



DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Govt. of NCT of Delhi, New Delhi- 110017, India

Syllabus for

**Master of Business Administration (MBA)
Pharmaceutical Management
(Two year degree course)
CREDIT BASED SYSTEM**

(w.e.f. 2016-2017 Session)

Master of Business Administration (MBA)
Pharmaceutical Management
Ist Semester

Sem.	Paper Code	Subject	PERIODS			CREDIT UNITS	EVALUATION SCHEME		
			L	T	P/S		INT.	EXT.	TOTAL
I	MB 101	Pharmaceutical Marketing and Brand Management I	3	1	—	4	20	80	100
	MB 102	Principles of management and organization behaviour	3	1	—	4	20	80	100
	MB 103	Human Resource Management in Pharmaceutical Industry I	3	1	—	4	20	80	100
	MB 104	Pharma Operations and Materials Management	3	1	—	4	20	80	100
	MB 105	Foreign Language • Option I: German	2	—	—	2	10	40	50
	YGS 104	Yogic Science	2	-	-	2	10	40	50
	YGS 104P	Yogic Science Practical	4	-	-	2	10	40	50

Master of Business Administration (MBA)
IInd Semester

II	MPC 201	Drug Regulatory Affairs	3	1	—	4	20	80	100
	MB 201	Sales and Distribution	3	1	—	4	20	80	100
	MB 202	Pharmaceutical Business Environment II	3	1	—	4	20	80	100
	MB 203	Human Resource Management in Pharmaceutical Industry II	3	1	—	4	20	80	100
	MB 204	Project Management	3	1	—	4	20	80	100
	MB 205	Foreign Language • German	2	—	—	2	10	40	50

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

Ist Semester

Paper code: MB 101

PHARMACEUTICAL MARKETING AND BRAND MANAGEMENT I

Contacts: 3L + 1T

Credits: 4

1. Consumer Behaviour in Pharmaceutical Marketing

Scope and importance of CB in pharmaceutical marketing: key influencers of consumer behaviour in pharmaceuticals; motive and its categories; perception and process of selectivity; impact on advertising decisions; Five steps of buyer's decision making process, cognitive dissonance.

Concept of consumer and customer in the pharmaceutical industry: delineating consumers and customers in different segments of the pharmaceutical branded formulations market and API market (B2B)

Importance of Physician's Prescription Behaviour: Key influencers of doctors' prescription behaviour; new product adoption process; impact of sales calls; Analysis of prescription behaviour of doctors using Prescription Audit Data (C-MARC); patient factors for prescription decisions, the AIDA principle.

2. Pharmaceutical Product Management

History of Product Management: from CAMAY to COREX

What is a Brand: Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion, Quality indicators, Promotional-mix, Benefits of building Brand Equity.

Brand Management as a strategic marketing function: role of a Pharmaceutical Brand Manager, the 'Little CEO' concept, 'Science meets Commerce' concept; Essential differences between managing Pharmaceutical Brands and Consumer Brands, types of Pharmaceutical Brand Management organization structures, challenges of a Brand Manager; relation of Product Management Teams vis-à-vis Sales Force in Pharmaceutical companies; Marketing Research

Fundamentals of Pharmaceutical Marketing: the 4 'Ps' in a regulated Pharma market, the Strategic Triangle; Market Segmentation in the pharmaceutical context, conceptual difference with consumer products market segmentation, Brand Positioning in the pharmaceutical context, conceptual difference with consumer brand positioning, PLC Management, reinforcing and revitalizing pharmaceutical brands, line-extensions.

Product-mix Optimization & Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building.

Designing Marketing Programs for New Product launch and Existing Brands: essential constituents, Brand Plans, purpose and benefits.

3. Disease Management and Products coming under Global Strategic Businesses

(a) Oncology & Immunology (b) Nephrology & Urology (c) Cardiology & Diabetology (d) Gynaecology and Infertility (e) Critical Care (Infections) (f) Primary Care

4. Specialized Skills of a Pharmaceutical Brand Manager - Sales Forecasting and its importance in management; forecasting methods for different therapeutic categories

Strategic decision making using IMS-Health and C-MARC data for sales and market trend

analysis; Using Medical Databases, PubMed and Standard Treatment Algorithms to build brand communication strategies; IFPMA Code of Ethics – Guidelines for Pharmaceutical Promotion; Developing content and designing of Scientific Promotional Literatures, Visual Aids and Journal Advertisements; Preparing the Promotional Budget as a part of the Marketing Budget; Monitoring & Controlling long-term projects, field-force activities and promotional-expense budget; Training Skills

5. International Marketing

The Pharmaceutical Industry: India and Global Scenario: Essential differences between domestic Marketing in India and International Marketing; generic products dominated market vis-à-vis patented products dominated markets, role of pharmacies in dispensing products, role of mass media in product advertisements and social campaigns for market expansion; Structure and role of field management and product management, India Vs. Global

Factors governing International business environment

Demand estimation of pharmaceuticals in International markets

Market-entry strategies

Market characteristics and regulatory environment of major International Markets

3 Tiers of 15 Pharmerging Markets – Characteristics, Political, Economic & Regulatory Environment

6. M&A in Pharmaceutical Industry

Objectives and Types of M&A

Frameworks for Strategic Choice Analysis; Value Chain Analysis, Patent Cliff

Financing of M&A transactions: evaluation of companies' capacity to fund transactions, Fire-power Index.

