

Khandesh College Education Society's

Institute of Management and Research, Jalgaon

(An Autonomous Institute affiliated to Kavayitri Bahinabai Chaudhari North
Maharashtra University, Jalgaon and Recognized by AICTE, New-Delhi)



Department of MBA

School of Management Studies

NEP-2020 Based CBCS

PROGRAM STRUCTURE AND SYLLABUS

Of

**Master of Business Administration in
Pharmaceutical Management**

(Semester 60-40 pattern)

(2024-2026)

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PROGRAMME STRUCTURE & CREDIT DISTRIBUTION

TITLE OF THE DEGREE: This degree shall be titled as Master in Business Administration – Pharmaceutical Management”. This new curriculum shall be effective from Academic year 2024-25.

1. ABOUT THE PROGRAMME

The MBA in Pharmaceutical Management is a specialized two-year postgraduate program at KCES’s Institute of Management and Research, Jalgaon. (Autonomous) institute affiliated to Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon, designed to prepare students for leadership and managerial roles in the pharmaceutical and healthcare industries. The program combines core business management principles with a deep understanding of the pharmaceutical sector, including drug development, regulatory affairs, marketing, supply chain management, and pharmacoeconomics.

2. VISION

“Committed to provide value based, quality, professional and technical education to the students and empowering them with the required skillsets and competencies to face challenges of the fast changing global environment.”

3. MISSION

1. To provide necessary technical and professional education with a view to uplifting the lives of rural and urban students.
2. To create a conducive platform for students to develop their skills and knowledge.
3. To encourage innovation and research aptitude among students.
4. To inculcate global ethics and human values in all the learners.

4. OBJECTIVE OF THE PROGRAM

The main objective of the **MBA Pharmaceutical Management Programme** is to equip students with the knowledge and skills necessary to manage and lead in the pharmaceutical and healthcare industries. The program integrates pharmaceutical sciences with business management principles, fostering expertise in drug development, marketing, regulatory affairs, and healthcare management, while promoting ethical practices, innovation, and global competitiveness.

The broad objectives of the Program are:

1. **Comprehensive Industry Knowledge:** Equip students with in-depth knowledge of pharmaceutical science and business management.
2. **Leadership Development:** Cultivate leadership and managerial skills tailored to the pharmaceutical sector.

3. **Innovation and Critical Thinking:** Promote innovation and problem-solving abilities in addressing industry challenges.
4. **Ethical and Sustainable Practices:** Instill ethical decision-making and a commitment to sustainability in pharmaceutical management.
5. **Global Competency and Employability:** Prepare students for global careers with a focus on pharmaceutical and healthcare industries.

5. NAME OF THE PROGRAMME

MASTER OF BUSINESS ADMINISTRATION IN PHARMACEUTICAL MANAGEMENT

6. DESCRIPTION OF THE PROGRAMME

The MBA in Pharmaceutical Management is a specialized postgraduate program designed to develop professionals who are adept at managing the multifaceted aspects of the pharmaceutical industry. Aligned with the National Education Policy (NEP) 2020, this program integrates a multidisciplinary approach, focusing on innovation, critical thinking, and practical skills while maintaining the flexibility to cater to diverse learning needs.

The program is structured into four semesters, each consisting of a blend of core courses, electives, practical training, field Project and a research project. The curriculum is designed to provide a deep understanding of pharmaceutical management, covering areas such as drug regulatory affairs, pharmaceutical marketing, supply chain management, pharmacoeconomics, and intellectual property rights. Additionally, the program emphasizes the development of leadership, ethical decision-making, and strategic thinking skills.

PROGRAM DURATION:

Two Years (Four Semesters)

ELIGIBILITY CRITERIA:

As per admission rules framed by the Directorate of Technical Education, Government of Maharashtra.

(A) First Year Admission. -

1) Maharashtra State Candidature Candidate. The candidate -

- i. should be a citizen of India;
- ii. Should have passed minimum three-year Bachelor's Degree awarded by any of the Universities recognized by University Grants Commission or Association of Indian Universities in any discipline with at least fifty per cent. marks in aggregate or equivalent (at least forty-five per cent. in case of candidates of Reserved categories, Economically weaker

section and Persons With Disability Candidates belonging to Maharashtra State only) or its equivalent;

- iii. should have obtained non zero score in MAHMBA/ MMS-CET 2024 conducted by the Competent Authority.

(2) All India Candidature Candidates, Union Territory of Jammu and Kashmir and Union Territory of Ladakh Migrant Candidature Candidates. The candidate-

- i. should be a citizen of India;
- ii. should have passed minimum three-year Bachelor's Degree awarded by the University recognized by University Grants Commission or Association of Indian Universities in any discipline with at least fifty per cent. marks in aggregate or equivalent (at least forty-five per cent. in case of candidates of Reserved categories, Economically Weaker Section and Persons with Disability Candidates belonging to the Maharashtra State only) or its equivalent;
- iii. should have obtained non zero positive score in any one of the following examinations, namely: -

CET conducted by the Competent Authority or Common Admission Test(CAT) conducted by Indian Institute of Management or Common Management Aptitude Test (CMAT) Conducted by National Testing Agency or Xavier Aptitude Test (XAT) conducted by Xavier School of Management Jamshedpur or Entrance Test for Management Admissions (ATMA) conducted by the Association of Indian Management Schools or Management Aptitude Test (MAT) Conducted by All India Management.

Association or Graduate Management Aptitude Test(GMAT) Conducted by Graduate Management Admission Council, United States of America.

(B) Second Year (Lateral Entry) Admission. -

Maharashtra State Candidature Candidates and All India Candidature Candidates. The candidate-

- i. should be a citizen of India;
- ii. should have passed B. E. or B. Tech or BBA or BMS (4 Years);
- iii. Any other eligibility criteria and requirement declared from time to time by the appropriate authority as defined under the Act.

ADMISSION PROCESS:

The Government of Maharashtra has established State Common Entrance Test as per Section 10 of the Maharashtra Unaided Private Professional Educational Institutions (Regulation of Admissions and Fees) Act ,2015 to conduct CET as well as to admit Candidates through the Centralized Admission Process (CAP) details are available at <https://cetcell.mahacet.org>

10. THE PROGRAM HIGHLIGHTS

Multidisciplinary Curriculum: The program offers a comprehensive curriculum that blends management principles with pharmaceutical sciences, regulatory affairs, marketing, finance, and supply chain management, ensuring a holistic education.

Flexibility and Choice: In line with NEP guidelines, the program offers flexibility through a choice- based credit system (CBCS), allowing students to select electives based on their interests and career goals.

Industry Integration: The program includes industry visits, guest lectures from industry experts, internships, and live projects, ensuring that students gain practical insights and real-world experience in the pharmaceutical sector.

