NDA, ANDA etc.; FDA Product recalls; DESI and OTC Review; Other regulations of 1962 Amendments like labeling requirements of prescription and OTC drugs.

Unit IV: FDA Enforcement powers

Other federal laws affecting pharmaceutical industry (includes latest amendments in the Indian and international systems), Intellectual property rights: Introduction, purpose, guidelines as per Indian and other regulatory authorities.

Unit V: -Clinical trials:

Definition, Phase I, Phase II, Phase III and Phase IV studies, design documentation, presentation

and interpretation, statistical analysis of clinical data, factorial design, guidelines as per Indian and other regulatory authorities.

Unit VI Introduction

Introduction to IPRs, Basic concepts and need for Intellectual Property – Patents, Copyrights, Geographical Indications, IPR in India and Abroad – Genesis and Development – the way from WTO to WIPO –TRIPS, Nature of Intellectual Property, Industrial Property, technological Research, Inventions and Innovations – Important examples of IPR.

Unit VII Registration of IPRS

Meaning and practical aspects of registration of Copy Rights, Trademarks, Patents, Geographical Indications, Trade Secrets and Industrial Design registration in India and Abroad

Unit VIII Agreements and Legislations

International Treaties and Conventions on IPRs, TRIPS Agreement, PCT Agreement, Patent Act of India, Patent Amendment Act, Design Act, Trademark Act, Geographical Indication Act.

Unit IX Digital Products and Law

Digital Innovations and Developments as Knowledge Assets – IP Laws, Cyber Law and Digital Content Protection – Unfair Competition – Meaning and Relationship between Unfair Competition and IP Laws – Case Studies.

Unit X Enforcement of IPRs

Infringement of IPRs, Enforcement Measures, Emerging issues – Case Studies.

Suggested readings

1. V. ScopleVinod, **Managing Intellectual Property**, Prentice Hall of India pvt Ltd, 2012
2. S. V. Satakar, —**Intellectual Property Rights and Copy Rights**, EssEss Publications, New Delhi, 2002
3. Deborah E. Bouchoux, —**Intellectual Property: The Law of Trademarks, Copyrights, Patents and Trade Secrets**, Cengage Learning, Third Edition, 2012.

- 4. PrabuddhaGanguli,Intellectual Property Rights: Unleashing the Knowledge Economy, McGraw Hill Education, 2011.**
- 5. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property, Edward Elgar Publishing Ltd., 2013.**
- 6. The Sciences & Practice of Pharmacy–Remington**
- 7. Community Pharmaceutical Management by Lechman**
- 8. Human Resource Management and Practices: S. S. Khanka**
- 9. Human Resource Management and Practices: K. Ashwathapa**

MBA 22 Elective I (Operation Management)Credits 4 (4-0-0)

Service Operations Management:

Objective: This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.

Unit I Service Operations Concept

Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction. Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

Unit II Field Service Management

Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management.

Unit III Service Manpower Planning and Scheduling

Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

Unit IV Customer Relationship Management

Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation. IT enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

Suggested readings

1. Fitzsimons, A.J., Fitzsimmons M.J., “Service Management Operations, Strategy and

Information Technology”, Tata McGraw Hill, 2006.

- 2. Haksever C., Render, Russell R S., Murdick R G., “Service Management and Operations” Pearson.**
- 3. Hill, A.V., “Field Service Management: An Integrated Approach to Increasing Customer Satisfaction”, Business One Irwin/ APICS.**
- 4. Heskett J., “The Service Profit Chain”, Simon and Schuster.**
- 5. Davis M and Heinke, J., “Managing Services”, McGraw Hill, 2003.**
- 6. Schemenner, R, “Service Operations Management”, Prentice Hall.**
- 7. Kalakota R. &Whinston A. B., “Electronic Commerce – A Manager’s Guide”, Pearson.**
- 8. Brown S.A., “Breakthrough Customer Services: Best Practice of Leaders in Customer Support”, John Wile.**

Elective II (Marketing Management)

Credits 4 (4-0-0)

Services & Relationship Marketing

Objective: To acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing.

Unit I Introduction

Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing. Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. Role of Services in Economy.

Unit II Services marketing mix

Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions. Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit III Service Quality

Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management. Services failure, service recovery, Customer retention, Customer Relationship management, designing of service strategy.

Unit IV Marketing of Services in Practice

Tourism Services Marketing, Marketing of Transportation & Logistics Management, Marketing of Financial Services, Marketing of Communication Services, Media & Advertising Service Marketing, Marketing of Healthcare Services, Marketing of Consultancy Services, Marketing of Retail Services. Marketing of Educational Services, Marketing of Public Services.

Unit V Services in global perspective

International marketing of services; recent trends; Principal driving force in global marketing of

services; Key decisions in global marketing; Services strategy and organizing for global marketing.

Unit VI Relationship Marketing

Promotion: Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement: Channels of distribution: Levels and types of channels, functions and management of channel members: Channel Selection & Motivation; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Organisation and Control.

Suggested readings

- 1) Baron S and Harris K- Services Marketing: Text and Cases (Palgrave, 2003)**
- 2) Lovelock- Services Marketing: People, Technology and Strategy (Pearson Education, 5th edition).**
- 3) Zeithaml, V. A and Bitner, M. J. - Services Marketing (Tata McGraw-Hill).**
- 4) S. L. Gupta Marketing of Services (Sultan Chand).**
- 5) Rama Mohana Rao Services Marketing (Pearson Education).**
- 6) Govind Apte- Services Marketing (Oxford Univ. Press).**
- 7) P. Srinivasan- Services Marketing. PHI.**
- 8) Bhattacharjee- Services Marketing, Excel Books.**
- 9) Nargundkar – Service marketing , TMH.**
- 10) Nimit & Monika Chowdhary- Text book of Marketing of Services: The Indian Experience, MacMillan India Limited**

MBA 23 Managerial Personality Development-III Credit: 4 (4+0+0)

Unit I - Interpersonal Skills

Gratitude

Understanding the relationship between Leadership Networking & Team work, Assessing Interpersonal Skills Situation description of Interpersonal Skill Team Work: Necessity of Team Work Personally, Socially and Educationally

Unit II - Leadership

Skills for a good Leader, Assessment of Leadership Skills

Unit III - Stress Management

Causes of Stress and its impact, how to manage & distress, Circle of control, Stress Busters, Emotional Intelligence, What is Emotional Intelligence, emotional quotient why Emotional Intelligence matters, Emotion Scales, Managing Emotions

Unit IV - Conflict Resolution

Conflicts in Human Relations – Reasons Case Studies, Approaches to conflict resolution

Unit V - Decision Making

Importance and necessity of Decision Making, Process and practical way of Decision Making, Weighing Positives & Negatives, Technical Topic Presentation

Suggested Readings

- 1. Covey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.**
- 2. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster, 1998.**
- 3. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972**
- 4. Daniel Coleman, Emotional Intelligence, Bantam Book, 2006**