

**Course Objective–** The objective of this course is to expose the students to basic concepts of management and to enable them to gain an appreciation for emerging ideas, techniques, procedures, and practices in the field of management

**UNIT – I: Management Concepts**

- Nature & Scope of Management, Branches of Management, Role of Managers.
- Evolution of Management Thought, Fayol, Taylor, and Weber Principles of Management, Classical and Neo-classical Theories of Management, System theory, Contingency Management
- Trends and Challenges of Management in Global Scenario.

**UNIT – II: Planning & Decision Making**

- Nature and purpose of planning, Planning process, Types of plans, Six P'S of Planning.
- Policies & Planning Premises
- Decision-Making - Types of Decisions, Decision-Making Process, Rational Decision Making.

**UNIT- III: Organizing & Staffing**

- Nature and purpose of organizing-Organization structure and types - Simple, Functional, Project, Matrix
- Departmentalization-Span of control, Centralization& Decentralization, Delegation of authority
- Staffing-Recruitment and Selection, Orientation, Career Development-Career stages
- Concept and benefits of Managing by Objective (MBO)

**UNIT- IV: Directing & Leading**

- Organization Culture - Elements and types of culture, Managing cultural diversity.
- Motivation & leadership - Concept, Style, and Theories, Its role in business effectiveness.
- Creativity - Introduction, Concept of Creativity, Importance & Process of Creative Thinking, Techniques for Creative Thinking.
- Innovation – Meaning, Sources, Elements, and Stages of Innovation.
- Co-ordination & Co-operation -Concept, Need, and Techniques

**UNIT – V: Controlling & Coordination**

- Process of Controlling – Types of Control, Budgetary and Non-budgetary Control Techniques.
- Managing Productivity – Cost Control, Purchase Control, Maintenance Control, Quality Control.

- Principles of Coordination - Types & Techniques of Coordination, Effective Coordination.

## **REFERENCE BOOKS**

1. Essentials of Management by Harold Koontz, Heinz Weihrich & Mark V. Cannice
2. Principles of Management – Text & Cases by Pravin Durai; Pearson
3. Management by S P Robins; Pearson
4. Current Readings in Management - Tata McGraw-Hill
5. Principles of Management by Richard L. Daft; Cengage Learning
6. Management Theory & Practice by P. Subba Rao; Himalaya Publication House Pvt. Ltd.

**Objective:** This course attempts to help students learn Pharmaceutical Industry and business environment. The course focuses on the business aspects of the pharmaceutical sector, providing a comprehensive understanding of the industry's unique challenges and opportunities. Course will discuss Business Fundamentals, Business Analytics, product development and commercialization, Regulatory and patent environment, Business strategy, Business Trends, Business ethics and CSR.

**Unit 1 - Pharmaceutical Industry Trends and Outlook:**

Current and future trends in the pharmaceutical industry including factors such as market dynamics, healthcare landscape and technological advancements.

**Unit 2 - Competitive Analysis and Market Assessment:**

Comprehensive understating of the competitive landscape, Key market players, Identifying opportunities and challenges for new entrants.

**Unit 3 - Regulatory Framework and Compliance:**

Regulatory environment, Drug approval processes, and Compliance requirements, and their implications for business operations.

**Unit 4 - Sustainability and Corporate Social Responsibility:**

Exploring sustainability initiatives and corporate social responsibility practices within the pharmaceutical sector. Discuss environmental sustainability, ethical considerations, social impact, and stakeholder management.

**Unit 5- Mergers and Acquisitions in the Pharmaceutical Industry:**

Analyzing the trends and drivers of mergers and acquisitions within the pharmaceutical sector. Impact on market dynamics, competitive landscape, and exploring the integration challenges.

**Units 6- Future Trends and Innovations:**

Discussing emerging trends, disruptive technologies, and innovation in the pharmaceutical industry, such as precision medicine, gene therapy, AI applications, and digital therapeutics. Impact of digital transformation. Discuss areas like telemedicine, electronic health records (EHRs), and the implications for patient outcomes.