Research and Innovation: Students are encouraged to engage in research and innovation through projects, case studies, and seminars, fostering a culture of inquiry and problem-solving.

Focus on Ethical Practices: The program places a strong emphasis on ethical decision-making and corporate social responsibility, preparing students to navigate the challenges of the pharmaceutical industry with integrity.

Global Perspective: The curriculum incorporates global perspectives on pharmaceutical management, enabling students to understand international markets, regulations, and practices.

Discipline-Specific Courses (Core Major Courses): Discipline Specific Core Courses are mandatory courses that provide comprehensive knowledge in a specific discipline within the MBA program. These courses cover fundamental concepts and advanced topics essential for proficiency in areas such as Management Science, Economics, Organizational Behavior, Business, Accounting, Entrepreneurship etc. DSC courses ensure that all students have a solid grounding for their business administration as well as pharmaceutical management core courses like

Core Courses:

- Pharmacoeconomics
- Pharmacology and Pharmacoepidemiology
- Pharmaceutical Marketing and Management
- Drug Regulatory Affairs
- Intellectual Property Rights in Pharmaceuticals

- Pharmaceutical Product Management
- Strategic Management in Pharmaceuticals

Department Specific Electives (DSE): The program offers a range of electives, allowing students to tailor their learning to their interests and career goals by choosing a range of elective by offering various electives from pharmaceutical management like

Electives:

- Pharmaceutical Supply Chain Management
- Product and Brand Management
- Sales and Distribution management
- Digital marketing
- Quality Management in Pharmaceuticals
- International Marketing Management
- Health Insurance and Medical Tourism
- Marketing of Healthcare and Medical Devices
- Clinical Research and Development

Research Methodology (RM)

Research Methodology in the context of an MBA program refers to the systematic approach used to collect, analyze, and interpret data to answer research questions or solve business problems. These courses equip students with the skills needed to undertake research projects and contribute to academic and professional knowledge.

PRACTICAL TRAINING:

Field Project: A mandatory Field Project between the first and second years, providing hands-on experience in a pharmaceutical industry.

Summer Internship Project (SIP)/On Job Training: Summer Internship: A comprehensive project in the third and final semester, allowing students to apply their learning to solve real-world problems in the pharmaceutical industry.

In SIP/OJT where students undertake internships during the summer break. This project involves working with an organization on a specific assignment or project, providing practical experience and exposure to industry practices.

11. PEDAGOGY FOR MBA PHARMACEUTICAL MANAGEMENT PROGRAM

The pedagogy for the MBA Pharmaceutical Management program, in alignment with the National Education Policy (NEP) 2020, is designed to create a learner-centric environment that emphasizes flexibility, interdisciplinary learning, and the integration of theory with practical application. The program aims to develop critical thinking, problem-solving abilities, and leadership skills among students, preparing them for the dynamic and complex nature of the pharmaceutical industry.

A. Interdisciplinary Learning:

Integration of Discipline Specific Core Course: The curriculum blends concepts from management, pharmaceutical sciences, regulatory affairs, and marketing research, encouraging students to approach problems from multiple perspectives.

- i. **Discipline Specific Elective Course:** The program offers a range of electives, allowing students to tailor their learning to their interests and career goals.
- ii. **Blended Learning:** A combination of online and offline learning modes ensures flexibility, enabling students to learn at their own pace while accessing a wide range of resources.

Flexible and Adaptive Learning:

- i. **Self-Paced Learning Modules:** Digital resources, including e-books, video lectures, and interactive content, are available for students to explore topics beyond the classroom at their own pace.
- ii. **Research-Oriented Learning:**
- iii. **Thesis and Research Projects:** Students undertake research projects, either individually or in groups, with the knowledge in pharmaceutical management or addressing real-world industry challenges.

Experiential/ Project-Based Learning:

- i. **Case-Based Learning:** Real-world case studies are used extensively to help students understand complex business scenarios and apply theoretical knowledge to practical situations.
- ii. **Industry Internships:** Mandatory internships offer hands-on experience, allowing students to work on live projects within pharmaceutical companies and gain insights into industry practices.
- iii. **Field Visits and Industry Interactions:** Regular field visits to pharmaceutical manufacturing units, R&D centers, and regulatory bodies, along with guest lectures from industry experts, provide practical exposure and networking opportunities.

Skill Development:

- i. **Soft Skills Training:** Communication, leadership, negotiation, and teamwork are integral parts of the curriculum, ensuring students develop the interpersonal skills necessary for effective management.
- ii. **Ethical Decision-Making:** The program emphasizes ethical considerations in pharmaceutical management, ensuring that students understand the importance of integrity and social responsibility in their professional roles.
- iii. **Technology-Enhanced Learning:**
- iv. **Data Analytics Tools:** Students are trained in the use of data analytics tools to analyze market trends, optimize supply chains, and make data-driven decisions in pharmaceutical management.

ASSESSMENT AND EVALUATION:

Continuous Assessment: Through quizzes, assignments, case studies, and presentations. End Semester

Examinations: To evaluate the theoretical understanding of subjects.

Practical Evaluations: Including project reports, internships, and presentations.

Collaborative Learning:

Group Discussions and Debates: Regular group discussions and debates on current issues in the pharmaceutical industry encourage students to express their ideas and engage with different perspectives.

The relevant multidisciplinary courses are designed to address the learning interests of the students across the schools/departments.

20% of the courses may be offered online from SWAYAM.

For claiming these credits - SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory

Academic Bank of Credits (ABC) will be established to facilitate Transfer of Credits. The credits earned at various levels will get credited into a digitalized ABC. Students can use their earned credits to take admission in another institution to further continue their studies for the remaining year/s of their graduation.

One Year PG Diploma in Business Administration in Pharmaceutical Management: The total credits for 1-year PGDBA in pharmaceutical management will be minimum 52+4(SIP/OJT) Following types of courses will be offered for a 1-year PGDBA Programme.

12 Discipline-specific Major Courses (38 credits) 2

Discipline specific Electives Courses (8 credits) 1

Research Methodology Course (4 Credit)

1 field Project (2 credits)

1 Internship (4 credits)

Two Year MBA in Pharmaceutical Management Programme

The total credits for 2-year MBA in Pharmaceutical Management will be minimum 104 Following types of courses will be offered for a 2-year MBA in Pharmaceutical Management Programme.