The Golden Period of Pharma M&A's: some case studies to identify synergies

7. Recent Developments in the Pharmaceuticals Business World (Project-based Learning)

Text and References:

- 1) Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall
- 2) Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall
- 3) Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.
- 4) Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.
- 5) Harsh Verma . Brand Mmanagement, Second Edition, Excel Publication.
- 6) Aaker,D.; Managing Brand Equity. Ramanuj Majumdar (1999) Product Management in India. New Delhi: Prentice Hall.
- 7) Pran K.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill.

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

Ist Semester

Paper code: MB 102

PHARMACEUTICAL BUSINESS ENVIRONMENT

Contacts: 3L + 1T

Credits: 4

Organizational Behaviour

Focus and Purpose: Definition: Need and Importance of Organizational Behavior, Nature and Scope, Frame Work, Organizational Behaviour

Individual Behavior: Personality, Types, Factors Influencing Personality, Theories, Learning, Types of Learners, The Learning Process, Learning Theories, Organizational Behavior Modification, Interpersonal Perception.

Attitudes: Characteristics, Components, Formation, Measurement.

Perceptions: Importance, Factors Influencing Perception

Group Behavior: Organization Structure, Formation, Groups in Organizations, Influence, Group Dynamics, Emergence of Informal Leaders and Working Norms, Group Decision Making Techniques, Interpersonal Relations, Communication, Control, Team Building

Dynamics of Organizational Behaviour: Organizational Climate, Factors Affecting Organizational Climate, Importance. Job Satisfaction, Determinants, Measurements, Influence on Behaviour

Organizational Development: Characteristics, Objectives, Organizational Effectiveness, Perspective, Effectiveness vs Efficiency, Approaches, The Time Dimension, Achieving Organizational Effectiveness

Corporate Social Responsibility: Seminar

Stress Management: What is Stress?, Stress Model, Work Stressors, Stress Outcomes, Stress Moderators, Stress Prevention and Management, Employee Counselling, Types of Counselling

Pharma Service Management

Introduction to Services: Service Operations & Strategy, Formulating Strategy, New Service Development & Managing Service

Designing the Service Delivery System: Selecting the Location for a Service Operation, Managing the Service Experience, Service Site Performance Evaluation, Outsourcing and Off sourcing

Waiting Time Management: Front-Office/Back-Office Interface, Team Meeting/Work Time-Using Technology in Service Operations

Queuing Models and Capacity Planning: Tools for Managing Service, Case Study in Service Operations Management

Diversity Management: Concept of Diversity, Content Approaches, Process Approaches, Productivity and Cultural Contingencies

Time Management: Eaters & Wasters, Franklin Covey's Time Matrix, Setting Priorities and Goal Achievement

Organisation Theory and Design

Nature Of Organizations: Business And Not-For-Profit Organizations; Major Stakeholder's Groups and What they expect from Organizations; Importance of Organizations

Evolution of Organization Theory and Design: Historical Perspective: Contributions of F W Taylor, Henry Fayol and Elton Mayo-Open and Closed Systems Contemporary Organization Design.

Configuration and Dimensions of Organization Design: Mintzberg's Five Basic Parts of an

Organization, Efficient Performance versus Learning Organization, Structural and Contextual Dimensions of an Organization

Strategy and organization Design: Officially Stated Goals (Mission) and Operative Goals, Porter's Competitive Strategies, Snow and Miles' Strategy Typology, How does Strategy Affect Organization Design, Other Factors Affecting Organization Design

Departmental Grouping option: Characteristics, Strength and Weaknesses of Following Organization Structures: Functional, Divisional, Geographical and Matrix Structure.

Designing Organizations for international Environment: Motivation for Global Expansion, Stages of International Development, Global Expansion through Strategic Alliances, Coordination Mechanism for Global Organization

Application of Organization Structure Design: Structure Alignment Symptoms of Deficiencies in Organization Structure

Economic Analysis for Business Decisions

Introduction to Economics: Meaning and Concepts, Nature of Business Decision Making, Marginal Analysis.

Demand and Supply Analysis: Demand Function & Law of Demand, Types of Demand, Elasticity of Demand, Demand Forecasting, Supply and Demand Analysis, Price Determination.

Profit Analysis: Profit Maximization, Game Theory, Strategic Behavior.

Markets and Competition: Market Structure, Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.

Pricing: Price Discrimination, Pricing of Goods and Services, Basic Pricing Strategies.

Business Decisions and Government: National Income, Inflation & Deflation, Business Cycle, Structure of Indian Economy, Economic Growth and Development, Government Policies and Regulations, Balance of Payment.

Economic Indicators: GDP, GNP, Wholesale index, Consumer Price Index and Purchasing Power Parity (PPP).