**Books:**

1. "Pharmaceuticals in India: The Domestic Industry in the International Environment" by Meenakshi Datta Ghosh and S. S. Bhattacharyya
2. "Indian Pharmaceutical Industry: An Overview" by A. Chakraborty and D. A. Deshmukh
3. "Indian Pharmaceutical Industry: Policies, Practices, and Performance" by Sudip K. Rakshit

4. "The Business of Pharmaceuticals: A Comprehensive Approach" by Lakshmi C. Mundkur
5. "Pharma's Prescription: How the Right Technology Can Save the Pharmaceutical Business" by Vivek H. Murthy
6. "The Handbook of Indian Medicine and Pharmaceuticals" by Y.K. Sharma
7. "Pharmaceutical Marketing in India" by Subash C. Mohanty and P. K. Mohanty
8. "The Indian Pharmaceutical Industry: Business, Opportunities, and Challenges" by S. Ramesh Babu
9. "Pharmaceuticals in India: Policy, Practice, and Industry" by Reena Sonowal Hazarika
10. "Strategic Management of Pharma Industry: Key Drivers, Challenges, and Future Perspectives" by R. S. Srinivasan

**Course Objective:** - Accounting is the major part for any business organization to measure their financial and non-financial transactions. This course useful for students in terms of understands the concept of accounting, its importance, various books of transactions and their preparations.

**Unit: I-** Meaning & Scope of Accounting, Objectives of Accounting Concepts of Accounting Transactions & Types Book Keeping VS Accounting Types of Accounts Golden Rules

**Unit: II-** Introduction to Journal, Journal Compound Entry Examples Intro to Ledger, Ledger Balancing, Subsidiary Books of Accounts

**Unit: III-** Cash Book, Cash Book Practical's, Double Column Cash Book

**Unit: IV-** Triple Column, Petty Cash Book, Trial Balance

**Unit: V-** Rectification of Errors, Types of Errors, Depreciation, Depreciation Practical's, Dep-Reducing Balance, Dep-Fixed Installments

**Unit: VI-** Intro to BRS, BRS practical, Intro to Final Accounts, Intro to Final Accounts-Theory, Intro to Final Accounts-Practicals

**Unit: VII-** Trading Accounts, Profit/Loss Account-adjustments, Intro to Balance Sheet, Balance Sheet Practical-Simple, Balance Sheet-Adjustments, Final Accounts

### **Suggested Readings**

- 1. Modern Accountancy– Mukherjee & Hanif**
- 2. Advanced Accountancy – Jain and Narang**
- 3. An Introduction to Accountancy– S. N. Maheshwari & S. K. Maheshwari**
- 4. Principles and practice of Accounting - ICAI**
- 5. Accounting for Managers – Prof Nirmal Jain**

**Course Description:** The course emphasizes the application of organizational behavior concepts to enhance leadership, teamwork, and motivation in organizations. Students will develop a comprehensive understanding of how individuals, groups, and organizations function, and how their behavior impacts the effectiveness, performance, and success of organizations in general and pharmaceutical companies in particular.

**Course Objectives:**

1. To understand the key concepts and theories of organizational behavior and their relevance to the industry.
2. To analyze the impact of individual behavior on organizational performance and effectiveness.
3. To examine the dynamics of group behavior and its influence on teamwork, collaboration, and decision-making in organizations.
4. To explore leadership styles and their effectiveness in the organizational context.

**Unit I: Overview of Organizational Behavior and its Significance in the Pharmaceutical Sector**

- Definition of OB, Theoretical Framework of OB.
- Opportunities and Challenges before OB, Contributing Disciplines.
- Models of Organization Behaviour.

**Unit II: Individual Behaviour and its Application in Pharmaceutical Organizations**

- **Personality:** What is Personality? Types of Personalities, Personality Assessment
- **Values:** Importance, Terminal vs Instrumental Values, and Generational Values.
- **Attitude:** Components, Types, and Attitude-Behaviour Relationship.
- **Perception:** What is perception? Factors affecting perception, Perceptual Process, Errors of perception, and its applications in an organization.
- **Learning:** Meaning and Definition, Importance of Learning, Barriers to Learning, Types of learners, Theories of Learning – Classical Conditioning, Operant

Conditioning, Social Learning Theory and Theory of Reinforcement. Application in Industry.