17 Discipline-specific Major Courses (54 credits) 9

Discipline specific Electives Courses (36 credits) 1

Research Methodology Course (4 Credit)

1 field Project (2 credits)

1 Internship (4 credits)

1 Research Project (4 credits)

Outcome Based Approach to Education (OBE):

The Outcome-Based Approach to Education (OBE) for an MBA in Pharmaceutical Management program focuses on developing students' competencies through well-defined learning outcomes that align with industry and societal needs. In this model, the program is designed around Program Educational Objectives (PEOs), which outline long-term goals for graduates, such as leadership capabilities, critical thinking, and ethical decision-making. Program Outcomes (POs) specify the key skills and knowledge areas students must acquire during the MBA, including managerial expertise, analytical problem-solving, teamwork, communication, and global business awareness. Each course within the MBA curriculum has its own Course Outcomes (COs) that directly contribute to achieving the POs. This ensures a structured alignment between the teaching-learning process and the expected graduate profile. The OBE framework emphasizes continuous assessment through practical projects, internships, case studies, and examinations, allowing for regular feedback on student performance. Additionally, OBE promotes interdisciplinary learning, industry collaboration, and lifelong learning, equipping graduates to adapt to dynamic business environments and excel in leadership roles. Through this approach, students are not only prepared academically but are also empowered to meet real-world challenges with confidence and competence

FOUR LEVELS OF OUTCOMES FROM OBE

1. Programme Educational Objectives (PEOs)
2. Programme Outcomes (POs)
3. Programme Specific Outcomes (PSOs)
4. Course Outcomes (COs)

13. GRADUATE ATTRIBUTES

At the end of the MBA programme the learner shall exhibit Qualifications that signify completion of the postgraduate degree are awarded to students who:

- i. Have demonstrated knowledge and understanding that is founded upon and extends and/or enhances that typically associated with the first cycle, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context;
- ii. Can apply their knowledge and understanding, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study;
- iii. Have the ability to integrate knowledge and handle complexity, and formulate judgments with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments;
- iv. Can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously;
- v. Have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

Accordingly, the NHEQF outlines the statement of learning achievements at a particular level on the basis of the following elements of descriptors:

<u>Graduate Attributes</u>	
1	Knowledge and understanding
2	General, technical, and professional skills required to perform and accomplish tasks
3	Application of knowledge and skills
4	Generic learning outcomes
5	Constitutional, humanistic, ethical, and moral values
6	Employability and job-ready skills, and entrepreneurship skills and capabilities/qualities and mindset

14. PROGRAM EDUCATIONAL OBJECTIVES (PEOS):

PEO	Keywords	PEO Statements
PEO- 1	Practical Knowledge	Practice the management theories and concepts.
PEO- 2	Decision Making Skills	Acquire skills to handle decision making for achieving organizational goals
PEO- 3	Values and Ethics	Imbibe values and ethics in the individual for organizational conduct.
PEO- 4	Leadership Qualities	To develop leadership qualities & handle Managerial Environment

PROGRAM OUTCOMES (POS):

PO 1 - Apply knowledge of management theories and practices to solve business problems.

PO 2 - Foster Analytical and critical thinking abilities for data-based decision making.

PO 3 - Ability to develop Value based Leadership ability.

PO 4 - Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO 5 - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

15. PROGRAM SPECIFIC OUTCOMES (PSOs):

	Program Specific Outcome
PSO1	Apply pharmaceutical regulatory knowledge and innovative management practices to ensure quality, compliance, and strategic growth in the healthcare and pharmaceutical sectors.

Mapping of PEOs with POs & PS01:

MAPPING OF PEO WITH PO						
PEO	PO1	PO2	PO3	PO4	PO5	PSO1
PEO1	3	2	2	2	2	3
PEO2	3	3	2	2	2	2
PEO3	2	2	3	2	2	2
PEO4	2	2	2	3	3	2
PEO5	2	2	2	2	3	2

Level of correlation: 3-High, 2-Medium, 1-Low

GENERAL COURSE STRUCTURE & THEME

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
RM	Research Methodology
OJT	On Job Training
SIP	Summer Internship Project
FP	Field Project
RP	Research Project

Course Level/Duration/System: Post-graduate one/ Two years 2 or 4 Semesters with multiple entry and exit. The following option will be made available to the students joining MBA Program:

A. **One year:** PG Diploma in Business Administration

B. **Two years:** Master of Business Administration

Semester Wise Credit Distribution of Proposed PG Diploma in Business

Administration& MBA in Pharmaceutical Management

Semester	Mandatory (DSC)	Elective (DSE)	RM	OJT/FP	RP	Total
I	18	4	4	-	-	26
II	20	4	-	2	-	26
PG Diploma in Business Administration with 4 Credit SIP/OJT						
III	6	16	-	4	-	26
IV	10	12	-	-	4	26
Total	54	36	4	6	4	

Category - wise distribution*

Description	Mandatory (DSC)	Elective (DSE)	RM	OJT/SIP/ FP	RP	Total
PGDBA	34	8	4	2		52+4
MBA	16	28		4	4	52

One year: PG Diploma in Business Administration	Total Credits = 52+4
Two years: Master of Business Administration	Total Credits = 104

The students can exit the Programme after one year of MBA, but he has to take additional 4 Credits of On-job Training. To get PG Diploma after Three Year UG Degree, he should earn total 52+ 4= 56 Credits

Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program

Note: Students can take extra credit course from their own department or from other department as per the Admitting Body / University norms.

EVALUATION OF THE STUDENT:

The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60(20:30 in Case of 2 credit course)

Standard of passing –

- i. Standard of passing –In order to pass the examination, the candidate has to obtain at least
- ii. 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses comprising of 4 credits.
- iii. Similarly, the candidate has to obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising of 2 credits.
- iv. III. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in Internal examination and external Viva Voce shall be 50% separately.
- v. Minimum marks for passing the Field Project(FP), On the Job Training/ Summer Internship Project (OJT/SIP), Project shall be minimum 50%.
- vi. For claiming these credits - SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory

The distribution of marks for each theory paper of **4 credits** at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment	40
External assessment	60
Total marks	100

The distribution of marks for each theory paper of **2 credits** at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment	20
External assessment	30
Total marks	50

The OJT/SIP (summer internship) shall commence after completion of II Semester (During vacation after the end of first year) and the final Project report shall be submitted during III Semester. The marks and the credits shall be allotted in III Semester. Students shall be awarded credit points out of 4 credit points on the basis of aggregate of his/her performance in project report and viva voce.

Internal Assessment:

- For the internal assessment, 40 marks shall be assigned which includes:

Heads	Marks	Evaluating Authority
Internal test-I	20	Concerned Faculty
Internal test-II	20	
Assignments *	20	
Total marks (Best of two)	40	

** Twenty Marks for Assignment which may include Classroom Paper Presentation, Special Assignments, Research Paper Presentations at State Seminars, Research Paper Presentations at National Seminars, Publications in Journals, Practical (Computer related courses), Presentations of Case Study, Group Discussions, Book Review, Survey, Active participation in Event Management, Industrial Visit, Placement Activities, Institutional Branding Activities, Visit to National/International Business Exhibition etc. In related subjects (at least one activity has to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).*

Two internal tests of 20 Marks each shall be conducted by the subject teacher. The duration of each test will be of 1 Hour.