Text and References:

- 1) Stephen P. Robins, Organizational Behavior, Prentice Hall of India, 9th edition, 2001.
- 2) Hellriegel, Slocum and Woodman, Organizational Behavior, South-Western, Thomson Learning, 9th edition, 2001
- 3) Richard D., Matters, Successful Service Operations Management, Cengage Learning, 2006
- 4) Production & Operations Management, Kanishka Bedi Oxford University Press, 2004
- 5) Managerial Economics- Craig Peterson, Chris Lewis, Sudhakar Jain, 4th Edn, Pearson Education, 2008
- 6) Managerial Economics – Natarajan, Nader, & Vijayan, Prentice Hall of India, 2009
- 7) Mankis Principles of Economics, Thomson Learning 2006
- 8) Nordhaus & Samuelson Economics, 18th Edition Tata McGraw Hill 2007
- 9) Suma Damodaran Managerial Economics Oxford University Press 2006
- 10) Thomas. R. Christopher And Maurice Charles S Managerial Economics: Concepts and Application Tata McGraw Hill 2006
- 11) Mulhearn Economics for Business Palgrave Macmillan 2005
- 12) Krugman & Walls: Microeconomics Palgrave Macmillan 2005

- 13) Pal Sumitra Managerial Economics Macmillan India Ltd 2007
- 14) G S Gupta Macro Economics Tata McGraw Hill 2006
- 15) R.SaravananR.Karuppasamy Economics for Managerial Decisions Sci Tech Publications (India) Pvt.Ltd.,
- 16) Mankar V.G Business Economics Macmillan India Ltd 2007
- 17) H.Carig Peterson and W.Cris Lewis Managerial Economics Pearson Education 2005
- 18) BiswanathGhosh Economic Environment Of Business Vikas Publishing House Pvt Ltd 1996
- 19) Hirschey Economics for Managers Thomson Learning 2006
- 20) Ahuja H.L Economic Environment of Business, Macroeconomic analysis S.Chand& Company Ltd. 2005
- 21) RuddarDatt and K.P.M.Sundharam Indian Economy S.Chand& Company Ltd 2003
- 22) Dwivedi D.N Macroeconomics- Theory and Policy Tata McGraw-Hill 2001
- 23) Atmanand Managerial Economics Excel Books 2005
- 24) Adhikary Business Economics Excel Books 2005
- 25) Maheswari Managerial Economics PHI 2007
- 26) Pepall D.J. Richards Norman G Industrial Organization: Contemporary Theory and Practice South- eastern Thomson Learning, 2002
- 27) Koutsoyiannis Modern Microeconomics Palgrave Macmillan 2005

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY
Master of Business Administration (MBA)
Pharmaceutical Management

Ist Semester

Paper code: MB 103

HUMAN RESOURCE MANAGEMENT IN PHARMACEUTICAL INDUSTRY

Contacts: 3L

Credits: 3

Fundamentals of Management and its Relevance in Pharmaceutical Industry

Fundamentals of Management: Introduction to Management, Evolution of Management thoughts, Contribution of Selected Management Thinkers, Various approaches to management, Contemporary Management Practice, Managerial Functions, Managerial skills

Planning: Importance of Planning, Types of Plans, Decision Making Process, Approaches to Decision Making, Decision Models, Overview of Strategic Planning, Forecasting, Creative Problem Solving

Organising: Basic Departmentation, Span of Control, Delegation and Empowerment, Centralization and Decentralization, Committees, Line and Staff Relationships, Organization Structures

Staffing: Motivation, Leading, Leadership styles and Qualities and Teams, Power, Politics and Influence, Managing Conflict, Managing Change

Controlling: Managements Control Systems, Techniques, Types of Control, Overview of Budgeting, Continuous Quality Improvement

2. Effective Communication

Communication: Meaning, Process of Communication, Importance of Organizational Communication, Effective Communications Skills, Barriers to Communication, Oral and Non-Verbal Communication, Presentation Skills, Interview Skills, Group Discussion, Telephone Handling Skills, Networking Skills

3. Introduction to Human Resource Management

Nature & Scope of HR Management: Attract, Retain, Develop and effectively utilize talent having key Competencies

Competency Profiling in Pharma Industry: Critical Attributes of Managers at Top Level, Senior Level Middle Level and Executive Level; Competency Mapping; New HR Competencies

Changing Scenario: Personnel Management and HRM, Strategic HR Management, Human Relations, Emerging Trends, Employee Involvement

International Trends in HR Management

Text and References:

- 1) C.S.Venkata Ratnam”, Industrial Relations, Oxford University Press, 2006.
- 2) Mamorio,Mamoria,Gankar”, Dynamics of Industrial Relation, Himalaya Publishing House, 2008.
- 3) Ratna Sen”, Industrial Relations in India, Macmillan, 2007.
- 4) Monal Arora”, Industrial Relations, Excel Books, 2007.
- 5) B.D.Singh,” Industrial Relations, Excel Books, 2005.
- 6) T.N.Chhabra and R.K.Suri”, Industrial Relations, Dhanpat Rai & Co, 2005.
- 7) S.C.Srivastava”, Industrial Relations & Labour Laws, Vikas Publishing Pvt. Ltd, 2007
- 8) R.S.Davar”, Personnal Management, Vikas,2007.
- 9) Prof.M.V.Pylee”, Industrial Relations & Personnal Management, Vikas, 2007.
- 10) B.D.Singh”, Labour Laws for Managers, Excel Books, 2007
- 11) Stephen P. Robbins and David A. Decenzo,
- 12) Fundamentals of Management, Pearson Education, Third Edition, 2001.
- 13) J.S.Chandan, Management Concepts and Strategies, Vikas Publishing House, 2002. .
- 14) Fundamentals of Management by J. F. Stoners
- 15) Fundamentals of Management by Stephen. P. Robbins
- 16) Fundamentals of Management by Andrew. J. Dubrin,
- 17) Fundamentals of Management by Ricky. W. Griffin,
- 18) Fundamentals of Management by Danay Samson, Richard.L.Daft. .
- 19) Human Resource Management by Aswathappa, K.
- 20) Human Resource Management Theory and Practice by Bratton, J. and Gold, J. 3
- 21) Human Resource Management by Dessler, G. 4
- 22) Human Resource Management by Flipppo, E.
- 23) Managing Human Resources by Gomez - Mejia, L.
- 24) Human Resource Management by Ivantsevich, J.
- 25) Human Resource Management by Kandula, Decenzo and Robbins,
- 26) Human Resource Management, Wilsey, 6th edition, 2001.
- 27) Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2001.

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

Ist Semester

Paper code: MB 104

PHARMACEUTICAL OPERATIONS AND MATERIALS MANAGEMENT

Contacts: 3L + 1T

Credits: 4

Pharmaceutical Production/Operations Management

Introduction to production and operations management: Evaluation of Production / operations management, Nature of production/operations management, Production function and its environment, Functions of production/operations manager, Organization of production function.

Facilities planning: Product selection and design, service design, Process and technology, selection, Location of manufacturing/service facility, Center of gravity and median models, dimensional analysis, Brown and Gibson model.

Layout planning: Product layout, process layout, fixed position and group layout, layout design, Relationship based and load-distance cost matrix, Materials handling concepts.

Resources Requirement Planning: Capacity Planning, Labour Planning, Learning Curve Application

Production planning and control: Aggregate production planning, Materials Requirement Planning, Operations Scheduling and Production activity control for mass manufacturing, batch processing, projects and job shop production

Quality Control: Quality control functions, Acceptance sampling, Statistical Process control, Application of control charts, Operating characteristic curve and its applications, Quality improvement, Preventive and Breakdown Maintenance, Waste Management

Materials Management

Materials Management & Integrated materials management: Meaning and scope, Objectives, Importance, Advantage, Functions of Materials manager

Materials planning: Need and definition, factors affecting planning- external and internal, dependent and independent demand system, techniques of planning, guidelines of planning.

Materials identification and standardization: Classification of materials, Need of classification, Advantages, codification systems and objectives, standardization, its role

Inventory Control: Importance and scope, costs, economic order quantity; Inventory control techniques.

Materials Purchasing: Purchase and purchase functions, Principles, Procedures and Systems, Make or buy decisions, Vendor rating, Negotiation, Buyer-seller relationship

Materials Budgeting: Meaning, Advantages, Factors governing budgets, Types of budgets, Budgeting techniques and limitations

Materials management Evaluation: Need, organization, Difficulties, process, process, Reporting, Performance Ratios

Text and References:

- 1) Operations Management by Bernard Taylor
- 2) Production and Operations Management by Adam, Ronald and Ebert
- 3) Production and Operations Management by Aswathappa and Bhat
- 4) Operations Research by Kapoor, V.K.
- 5) Supply Chain Management by Chopra
- 6) Marketing Logistics by Kapoor and Kansal
- 7) Logistics and Supply Chain Management by Cristopher

**DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY,
Pushp Vihar, MB Road, New Delhi-110017
Master of Business Administration (MBA)
Pharmaceutical Management
Ist Semester
German**

PAPER CODE :MB-105

TOTAL MARKS : 50

Communicative Grammar – 20 Marks

Functional and communicative grammar based on the text book

Written Comprehension and Expression – 20 Marks

Comprehension Exercises

Introduction

Oral Expression- 10 Marks

- Reading of texts
- Basic Introduction
- W-Fragen

Prescribed Textbook

- Netzwerk A.1- Kursbuch und Arbeitsbuch

Recommended References and Readings:

- Sprachkurs Deutsch 1
- Studio d A.1
- Tangram Kursbuch und Arbeitsbuch, 1A, 1B & 2A(Max Hueber Verlag)
- Moment Mal 1, Themen Neu 1

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

Ist Semester

YOGIC SCIENCE

Paper Code: YGS104

Contacts: 2L

Credits: 2

Unit: 1 History and philosophy of Yoga

Introduction of yoga in the light of health

The history and Tradition of Yoga

Importance of yoga in Modern age

Unit: 2 Principles and practice of yoga and Meditation

Asana, Pranayama, Mudra, Bandh, Meditation, Chakra

Unit: 3 Anatomy and Physiology of yoga

Physiological effect of yoga with special reference to Pranayama and Bandh

Effects of yoga on skeleton and muscular system

Unit: 4 Nutrition in Yoga

Relevance of yogic nutrition in health

Diet according to season (Ritucharya)