- **Motivation:** Meaning & Process of Motivation,
  - **Early Theories of Motivation** – Maslow's Need Hierarchy Theory, Herzberg's Dual Factor Theory, and McClelland's Theory of Needs
  - **Contemporary Theories of Motivation** – Self Determination Theory (Deci & Ryan), Goal Setting Theory (Edwin A. Locke), Self-Efficacy Theory (Albert Bandura), Expectancy Theory (Victor Vroom).
  - Application of Motivation in the Pharmaceutical Industry.

### **Unit III: Group Behaviour and its Application in Pharmaceutical Organizations**

- **Groups:** Difference Between Groups and Teams, Stages of Group Development, Group Properties, Group Decision Making.
- **Teams:** Types of Teams, Team Building & Team Work in Pharmaceutical Industry.
- **Leadership:** What is leadership? Difference between a Leader and a Manager, Leadership traits & Leadership styles.
- **Leadership Theories:** Trait Theory, Behavioural Theory, Contingency Theories (Fiedler Model, Hersey & Blanchard's SLT), Contemporary Theories (LMX Theory), Transformational Versus Transactional Leadership.
- **Power, Politics & Conflict:** Bases of Power, Politics – Power in Action, Conflict Process
- **Organization Structure:** Rationale for Structuring an Organization, Common Organization Structures (Simple, Bureaucratic & Matrix) & Alternate Organization Structures (Virtual & Team). Impact of Organization Structure on its Performance.

### **Unit IV: The Organization System and its Relevance in the Pharmaceutical Industry**

- **Organization Culture:** Definition, Functions of Organization Culture, Creating & Learning Organization Culture. Effect of Culture on Organizational Performance.
- **Organizational Change:** Forces of Change, Theory of Planned Change, Managing Change.
- **Conflict:** Definition Sources & Process of Conflict Resolution in Pharmaceutical Companies.
- **Stress and its Management:** Stress, its Sources, Consequences, and its Management.

**Suggested Reading:**

1. Organizational Behaviour by Fred Luthans; McGraw Hill International Edition
2. Organizational Behaviour by S P Robins, Timothy A. Judge & Niharika Vohra; 18<sup>th</sup> Edition Pearson
3. Organizational Behaviour by Steven L. McShane, Mary Ann VonGlinow & Himanshu Rai; 9<sup>th</sup> Edition; McGraw Hill
4. Organizational Behaviour – Human Behaviour at Work by John W. Newstrom; TMH
5. Organizational Behaviour by Kavita Singh text and cases; Pearson Education
6. Understanding organization Behaviour by Udai Pareek; Oxford Higher Education
7. Organizational Behaviour Text and Cases Dr S. S. Khanka; S Chand And Company Ltd.



**MPM 105**

**Quantitative Techniques**

**Credit 4 (4-0-0)**

Objective: this course helps students to understand and formulate managerial situations in a decision theoretic framework. It focuses on developing skills in structuring and analyzing problems and to inculcate the attitude of developing an executable solution to the problem with the help of some advanced statistical techniques.

Unit I: Basic Statistical Methods: Measures of Central tendency and Dispersion.

Unit II: Decision Theory & Decision Tree: Probability – Definition and Rules of Probability,

Baye's Theorem; Probability Distribution – Discrete distribution – (Binomial, Poisson & Multinomial), Continuous distribution – (Normal & Exponential).

Unit III: Statistical Tools & Techniques: Co-Relation & Regression; Single Linear Regression.

Unit IV: Forecasting Methods: Subjective Delphic, Nominal grouping and Jury of Opinion, Quantitative – Input-Output Model, Time Series Method, Moving Average, Exponential Smoothing, Linear Trend Line, Method of Least Square.

Unit V: Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, T - test, F-test and Chi-Square-test in testing of the hypothesis. Techniques of association of Attributes & Testing.

Unit VI: Linear programming: Mathematical formulations of LP Models for product-mix Problems, graphical and simplex method of solving LP problems, sensitivity analysis,

duality. Transportation problem: Various method of finding Initial basic feasible solution and optimal cost. Assignment model: Algorithm and its applications.