The student shall be allowed to keep the terms (ATKT) for next year as per the AICTE/University rules.

GRADES:

Marks for each course would be converted into grade points as per **Ten-Point** grading scale which is devised by Exam Department and available on Institute website.

GUIDELINES FOR TEACHING

- There shall be at least 48 lecture hours per semester per course for 4 credit course and 24 lecture hours per semester per course for 2 credit course. The duration of the lectures shall be 60 minutes each. There shall be at least 12 weeks of teaching before commencement of examination of respective semester.
- There shall be 4 lectures / week for 4 credit course and 2 lectures/ week for 2 credit course.
- The semester workload is balanced with 04 credit and 02 credit courses along with On Job Training, Field Project and Research Project.
- Self-study shall be natural requirement beside the time table. The Faculty will have

to exert a little extra for cultivating reading habits amongst the students.

- v. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.
- vi. Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, Video's, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The case method is generally seen as a most effective tool, and it should be included as part of the curriculum teaching as far as possible. This sharpens analytical skills of students and helps analyse problems from multi-functional perspectives. Case study method preferably shall be used wherever possible for the better understanding of the students.

GUIDELINES FOR ON JOB TRAINING / SUMMER INTERNSHIP PROJECT

- i. Each student shall have to undergo a OJT/SIP training for a period of not less than 8 weeks during vacation falling after the end of II nd Semester.
- ii. The student has to undertake project individually. Joint Projects are not allowed in any case. SIP Report is to be submitted by every individual student separately.
- iii. More than 5 students of same institute are not allowed to undertake project in the same organization/company (irrespective of branch / location etc.). All the students (max. 5) working in same organization must prepare a report on different topics.
- iv. The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- v. Thereafter, the student should prepare a report and submit one copy to the organization (hard copy or soft copy) and Two Hard copy to the institute. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute. (The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective.

- vi. In the Third semester, examination student shall submit "Detailed Report" individually. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.
- vii. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the SIP/OJT report has been satisfactorily completed and shall submit Two hard bound typed copy of the same to the Head / Director of the institute along with a CD of Project Report. In order to save the paper, both side printing is allowed.
- viii. Student may use SPSS software if required.
- ix. Project viva voce shall be conducted at the end of Semester III.
- x. For Viva Voce Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- xi. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.
- xii. No students will be permitted to appear for Viva-voce examinations, unless and until (s) he submits the SIP/OJT report before the stipulated time.

STRUCTURE OF THE QUESTION PAPER

- i. **Question paper shall be for 4 credits of 60 marks for 3 hours' duration.** For Theory papers there will be 2 Sections. In section I, a candidate shall be required to answer 3 questions out of 5 questions and in section II, student shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.
- ii. **Question paper shall be for 2 credits of 30 marks for 1.30 hours' duration.** For Theory papers there will be 2 Sections. In section I, a candidate shall be required to answer 2 questions out of 4 questions and in section II, student shall be required to answer 1 questions out of 3 questions. All questions shall carry equal marks i.e. 10 marks each.

For Composite papers (theory and practical / problems) there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 5 questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3

questions. All questions shall carry equal marks i.e. 12 marks each.

- iii. **For papers including case studies** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.
- iv. **For case studies (Specialization Paper)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

1. Template-MBA PM – **All theory papers** of 4 credit

Subject Code - Subject Name

Time: 3 Hours

Marks 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carries 12 Marks
3. Attempt any 3 questions from Section-I and Any 2 from Section-II

SECTION-I		Marks	CO's
Q1	Theory	12	
Q2	Theory	12	
Q3	Theory	12	
Q4	Theory	12	
Q5	Theory	12	
SECTION-II			
Q6	Theory	12	
Q7	Theory	12	
Q8	Write short note on (any 2)	12	
a)	Theory	6	
b)	Theory	6	
c)	Theory	6	

2. Template-MBA PM – **All theory papers** of 2 credit

Subject Code - Subject Name

Time Time: 1½ Hours

Marks 30

Instructions

1. Do not write anything on question paper except seat no
2. Each question carries 10 Marks
3. Attempt any 2 questions from Section-I and Any 1 from Section-II

	SECTION-I	Marks	CO's
Q1	Theory	10	
Q2	Theory	10	
Q3	Theory	10	
	SECTION-II		
Q4	Theory	10	
Q5	Write short note on (any 2)	10	
a)	Theory	5	
b)	Theory	5	
c)	Theory	5	

3. Template-MBA PM- Papers with Numerical 4 credit

Subject Code - Subject Name

Time: 3 Hours

Marks 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carries 12 Marks
3. Attempt any 3 questions from Section-I and Any 2 from Section-II

SECTION-I		Marks	CO's
Q1	Numerical Problem	12	
Q2	Numerical Problem	12	
Q3	Numerical Problem	12	
Q4	Numerical Problem	12	
Q5	Numerical Problem	12	
SECTION-II			
Q6	Theory	12	
Q7	Theory	12	
Q8	Write short note on (any 2)	12	
a)	Theory	6	
b)	Theory	6	
c)	Theory	6	

1. Template-MBA PM- Papers with Numerical 2 credit

Subject Code - Subject Name

Time: 1½ Hours

Marks 30

Instructions

1. Do not write anything on question paper except seat no
2. Each question carries 10 Marks
3. Attempt any 2 questions from Section-I and Any 1 from Section-II

SECTION-I		Marks	CO's
Q1	Numerical Problem	10	
Q2	Numerical Problem	10	
Q3	Numerical Problem	10	
SECTION-II			
Q4	Theory	10	
Q5	Write short note on (any 2)	10	
a)	Theory	5	
b)	Theory	5	
c)	Theory	5	

2. Template-MBA PM papers with Case Studies of 4 credit

Subject Code - Subject Name

Time: 3 Hours

Marks 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carries 12 Marks
3. Attempt any 3 questions from Section-II and Any 2 cases from Section-II

SECTION-I		Marks	CO's
Q1	Theory	12	
Q2	Theory	12	
Q3	Theory	12	
Q4	Theory	12	
Q5	Theory	12	
SECTION-II			
Q6	Case.1	12	
Q7	Case.2	12	
Q8	Case.3	12	

SUMMARY OF DISTRIBUTION OF CREDIT

Sr. No	Type of course	Sem I	Sem II	Sem III	Sem IV
01	MandatoryDSC	18	20	6	10
02	Elective DSE	4	4	16	12
03	RM	4	--	--	--
04	OJP/SIP/FP	--	2	4	--
05	RP	--	--	--	4
06	Total Credits	26	26	26	26