Health eating plans and recipes in some life style diseases

Unit: 5 Yoga as Therapeutics

Principles of Yoga Therapy

Life style Disease regulation by Yoga

Meditation and Therapy

Stress and Personality

Yogic way of life

Text and References

1. Asana Pranayama Mudra Bandha by Swami Satyananda Saraswati. Publisher: Yoga Publication Trust, Munger, Bihar, India
2. Yoga on Hypertension by Swami Shankardevanand. Publisher: Yoga Publication Trust, Munger, Bihar, India.
3. Essence of Yoga by Sri Swami Sivananda Saraswati. Publisher: The Divine Life Society, Uttarakhand, India
4. The Yoga Sutras of Patanjali by Swami Venkatesanand. Publisher: Motilal Banarsidass Publishers Private Limited, New Delhi, India
5. Hatha Yoga by Swami Sivananda. Publisher: The Divine Life Society, Uttarakhand, India
6. Gheranda Samhita by Swami Niranjanananda Saraswati. Publisher: Yoga Publication Trust Munger, Bihar, India
7. Essence of Pranayama by Dr Shrikrishna. Publisher: Kaivalyadhama, Pune, India.

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

Ist Semester

YOGIC SCIENCE PRACTICAL

Paper Code: YGS104P

Contacts: 4 Hrs

Credits: 2

Asana

- 1 Bhujangasana (cobra pose)
- 2 Tadasana (palm tree pose)
- 3 Tiryaka Tadasana (swaying palm tree pose)
- 4 Nukasana (boat pose)
- 5 Paschimottanasana (back stretching pose)
- 6 Janu sirshasana (head to knee pose)
- 7 Eka padasana (one foot pose)
- 8 Chakrasana (wheel pose)
- 9 Brahmacharyasana (celibate's pose)
- 10 Dhanurasana (bow pose)
- 11 Shalabhasana (locust pose)
- 12 Sarpasana (snake pose)
- 13 Padmasana (lotus pose)
- 14 Vajrasana (thunderbolt pose)
- 15 Dwikonadana (double angle pose)
- 16 Surya Namaskar
- 17 Ardha Chandrasana (crescent moon pose)
- 18 Ardha Matsyendrasana (half spinal pose)
- 19 Ushtrasana (camel pose)
- 20 Uttanpadasana (raised legs pose)
- 21 Natrajasana (Lord Shiva's dance pose)

Pranayama

- 1 Narishodhan
- 2 Ujjayi
- 3 Kapalbhathi
- 4 Bhastrika
- 5 Bhramari
- 6 Surya Bhedi
- 7 Chandra Bhedi
- 8 Sheetali (cooling breath)

Bandh

- 1 Jalandhara Bandh (throat lock)
- 2 Uddiyan Bandh (abdominal contraction)
- 3 Moola Bandh (perineum contraction)
- 4 Maha Bandh (great lock)

Mudra

- 1 Gyan Mudra (chin mudra)
- 2 Hridaya Mudra (heart gesture)
- 3 Bhoochri Mudra (gazing into nothing)
- 4 Yoga Mudra (Attitude of psychic union)
- 5 Shambhavi Mudra (eyebrow centre gazing)



MBA (Pharmaceutical Management)

IInd Semester

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

IInd Semester

DRUG REGULATORY AFFAIRS & INTELLECTUAL PROPERTY RIGHTS

Paper code: MPC201

1. Clinical Trials, its regulations and Pharmacovigilance:

Phases of clinical trials; BA-BE studies; Schedule Y and brief overview on ICH – GCP. Pharmacovigilance: aims and need for pharmacovigilance, types, predisposing factors and mechanism of adverse drug reactions (ADRs). Detection, reporting, management and monitoring of ADRs, role of pharmacists in pharmacovigilance.

2. National & International Drug Regulations:

CDSCO and State licensing authority, their functions and responsibilities. Overview of the drug regulatory aspects in countries- e.g. India, US and Europe. IND (Investigational New Drug), NDA (New Drug Application), Generic Drug ANDA Applications – an overview in India and other countries. Brief overview of CTD formats of dossiers, E-submission, US DMF (various types), orange book, purple book and Hatch Waxman Act and amendments.

3. Intellectual Property Rights & Regulations:

Overview of Intellectual Properties, their types and importance of intellectual property protection. Patents: Requirement of patenting, patent specifications and claims, Indian Patent act 1970 and amendments. Patent search, analysis, drafting and stages of filing patent at national level. Patent licensing, abuse of patents, infringements analysis, Compulsory licensing.

4. International Treaties & IPR Organizations:

Paris Conventions, Patent Cooperation Treaty (PCT) – introduction, application and general rules. Patent search, analysis, drafting and stages of filing patent at international level. Introduction to concept behind WIPO / WTO / TRIPS / GATT / GATS system & Uruguay Round.