Suggested Readings:

1. Quantitative Techniques in Management by Vohra, Tata McGraw-Hill, Latest edition.
2. Quantitative Techniques by Kothari, Vikas Publication, 1996, 3rd ed.
3. Business Statistics for Contemporary Decision Making by Ken Black (Fourth or later edition) Wiley Student Edition.
4. Statistics for Management by Richard I. Levin and David S. Rubin (Pearson Education).
5. Statistics for Management, T N Srivastava and Shailaja Rego, TMH.
6. Complete Business Statistics, Amir D Aczel and Jayavel Sounder Pandian, TMH.
7. Business Statistics by J. K. Sharma (2nd Edition or later edition) Pearson
8. Mathematics and Statistics for Management, K. B. Akhilesh & S. B. Bala Subrahmanyam, Vikas Publishing.
9. Statistical Method by Gupta, S.C., Himalaya Publication.
10. Business Statistics by R.S. Bharadwaj, Excel Books.
11. Comprehensive Statistical Methods by P.N. Arora, S. Chand

MPM 106

Computer Application for Managers

Credit 4 (4-0-0)

Objective- This course aims to introduce the basics of computing to students to facilitate their engrossed engagement with managerial challenges and decision making.

### **Unit I: Introduction to Computer Systems**

Introduction: Evolution of Computers, Characteristics, Classification Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation, Types of Data Storage – HDD, SSD, Optical Disc

### **Unit II: Computer Software**

Introduction to Software: Relation Between Hardware and Software; Types of Software: System Software, Application Software; Software Development Life Cycle; Introduction to Algorithm; Flow chart

### **Unit III: Operating Systems**

Operating System: Functions of OS, Measuring System Performance; Evolution of Operating Systems: Serial Processing, Batch Processing, Multiprogramming; Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), UNIX Operating System, Linux, Microsoft Windows, Microsoft Windows NT, Difference between Desktop OS and Server OS

### **Unit IV: Business Data Processing**

Data Processing; File Management System: File Types, File Organization, File Utilities; Database Management System: Database Models, Main Components of a DBMS, Creating and Using a Database with MS Access

### **Unit V: Data Communications**

Basic Elements of a Communication System: Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission; Multiplexing Techniques, Routers and Routing Techniques,

Types of Internet Connections – Broadband & Lease Line, RFID & WiFi

### **Unit VI: Computer Networks**

Need for Computer Communication Networks; Types of Network; Network Topologies; Network Protocol; OSI and TCP/IP model ; The Future of Internet Technology; Internet Protocol; World Wide Web; E-mail; Search Engines, VPN (Virtual Private Network), Mobile Computing, Cloud Computing

### **Unit VII: Understanding Basics of MS Office**

Introduction of MS Word; Creating Docs, Formatting & Page Layout, Tables & Shapes, Mailing

Introduction of Excel; Creating Spreadsheet, Sort & Filters, Formatting Sheets & Page Layout, Formulas & Functions, Pivot Table, Advance Search using Lookup()

Introduction of Power Point; Creating Presentation, Slide Design & Layout, Adding Animations and preparing slide show

Suggested Readings:

1. Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi
2. Data Communication & Computer Network by White, Publisher: Thomas Learning, Bombay
3. Business Data Communication by Shelly, Publisher: Thomson Learning, Bombay
4. Computer Fundamentals by B.Ram, New Age Int.
5. Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher Kalyani Publishers, 2nd Edition,
6. Microsoft Office for Beginners by M.L. Humphrey

**MPM - 107**

**Marketing Management**

**(Credit 4) 4-0-0**

**Course Objective:-**This course is designed to promote understanding the basic concept of marketing and also develop the participants conceptual abilities and substantial knowledge for improved decision making in the field of marketing management.