Subject Type	Core	Elective	Research Project	OJT/FP	RM	Total
Credits	54	36	4	6	04	104

Total Credits = 104

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAME COURSE STRUCTURE

Type	Semester	Course Code	Course	Theory/ Practical	Credits	Marks
	<u>SEMESTER-I</u>					
Mandatory (DSC)	SEM-I	MBA PM-DSC- 511	Management Science	T	4	100
	SEM-I	MBA PM-DSC- 512	Pharmacoeconomics	T	4	100
	SEM-I	MBA PM-DSC- 513	Organisation Behaviour	T	4	100
	SEM-I	MBA PM-DSC- 514	Business Accounting	T	2	50
	SEM-I	MBA PM-DSC- 515	Business Communication	T	2	50
	SEM-I	MBA PM-DSC- 516	AI Basics for Managers	T	2	50
			Total		18	
	Semester I Electives - Any <u>ONE</u> Courses to be Opted from the respective elective list					
Elective (DSE)	SEM-I	MBA PM-DSE- 517 A	General Pharmacology & Pharmacoepidemiology	T	4	100
	SEM-I	MBA PM-DSE- 517 B	Operations Management	T	4	100
			Total		4	
RM	SEM-I	MBA PM -RM-518	Research Methodology	T	4	100
			Total		4	
Cumulative Credits/Sem			Semester-I Total Credits		26	650

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME COURSE STRUCTURE W.E. FROM 2024-25

Type	Semester	Course Code	Course	Theory/ Practical	Credits	Marks
	<u>SEMESTER-II</u>					
Mandatory (DSC)	SEM-II	MBA PM-DSC-521	Drug Regulatory affairs in Pharmaceuticals	T	4	100
	SEM-II	MBA PM-DSC- 522	Indian Economy & Policies	T	2	50
	SEM-II	MBA PM-DSC- 523	Human Resource Management	T	4	100
	SEM-II	MBA PM-DSC-524	Pharmaceutical Marketing Management	T	4	100
	SEM-II	MBA PM-DSC- 525	Financial Management	T	4	100
	SEM-II	MBA PM-DSC-526	Pharmaceutical Industry Ethics	T	2	50
			Total		20	
	Semester II Electives - Any ONE Courses to be Opted from the respective elective list					
Electiv e (DSE)	SEM-II	MBA PM-DSE- 527 A	Entrepreneurship & Start-up Ecosystem	T	4	100
	SEM-II	MBA PM-DSE -527 B	Sustainable Development	T	4	100
	SEM-II	MBA PM-DSE- 527 C	SWAYAM/NPTEL/ MOOC Course	T	4	100
			Total		4	
OJT/FP/RP	SEM-II	MBA PM-FP- 528	Field Project		2	50
			Total		2	
			Semester-II Total Credits		26	650
			SEMESTER –I & SEMESTER –II TOTAL		52	1300
Exit option: PG Diploma in Business Administration in pharmaceutical Management after Three Year UG Degree (with additional 4 credits of OJT)						

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAME COURSE STRUCTURE

Type	Semester	Course Code	Course	Theory/ Practical	Credits	Marks
	<u>SEMESTER-III</u>					
Mandatory (DSC)	SEM-III	MBA PM-DSC- 631	Strategic Management	T	4	100
	SEM-III	MBA PM-DSC-632	Business Law	T	2	50
			Total		6	
	Semester III Electives - Any 4 Courses to be Opted from the respective elective list					
Elective (DSE)	SEM-III	MBA PM-DSE- 633	Pharmaceutical Supply Chain Management	T	4	100
	SEM-III	MBA PM-DSE- 634	Product and Brand Management	T	4	100
	SEM-III	MBA PM-DSE- 635	Sales and Distribution management	T	4	100
	SEM-III	MBA PM-DSE- 636	Digital marketing	T	4	100
	SEM-III	MBA PM-DSE- 637	Quality Management in Pharmaceuticals	T	4	100
			Total		16	
OJT/FP/RP	SEM-III	MBA PM-OJT -638	On Job Training		4	100
			Total		4	
			Semester-III Total Credits		26	650

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAME COURSE STRUCTURE W.E. FROM 2024-25

Type	Semester	Course Code	Course	Theory/ Practical	Credits	Marks
	<u>SEMESTER-IV</u>					
Mandatory (DSC)	SEM-IV	MBA PM-DSC- 641	Design thinking and Innovation Management	T	4	100
	SEM-IV	MBA PM-DSC- 642	Indian Commercial Law	T	2	50
	SEM-IV	MBA PM-DSC-643	Management Information System	T	4	100
			Total		10	
	Semester IV Electives - Any 3 Courses to be Opted from the respective elective list					
Elective (DSE)	SEM-IV	MBA PM-DSE- 644	International Marketing Management	T	4	100
	SEM-IV	MBA PM-DSE -645	Health Insurance and Medical Tourism	T	4	100
	SEM-IV	MBA PM-DSE -646	Marketing of Healthcare and Medical Devices	T	4	100
		MBA PM-DSE -647	Clinical Research and Development	T	4	100
					12	
RP	SEM-IV	MBA PM-RP-648	Research Project		4	100
			Total		4	
			Semester-IV Total Credits		26	650
			SEMESTER -III & SEMESTER -IV TOTAL		52	1300
2 Year 4 Semester MBA PM Degree TOTAL Cum. Cr. for MBA PM					104	2600

Abbreviations:

T: Theory Course **OJT:** On Job Training: Summer Internship **P:** Practical course **RP:** Research Project **FP:** Field Project
DSC: Discipline Specific Core Course **RM:** Research methodology **DSE:** Discipline Specific Elective Course
SIP: Summer Internship Project

SEMESTER-III

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES
M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: III

MBA PM-DSC-631 Strategic Management

Course Title: Strategic Management

Course Type: Mandatory DSC

Course Code: MBA PM-DSC-631

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course provides a foundational understanding of strategic management concepts and practices. It explains how organizations formulate, implement, and evaluate strategies to achieve long-term objectives in a dynamic environment. Specially designed in simple and accessible language, the course uses relatable Indian case lets and practical examples to help MBA students—especially those from semi-urban backgrounds, grasp the core principles of strategic thinking and business planning.