References:

1. Generic Drug Product Development, Solid Oral Dosage forms, Leon Shargel and Isader Kaufer, Marcel Dekker series, Vol.143, Pharmaceutical Regulatory Process, Edited by Ira R. Berry Marcel Dekker Series, Vol.144
2. New Drug Approval Process: Accelerating Global Registrations By Richard A Guarino, MD, 5th edition, Drugs and the Pharmaceutical Sciences, Vol.190.
3. Guidebook for drug regulatory submissions / Sandy Weinberg. By John Wiley & Sons. Inc.
4. Good Laboratory Practice Regulations, 2nd Edition, Sandy Weinberg Vol. 69, Marcel Dekker Series, 1995.
5. Quality Assurance of Pharmaceuticals- A compedium of Guide lines and related materials Vol I & II, 2nd edition, WHO Publications, 1999.
6. Good Manufacturing-Practices for Pharmaceuticals, by Graham Bunn and Joseph 6th Ed. D.Nally (Dec 26, 2006)
7. Country specific Regulatory Guidelines (available from internet): CDSO publications and updates of drug and Cosmetics act and rules (Govt. of India); CDER Publications and Guidance; EMEA Publications and Guidance; ICH guidelines
8. <http://www.ipindia.nic.in/>; <https://www.uspto.gov/>;
<http://www.wipo.int/portal/en/index.html>; <https://www.wto.org/>

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

IInd Semester

Paper Code: MB 201

SALES AND DISTRIBUTION MANAGEMENT

Contacts: 3L + 1T

Credits: 4

1. Fundamentals of Sales Management

Difference between Sales and Marketing; relationship between Sales and Marketing departments

Roles and responsibilities of Medical Representatives (MR) and Managers

Doctor – MR relationship; Principles of Salesmanship, PCP & PCA, Prospecting, In-chamber process; Objection Handling; RCPA

2. Sales Force Decisions

Organization Structure - Field-strength, Managerial hierarchy, Field-force deployment

Recruitment & selection of MRs and Managers, Field-force training, Induction Programme

Performance Appraisal of Field-force

3. Territory Management

Role of Planning, Analysis and Control

Doctors' Master List, Doctor's Profile Cards, Major Retailers' List, Daily/Monthly Call Planner, RCPA, Online & Offline reporting, Stock & Sales Statement, Tour Programme, Daily/Monthly Reports, Expense Statement, Other Performance Metrics & Data Analytics

Field-force compensation & motivation – fixed pay and variable pay, working allowances, incentives and rewards, competition and awards, sales conferences

Managing Unionized Field-staff – Sales Promotion Employees (Conditions of Service) Act, Handling grievances, Charter of Demands, Collective Bargaining, Tripartite Negotiation

4. Distribution Management

Types of distribution systems – Central Warehousing, State Depots/C&F/CAs

Appointment and function of Distributors / Transporters / Logistic Companies

Wholesale & Retail Margins in Price-structure, Trade-schemes and Net-rates

Credit Policy, Management of Returned Goods, Expiry & Breakages

Sales Inventory Management, Lead-time Analysis, ABC Analysis, AIOCD & State Associations, Cold-chain Logistics

Sales Tax, Form 'C', Form 'F', Road Permit/Way Bill, Online facilities

5. Recent Developments in the Pharmaceuticals Business World (Project-based Learning)

Text and References:

- 1) Sales Management – Decisions, Strategies and Cases- Cundiff, Still and Govoni (PHI)
- 2) Sales Management-Concepts, Practices and Cases-WJ Stanton and RH Buskiak
- 3) The Strategy of Distribution Management by Mr. Martin Christopher
- 4) Modern Logistics Management : By Mr. John F. Magee, Mr. William C. Capacino, Mr. Donald B. Rosenfield
- 5) Physical Distribution – Log Approach By Dr. K. K. Khanna
- 6) Competition and Evolution in the Distribution trade by Mr. Bucklin L.P.
- 7) Trade Marketing Strategies – By Mr. Randell G.
- 8) Market Driven Management By Mr. Wester F. E. (Jr.), Mr. Webster F. W.
- 9) Market Smarter not Harder – By Mr. Truax P. L. and Mr. Myron M.
- 10) Stores and Distribution Management: Carter, Ray; Price, Philip M.; Emmett, Stuart
- 11) Managing Channels of Distribution: The Marketing Executive's Complete Guide
Kenneth Rolnicki

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY

Master of Business Administration (MBA)

Pharmaceutical Management

IInd Semester

Paper Code: MB 202

PHARMACEUTICAL BUSINESS ENVIRONMENT II

Contacts: 3L + 1T

Credits: 4

Entrepreneurial Management and Business Communication In Pharmaceutical Industry

Entrepreneurial Management: Need Scope & Philosophy Entrepreneurial Competency & Traits Factors Affecting Entrepreneurial Development - Entrepreneurship Function of Innovation Achievement Motive - Economic Growth & Barriers - Functions Of Entrepreneur Classifications & Social Systems

Business Communication in Pharma Context: Business Letters - Types , inquiries , Circulars, Quotations , Orders , Acknowledgments Executions , Complaints , Claims & adjustments , Collection letter , Banking correspondence , Agency correspondence - Email writing - Application Letter - Bio-data - Interview Letters - Letter of Reference - Letter of Appointments – Confirmation – Promotion – Retrenchment - Resignations

Project Report & Report Writing: Report Writing – Types of Reports, Components Of Formal Reports, Business Reports, Reports By Individual, Report By Committee. Meetings – Notice – Agenda, Resolution & Minutes

Components of Project: Primary & Secondary Data Research And Analysis - Designing Questionnaire - Tabulating Information - Observation and Conclusion