### **UNIT-I Marketing Fundamentals**

- Introduction, Definition
- Difference between customer and consumers
- Difference between sales and marketing
- Market orientation
- Marketing mix and the 7p's
- Relationship marketing

### **UNIT-II Pharma Marketing Environment**

- Understanding the external environment – Political, Economic, socio-cultural, Technological, Legal, and Ecological environment
- Understanding the performance environment –Analyzing industries, critical success factors
- Understanding the internal environment – Product portfolio Analysis, Financial analysis and Marketing Audit

### **UNIT-III Marketing Research**

- Definition, scope or importance of marketing research
- Marketing information systems
- Marketing research process:- define the problem, Develop/Decide the research plan, Collect the information, analyze the information and make the decision

## **UNIT-IV Marketing Strategy in Pharma Market**

- Strategic Market analysis
- New product launch in pharma market
- Strategic market action
- Market authorization
- Response to regulatory query

## **UNIT-V Marketing Mix**

- Product, Product levels, Product life cycle
- Pricing, Pricing in the Business to Business setting, pricing policies
- Place, distribution channel management, distribution channel strategy
- Promotion and marketing communication, Linear model of communication, role of marketing communication, Prescribing decision

## **UNIT-VI Pharma Sector Challenges**

- Vendor Management Inventory (VMI)
- Technology adaption for compliance and better productivity
- Effective implementation of strategy

## **Suggested Readings:-**

- Marketing by Baines, fill, page, 2<sup>nd</sup> edition, oxford university press
- Pharmaceutical Marketing by Dimitris Dogramatzis, Tylor & Francis
- Marketing Management by Kotler, keller, charnev, seth&Shainesh, 16<sup>th</sup> edition, Pearson publication
- Marketing Management by Ramaswamy and Namakumari, 6<sup>th</sup> edition, Sage publication
- Marketing Management by Kotler, keller, 15<sup>th</sup> edition, Pearson Publication
- Fundamentals of Marketing by William J. Stanton, 3<sup>rd</sup> edition, McGraw Hill

## **MPM 108     Managerial Analysis and Case Methodology   Credits (2-0-0)**

### **Objective**

This is an introductory course on Managerial Analysis methodology. Its objective is to inculcate a rational and a methodical approach to analyzing situations and cases, and reaching decisions. This objective is achieved by taking a process oriented approach to decision making. Starting with simple situations, requiring basic mathematical and rational analysis skills, the course rises in crescendo to 'case situations' which require students to use logical, analytical and at times theoretical approach to reaching a decision. While complex management theories are not central to analysis in this beginner's course, the instructor may not deviate too far from them. Understanding these theories in their grainier texture is not central to this course's objectives. Participants will have ample opportunity of learning such substantive contents in other courses, where they form the primary object and focus.

The cases chosen for this course straddle a wide canvas – from day-to-day behavioral dilemmas of managers to complex business situations that require decision making, sometimes under information scarcity.

### **Concise Statement of Objectives:**

The course aims at the following:

1. To introduce participants to the managerial arena;
2. To get them on board with managerial orientation
3. To facilitate the inculcation of a logical approach to resolving situations

### **Unit 1- Understanding a 'decision making situation'**

Cases and situations with several alternative choices

Case 1- Buying the first car

Case 2- Air India Express

### **Unit 2- A guide to process of managerial decision making**

Reading- Thinking Through Management Situation by: Srinivas Rao

Case- Honey Care Africa

### **Unit 3- Case Analysis Approach**

Reading- Case Analysis Note

Case- Dr.Narendran's dilemma

Case- Foxconn Technology Group A

Case- Coffee wars in India - Starbucks 2015

Suggested Readings-

1. Gino, F, M.H.Bazerman, K. Shonk,  
Decision Making, 2016, HBS Press Mass.
2. Richard Ivey School of Business,  
Honeycare Africa (A): A different Business Model, Product No. 907M22,  
2007. University of western Ontario
3. Chand, V.C. Dr. Narendra's Dilemma,  
2011. Indian Institute of Ahmedabad, Product No. A00010
4. Eccles, R.G., George Serafeim, Beiting  
Chang. Foxconn Technology Group (A). 2013, Harvard Business School  
Product no. 9-112-002
5. Yoffee, D., RahnaTahilyani. Coffee  
wars in India - Starbucks 2015. 2016, Harvard Business School Product no.  
9-715-453