Course Objectives:

1. To introduce students to the basic concepts and significance of strategic management.
2. To understand strategy formulation using tools like SWOT, PESTEL, and organizational appraisal.
3. To explore business-level and corporate-level strategies for expansion, stability, and competition.
4. To study the implementation of strategies through leadership, structure, and functional alignment.
5. To equip students with tools to evaluate and control strategies effectively.
6. To help students interpret and apply strategic thinking through Indian business case lets.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand basic concepts and the evolution of strategic management.
C02	Apply tools like SWOT, PESTEL, and organizational appraisal for strategic analysis.
C03	Analyze strategic alternatives using portfolio models and industry frameworks.
C04	Understand the practical challenges and approaches in strategy implementation.
C05	Evaluate the effectiveness of strategies using control mechanisms and techniques.
C06	Interpret strategic management concepts through real-world Indian case lets.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit-1 Introduction to Strategic Management 1.1 Evolution, nature, and objectives of Business Policy. 1.2 Concept, features, and significance of Strategic Management. 1.3 Strategic Planning – definition, process and levels. 1.4 Vision, Mission, Goals, and Objectives. Case let -1: Growth journey of Amul as a strategic cooperative model. Case Let-2 Infosys: From Startup to Strategic Global Leader	8	C01 C06
2	Unit-2 Strategy Formulation 2.1 Environmental Appraisal – SWOT, PESTEL, and competitive intelligence. 2.2 Organizational Appraisal – value chain and capabilities. 2.3 Corporate and Business strategies – Expansion, Stability, Retrenchment. 2.4 Porter’s Generic Strategies. Case let -1: Strategy shift by Maruti Suzuki to retain market leadership. Case Let-2 Britannia Industries: Reinventing the Brand for Growth	8	C02 C06
3	Unit-3 Strategic Analysis and Choice 3.1 Product Portfolio Analysis – BCG & GE Matrix. 3.2 Industry Analysis – Porter’s Five Forces. 3.3 Process of Strategic Choice. Case let -1: Strategic turnaround of Tata Motors with Nexon EV. Case Let-2 Zomato: Navigating Strategic Choices in a Disruptive Market	8	C03 C06
4	Unit-4 Strategy Implementation 4.1 Resource Allocation and leadership in implementation. 4.2 Behavioral and functional implementation. 4.3 Strategic Structure alignment – Functional, Divisional, SBU. 4.4 McKinsey 7S Model. Case let -1: ITC’s diversification from cigarettes to FMCG. Case Let-2 Mahindra Group: Implementing Strategy through Synergistic Diversification	8	C04 C06
5	Unit-5 Strategy Evaluation and Control 5.1 Strategic Evaluation – meaning, importance and barriers. 5.2 Strategic and Operational Control – types and methods. 5.3 Tools of strategic evaluation and control. Case let -1: Strategic exit of Kingfisher Airlines. Case Let-2 Jet Airways: The High-Flying Collapse	8	C05 C06

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
6	Unit-6: Strategic Management in Contemporary Business Context: 6.1 Strategic Flexibility and Dynamic Capabilities <ul style="list-style-type: none"> • Concept of strategic flexibility in uncertain environments • Developing dynamic capabilities to respond to change 6.2 Innovation and Disruption in Strategic Management <ul style="list-style-type: none"> • Role of innovation in sustaining competitive advantage • Strategies to manage technological and market disruptions 6.3 Blue Ocean Strategy and Strategic Intent 6.4 Case let -1: How Reliance Jio disrupted the Indian telecom market through innovation and strategic intent Case Let-2 BYJU'S: Innovation, Disruption, and Strategic Challenges in EdTech	8	C04 C05 C06

REFERENCE BOOKS:

1. Strategic Management – P. Subba Rao, Himalaya Publishing House
2. Strategic Management: Concepts and Cases by Dr. P. Subba Rao Publisher: Himalaya Publishing House
3. Strategic Management – V.S. Pahilwani, Oxford University Press
4. Strategic Management – Azhar Kazmi, McGraw-Hill Education
5. Business Policy and Strategic Management – Francis Cherunilam, Himalaya Publishing House
6. Strategic Management – B. Hiriyappa, New Age International

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PS01
C01	3	2	2	1	1	1
C02	3	3	2	1	1	2
C03	3	3	2	2	2	3
C04	3	2	2	2	2	3
C05	2	2	2	3	2	1
C06	3	3	3	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

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FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: III

MBA PM-DSC-632 Business Law

Course Title: Business Law

Course Type: Mandatory DSC

Course Code: MBA PM-DSC-632

Total Credits: 02

Lectures: Tutorials: Practical: 2:0:0

CIE Marks: 20

Lecture Hours: 24 Hours

ESE Marks: 30

Course Description:

This course introduces MBA students to essential legal frameworks governing business transactions in India. It focuses on the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, and Intellectual Property Rights. The course aims to build a strong understanding of legal obligations, rights, and remedies relevant to business practices. By exploring real-world examples and case studies, students will develop legal acumen for contract management, goods transactions, negotiable instruments handling, and intellectual property protection. This foundation enables managers to navigate legal complexities confidently and ethically in commercial environments.

Course Objectives:

1. To understand the fundamental principles and types of business contracts under Indian law.
2. To explain the legal framework governing the sale and purchase of goods and the rights of buyers and sellers.
3. To familiarize students with negotiable instruments and the legal roles of parties involved.
4. To introduce the importance and legal protection of intellectual property in the business context.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Explain the fundamental legal concepts related to the business law
C02	Interpret the provisions of the Indian Contract Act related to the formation, discharge, and breach of contracts.
C03	Analyze the rights and duties of buyers and sellers under the Sale of Goods Act.

C04	Describe the characteristics, types, and parties of negotiable instruments and relevant legal implications.
C05	Recognize the importance and components of intellectual property rights relevant to business.
C06	Apply legal knowledge to address basic issues related to contracts, goods transactions, instruments, and intellectual property in a business context.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit – I Indian Contract Act, 1872 1.1. Introduction, Meaning, Definitions & Essentials of Contract 1.2. Classification of Contract 1.3. Discharge of Contract 1.4. Breach of Contract & Remedies 1.5. Specific Contracts: - i) Indemnity & Guarantee ii) Agency iii) Bailment & Pledge	6	C01, C02, C06
2	Unit – II Sale of Goods Act, 1930 2.1. Contract of Sale of Goods: - Its essentials & types of Goods 2.2 Distinction between ‘Sale & Agreement to Sale’ 2.3 Condition & Warranties: - i) Difference between Condition & Warranty ii) Express & Implied conditions & warranties iii) Doctrine of Caveat Emptor 2.3. Transfer of Property: - i) Rules regarding Transfer of Property ii) Transfer of Title & Transfer of Title by Non-Owners 2.4 Performance of Contract of Sale: - Delivery, modes, rules etc. 2.5. Unpaid seller & his rights, Buyer’s right against Seller	6	C01, C03, C06
3	Unit – III Negotiable Instrument Act, 1881 3.1. Introduction, Definition & Characteristics 3.2. Parties to Negotiable Instruments 3.3. Specimen & its Essentials - Promissory Note, Bill of Exchange & Cheque 3.4. Cheque - Bearer & Crossed, Types of Crossing 3.5. Holder & Holder in due course, Rights/Privileges of Holder in Due course	6	C01, C04, C06
4	Unit – IV Intellectual Property Rights (IPR) 4.1 Introduction of IPR: Meaning, Relevance, Business Impact, Protection of Intellectual Property, 4.2 The Patents Act, 1970-Objectives, Nature, Criteria of Patentability, Patent Rights, Administration and enforcement Mechanism. 4.3 The Copyright Act, 1957-Concept, Objectives, Nature, Criteria for protection of Copy Right, Ownership of Copy Right, Duration, Infringement Enforcement Mechanism.	6	C01, C05, C06

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	4.4 Trademark Act 1999 (Amendment Act 2010)- Concept, Registration, rights of registered proprietor of Trademark, infringement and defenses as per Trade Mark Amendment Act 2010.		