Negotiation Skills: Stimulating Constructive Intergroup Conflict – Negotiations - Negotiation Tactics - Increasing Negotiation Effectiveness

Corporate Image Management: Importance Of First Impression & Image Management - Greeting Etiquettes & Mannerisms - General Etiquettes - Introduction Etiquettes - Service Industry Management - Facilitating Talks with the Target Customer-Approach of MR Towards the Doctor

Empowerment and Participation: Programs for Participation - Important Considerations in Participation - Interpersonal Orientations - Facilitating Smooth Relations - Emotional Quotient

Transaction Analysis, Aggressive, Passive Aggressive, Passive & Assertive Behaviour: Ego States - Okness Strokes & Johari Window - Determinants of Behaviour - Personal Impact - Assertive Behaviour

Text and References:

- 1) Robert J. Calvin, Entrepreneurial Management, McGraw- Hill, 2004
- 2) Mark Casson, Bernard Yueng, AnuradhaBasu, The Oxford Handbook of Entrepreneurship, Oxford Handbook
- 3) Mary Allen Guffey, Dana Leowy, Essential of Business Management, Cengage Learning, 2015

DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY
Master of Business Administration (MBA)
Pharmaceutical Management
IInd Semester
Paper Code: MB 203
HUMAN RESOURCE MANAGEMENT IN PHARMACEUTICAL
INDUSTRY II

Contacts: 3L + 1T

Credits: 4

1. Human Resource Management

Basics of Good Management in Pharma Services - HR Info Systems - E HRM

Human Resource Planning - Manpower Planning - Recruitment and Selection

Organization Culture - Induction and Socialisation

Job Analysis & Design - Job Description - Job Specification - Job Enlargement - Job Enrichment

Appraising & Managing Performance - Different Methods (Traditional and Modern) - Bars - MBO - 360 Degree Appraisal System, etc - Potential Appraisal - Succession Planning - Promotion Procedure and Policies

Employee Training & Development

Career Planning & Development - Quality of Work life - Quality Circles

Employee Remuneration - Administrative Job Evaluation - Designing and Administering the Wage and Salary Structure - Non Financial Rewards

Employee Grievance Handling

Downsizing - Separation Processes - Turnover Retirement - Layoff Discharge - VRS

Evaluation of HR Effectiveness - HR Audit - HRD Audit

Contemporary Issues in HR - Case Studies

International Relations in India & Legal Aspects of Pharma Regulations

Industrial Relations

- History of IR
- Understanding / Appreciating IR / Employee Relations.
- Approaches of IR
- Theories of IR / Perspectives of IR.
- IR in Globalised Economy.

Trade Unions

- History of Trade Unions - Structure - Organizations
- Problems
- Trade Unions -Theories, Functions, Methods
- Trade Unions Act 1926

Management of Trade Unions in India

Labour Legislation

- Introduction
- Classification
- Sources & Development of Labour Legislation
- Principles of Labour Legislation
- Factories Act 1948
- Contract Labour Act 1970
- Industrial Establishment (SO) Act 1946
- Industrial Disputes Act 1947
- Problems of Industrial Peace
- Grievance & Disciplinary procedures
- The Minimum Wages Act 1948
- Payment of Wages Act 1936
- Payment of Bonus Act 1965 The Employee Provident Fund Act & Miscellaneous Act 1952
- The Payment of Gratuity Act 1972
- The Workmen Compensation Act 1923
- The Maternity Benefit Act 1961
- ESI Act 1948
- The Role of Government in IR
- National Commission on Industrial Relations Recommendations
- HRM & IR

Text and References:

- 1) Decenzo and Robbins —Human Resource Management, John Wiley and Sons Inc. Sixth Edition
- 2) Aswathappa, K., Human Resource and Personnel Management-Text and Cases Tata McGraw Hill, 2003. Third Edition C.B. Mammoria, Human Resource Management.
- 3) Bohlander G.; Snell, S.; Sherman A. —Managing Human Resources Thomson South Western, 2001. 12th Edition
- 4) Gary Dessler Human Resource Management 2004, Prentice Hall, New Delhi, 9th ed.

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IInd Semester
Paper Code: MB 204
PROJECT MANAGEMENT

Contacts: 3L + 1T

Credits: 4

Overview: Phases of capital budgeting; Levels of decision making and objectives of capital market and demand analysis: Situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of the market, demand forecasting, market planning

Project planning and phases: Importance; Phases of capital budgeting; Project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting); Generation and screening of project ideas

Project analysis: Market and demand analysis including demand forecasting, technical analysis and financial analysis (cost of project, working capital requirement and its financing).

Technical analysis: Study of material inputs and utilities, manufacturing process and technology, product mix, plant capacity, location and site, project charts and layouts, work schedule

Project Selection, Management and control: Project cash flows: Time value of money, cost of capital; Appraisal criteria and analysis of risk. Project organizations, planning and control of project and human aspects of project management, project control tools (Gantt charts, line off balance).

Environment appraisal of projects: Types and dimensions of a project, meaning and scope of environment, environmental resources and values, environmental impact assessment and environmental impact statement.

Network Techniques for project management: Basic concepts of networks, line estimation and determination of critical path for both PERT and CPM models; network cost systems and activity crashing.