REFERENCE BOOKS:

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
2. Business Law including Company Law by S.S. Gulshan, New Age International Publishers
3. Business law by P.C. Tulsian and Bharat Tulsian– McGraw hill Education
4. Legal Aspects of Business- Akhileshwar Pathak – McGraw hill Education
5. Legal Aspects of Business – M.K. Nabi – Taxmann Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3			2		2
C02	3	2		3		2
C03	3	2		3		2
C04	3			3		2
C05	3			3		2
C06	3	3	2	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

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FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: III

MBA PM-DSE- 633 Pharmaceutical Supply Chain Management

Course Title: Pharmaceutical Supply Chain Management

Course Type: DSE

Course Code: MBA PM-DSE- 633

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course introduces students to the core principles and strategic importance of supply chain management in a competitive business environment. It covers the flow of goods, services, information, and finances from suppliers to end customers, emphasizing integrated planning, sourcing, production, logistics, and coordination across organizational boundaries. Students will learn to design, manage, and improve supply chains through case studies, analytical tools, and real-world applications across various industries including retail, manufacturing, and pharmaceuticals.

Course Objectives:

1. To develop an understanding of the concepts, strategies, and best practices of supply chain management.
2. To provide knowledge of the critical components of a supply chain, including procurement, inventory, transportation, warehousing, and logistics.
3. To equip students with skills to analyze and optimize supply chain operations using quantitative and qualitative tools.
4. To foster the ability to manage global, digital, and sustainable supply chains.
5. To prepare students to evaluate risks and develop resilient supply chain solutions in dynamic environments.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
Yes	Yes	Yes	Yes	Yes	No	Yes	No

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand fundamental concepts, processes, and drivers of supply chain management.
C02	Apply supply chain strategies to procurement and inventory management.
C03	Analyze the performance and integration of supply chain components.
C04	Evaluate the impact of technology, globalization, and sustainability on SCM.
C05	Design effective and resilient supply chain networks and solutions.
C06	Demonstrate awareness of risk, green supply chains, and future directions in SCM.

SN	Contents	Hrs	COs
1	Unit I: Introduction to Supply Chain Management 1.1. Concept and significance of SCM 1.2. Supply chain objectives and decision phases in supply chain 1.3. Process Views of a supply chain. 1.4. Model of supply chain management 1.5. Supply chain drivers 1.6. Importance of supply chain management	06	C01
2	Unit II: Designing the Supply Chain Network 2.1 Supply Chain Network Design and its importance 2.2 Steps in Supply Chain Network Design process. 2.2 Factors influencing network design decision. 2.2 Distribution network design/ design of channel of distribution. 2.3 Facility location and capacity planning and physical distribution management. 2.4 Strategic Planning of Supply chain Network	8	C01, C05
3	Unit III: Demand Management and Customer Services 3.1 Introduction to demand management and customer services. 3.2 Performance measures for customer service. 3.3 Demand management process and problem in demand management. 3.4 Basic approach to demand forecasting and forecasting methods. 3.5 How to establish a customer service strategy?	8	C01, C02

SN	Contents	Hrs	COs
4	Unit – Unit IV: Logistics and Inventory Management 4.1 Meaning of inventory Management, basic inventory concepts. 4.2 Inventory control models: EOQ (Inventory Control Techniques ABC, XYZ, VED, FSN, HML, SED, SOS, GOLF), Material required planning JIT (Just In Time System) 4.2 Transportation planning and optimization, role and importance of Transportation 4.3 Transportation Economics and Pricing 4.4 Transportation Management system	8	CO3, CO4
5	Unit V: Purchasing and Supply Chain Decision 5.1 Role of Purchasing and Supply Chain Decision 5.2 Concept of Sourcing and Purchasing 5.3 Managing Supplier Relationship. 5.4 Buyer- Seller Relationship Technology in Supply Chain 5.5 Role of Information Technology in Supply Chain 5.6 Supply chain Information Emerging technologies: Bar coding, Electronic data Interchange (EDI), Extensible Markup Language (XML), Data management, Artificial Intelligence	8	CO2, CO4
6	Unit VI -Sustainable supply chain management 6.1 Green supply chain and reverse logistics 6.2 Future direction for supply chain 6.3 Risk management in SCM 6.4 Case studies on disruption management	7	CO5 CO6

REFERENCE BOOKS:

1. Supply Chain Management, Author K. Shridhara Bhat Himalaya Publishing House, Maharashtra
2. Essentials Of Supply Chain Management, Author Dr. Sayankar Vinod, Everest Publications House , Maharashtra
3. Supply Chain Management Text & Cases Shah Janant,,Person Education,New Delhi
4. Supply Chain Management: Strategy, Planning, and Operation Sunil Chopra & Peter Meindl
5. Supply Chain Management Concepts & Cases. Altekhar.V. Rahul.; PHI Learning Pvt. Ltd, New Delhi
6. Supply Chain Management Chopra Snil ,Person Education New Delhi
7. Introduction To Supply Chain Management Handfield, Robert B,Dorling Kindersley Pvt. Ltd.Delhi :

COP0 Mapping

Course Outcomes \ Program Outcomes (POs)	P01	P02	P03	P04	P05	PS01
C01	3	1	0	2	1	2
C02	3	3	0	1	2	2
C03	2	3	1	1	3	2
C04	1	3	1	3	3	2
C05	3	3	1	3	3	2
C06	2	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

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FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: I

MBA PM-DSE- 634 Product and Brand Management

Course

Title: Product & Brand Management

Course Type: Mandatory DSE

Course Code: MBA PM-DSE- 634

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course introduces MBA students to the strategic aspects of managing products and building strong brands in a dynamic marketplace. It covers the complete product lifecycle, from idea generation and innovation to development, positioning, and withdrawal, along with practical tools for managing product lines and portfolios. The subject also focuses on the essentials of branding, including brand identity, equity, architecture, and positioning. Special attention is given to Indian branding practices, rural markets, digital platforms, and real-world case studies. Students will learn to develop and manage products and brands with customer-centric strategies, ensuring long-term relevance and market success. With a blend of theory, projects, and brand analysis, the course equips learners to create, sustain, and lead product and branding strategies in both established and emerging sectors.