Project Review: Need and reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems

Project financing in India: Means of finance, issues and policies of financial institutions, SEBI guidelines for financing, plans, structures of financial institution in India, schemes of assistance, term loan procedures, project appraisal by financial institutions

Text and References:

- 1) Projects: Preparation Appraisal and Implementation by Prasanna Chandra
- 2) Project Management: Strategic Financial Planning, Evaluation and Control by Bhaunesh M Patel
- 3) Total Project Management The Indian Context by P K Joy
- 4) United Nations: Industrial Development Organization's guide to Practical Project Appraisal Social Benefit Cost Analysis in Development Countries
- 5) Practical Project Management by R G Ghattas
- 6) Project Management by Harvey Maylor

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IInd Semester
GERMAN Paper Code: MB 205

Chapter	Topic/ Situation	Speech Intention	Vocabulary	Grammar
Chapter 1	Good Day	Greetings, Self and Second person Introduction, Numbers	Numbers, Name of Countries and Languages	Interrogative structure and pronouns (W-Questions), Verbs and Personal Pronouns - I
Chapter 2	Friends, Colleagues and I	Hobbies, Work and Professions with Weekdays and Seasons	Hobbies, Weekdays, Months and Seasons, Professions	Nominative Article(Der,Die,Das), Verbs and Personal Pronouns - II, Interrogative Questions/Answers, Singular and Plural, Verbs (Haben, Sein)
Chapter 3	In the City	Places and Architecture, Means of Transport, Interrogative conversation, Directions	Places and Buildings, Means of Transport, Directions	Definite and Indefinite Article, Negation Article, Imperative sentences (Sie form)
Chapter 4	Enjoy your meal	Food and Shopping	Meal Time, Groceries, Food and Beverages, Money Transactions	Sentence Making and Verb position, Akkusative, Akkusative Verbs
Chapter 5	Day by day	Time of the days, Planning time management, Family, To make an appointment, Excuse for delay, To make telephonic appointment	Family, Day to day activities, Date and Time	Time measurement with at, around, from and till....., Possesive article, Modal Verbs, Position of Modal Verbs
Chapter 6	Time with friends	Planning in group, discussion on Birthdates, to understand and write Invitations, Place an order in Restaurant and make payment, Occasions and Events, Find particular information in Text	Leisure activities, Food and Beverages	Date measurement with on....., seperable verbs, Preposition Für +akkusative, akkusative personal pronomen mich, dich....., past form (Haben and sein)

Chapter 7	Contacts	Appointment acceptance, Understand and give Instructions, Understand and write a letter, Discussion on learning a new language, Recognition of converse Topics	Official Conversation, Telephonic conversation, Letter Format	Dativ preposition, Article with Dativ, Possesive article: Dativ
Chapter 8	My Home	Understand Accommodation advertisement, Describe living apartment, Plan furnishing and fittings in apartment. Express favors and disfavours, discussion on types of living area, Write Small text on living area	Colors, Types of residential properties, Electronic and Home appliances,	Adjective with sein(+sehr/zu), use of in (akkusative), wechsel preposition with Dativ
Chapter 9	All Work	Describe daily routine, Understand Job advertisement, Express opinion about Job, Understand Job Blogs, Discussion on Jobs, Prepare for telephonic Interview	Different professions and work places, Course of Studies, Jobs	Perfect, Partizip II regular and irregular Verbs, Connectors: and, or, but....
Chapter 10	Fashion and Apparels	Types of Cloths, conversation about clothes shopping, to orient oneself in Shopping Mall, Discussion in Past Tenses, Understand and research Information on Germany(Berlin)	Apparels, Good and Commodities, Commercial Premises	Welcher? Welches? Welche? , dieser, dieses, diese, Partizip II: Seperable and non Seperable Verbs, Dativ Personal Pronouns, Verbs with Dativ
Chapter 11	Health	Draft Personal data, Parts of Body, Understand and explain different form of Exercises', Give Challenge, Conversation with Physician, Understand and give health Tips, Understand and give Instructions	Parts of Body, Personal care/Hygiene, Diseases, Medication	Imperative, Model Verbs: sollen, müssen, nicht dürfen, dürfen
Chapter 12	Holiday	Proposal for expedition, Describe the route, Write a Postcard, Understand Travel report, describe problem in hotel, How to make a complaint, Travel Destinations in India and Germany	Holidays/Vacations, Various Tourist attractions	Pronomen: man, Wer? Wen? Wem? Was?..... , Adverbs related to Time: zuerst, dann, zum schluss, spaeter

Section A	Reading: Comprehension Passage	10 marks
Section B	Based on stimulus compose a message, letter, e-mail, poster	5 marks
Section C	Summarizing a German passage in English	5 marks
Section D	Applied Grammar	15 marks
Section E	Textbook: * Value based question(based on Text from textbook * Completing a Passage/ Sentence with Vocabulary provided	5 marks
Section F	Based on oral ability to speak fluently, grammatically correct and with right pronunciation	10 marks

Prescribe Books: Netzwek A 1 (Main and Arbeit Books)

Suggested References: Studio D (A 1), Em Grammatik, Tangram (A 1), Langenscheidt Euro Dictionary,