Course Objectives:

1. To provide fundamental knowledge of product and brand strategies in the modern business environment.
2. To explain the methods of planning, developing, and managing product lines and brand equity.
3. To equip students with analytical tools for market positioning, differentiation, and portfolio management.
4. To introduce learners to practical aspects of branding across diverse sectors.
5. To nurture strategic thinking for product innovation and brand sustainability.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
Yes	Yes	Yes	Yes	Yes	No	Yes	No

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand the concepts of product life cycle, product strategy, and innovation planning.
C02	Analyze the process of brand building, positioning, and leveraging brand equity.
C03	Apply frameworks to develop and manage product and brand portfolios.
C04	Evaluate branding strategies in real-life Indian and global business contexts.
C05	Design a product and branding strategy with innovation and customer-centricity.
C06	Demonstrate awareness of legal and ethical branding practices across diverse markets.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	1.7.Introduction to Product and Brand Management 1.8. Concept of Product and its Classification 1.9. New Product Development (NPD) Process 1.10. Product Life Cycle and Strategies 1.11. Introduction to Branding: Definitions and Scope 1.12. Branding Challenges in the Indian Market 1.13. Product Branding Vs. Personal Branding	06	C01
2	Unit 2: Product Strategy and Innovation 2.1 Product Mix, Line, and Portfolio Strategy 2.2 Product Differentiation and Positioning 2.3 Concept of Innovation and Disruptive Products 2.4 Role of R&D and Consumer Insight in Product Development 2.5 Brand building of a Product 2.6 Indian Case Studies of Product Innovation	8	C01, C05
3	Unit – III Fundamentals of Branding 3.6 Brand Elements and Naming Strategies 3.7 Brand Identity, Image, and Personality 3.8 Building Strong Brands – Keller’s Brand Equity Model 3.9 Brand Communication and Messaging 3.10 Celebrity Endorsements and Influencer Branding in India	8	C01, C02
4	Unit – IV Brand Architecture and Portfolio Management 4.1 Brand Architecture: House of Brands vs. Branded House 4.2 Brand Extension and Stretching 4.3 Co-Branding and Ingredient Branding 4.4 Brand Rejuvenation and Rebranding 4.5 Systematic process of Brand Audit 4.6 Case Studies: Indian Conglomerates and Brand Structure	8	C04, C03

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
5	Unit – V Measuring and Managing Brand Equity 5.1 Concept and Importance of Brand Equity 6.1 Brand Valuation Methods 7.1 Internal Branding and Employee Alignment 8.1 Digital Brand Marketing and Social Media Management 9.1 Monitoring Brand Health and Brand Crisis Management 10.1 Brand Color, Logo and Message driven Product Marketing	8	C02, C04
6	Unit – VI Strategic Brand and Product Planning 6.1 Brand Positioning Strategies 6.2 Brand Loyalty and Customer Engagement 6.3 Branding in Services and Rural Markets 6.4 Legal Aspects in Branding (Trademarks, Patents, Copyrights) 6.5 Study Project: Designing a Product and Brand Plan 6.6 Design branding strategies in digital world	7	C05

REFERENCE BOOKS:

1. Strategic Brand Management by Kevin Lane Keller, Pearson Education
2. Product Management: Text and Cases by Ramanuj Majumdar, PHI Learning
3. Brand Management: Principles and Practices by Kirti Dutta, Oxford University Press
4. Product Policy and Brand Management by Tapan Panda, Oxford University Press
5. Brand Sense by Martin Lindstrom, Free Press
6. Building Strong Brands by David A. Aaker, Free Press
7. Marketing Management by Philip Kotler and Kevin Keller, Pearson Education
8. Positioning: The Battle for Your Mind by Al Ries and Jack Trout, McGraw Hill

COP0 Mapping

Course Outcomes \ Program Outcomes (POs)	P01	P02	P03	P04	P05	PS01
C01	3	2	2	1	2	
C02	3	3	2	2	2	
C03	3	3	3	2	2	
C04	3	3	2	3	1	
C05	3	3	3	3	3	
C06	2	2	2	3	2	

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
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Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: III

MBA PM -DSE- 635 Sales and Distribution Management

Course Title: Sales and Distribution Management

Course Type: DSE

Course Code: MBA PM–DSE-635

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course introduces students to the fundamental principles and practices of sales and distribution. It helps students understand how sales organizations are structured and managed, the nature of marketing channels, the role of intermediaries, and the distribution logistics. The language and approach are simplified to benefit students from semi-urban backgrounds.

Course Objectives:

1. To provide basic understanding of sales processes and the sales force management.
2. To study methods of motivating and evaluating the performance of sales personnel.
3. To examine the design and management of marketing channels and intermediaries.
4. To explore the role of logistics and technology in efficient distribution.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand the role, objectives, and process of sales management.
C02	Explain how to train, motivate, and evaluate the sales force.
C03	Apply the principles of sales planning including quotas and territories.
C04	Analyze marketing channels and the functions of intermediaries
C05	Evaluate logistics and distribution decisions in channel performance.
C06	Recognize emerging technologies in sales and distribution.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<p>Unit 1: Introduction to Sales Management</p> <p>1.1 Role and Scope of Sales Management: Understand sales as a strategic function in the organization. Explore the responsibilities of sales managers in planning, directing, and controlling the sales force.</p> <p>1.2 Prospecting and Presentation Techniques: Techniques for identifying potential customers through databases, referrals, and digital tools. Importance of pre-call planning and customizing sales pitch based on customer profile.</p> <p>1.3 Functions and Responsibilities of Sales Managers: Setting sales targets, territory design, recruitment, training, and control. Coordinating between sales and other departments (marketing, finance, logistics).</p> <p>1.4 Ethical Selling and Customer Relationship Management (CRM): Importance of trust-building and ethical behavior in long-term sales success. CRM systems for managing customer data, interactions, and loyalty programs.</p>	8	CO1
2	<p>Unit 2: Sales Force Training and Evaluation</p> <p>2.1 Sales Training – Objectives and Methods: Induction vs ongoing training; role-plays, field visits, and simulations. Skills-based vs product-based training.</p> <p>2.2 Motivating and Compensating Salespeople: Role of financial (commissions, incentives) and non-financial (recognition, growth) motivators. Designing effective reward systems linked to performance.</p> <p>2.3 Monitoring and Controlling Sales Performance: KPIs like conversion ratio, customer acquisition cost, average sales per rep. Role of periodic reviews, feedback sessions, and performance dashboards.</p> <p>2.4 Role of Emotional Intelligence in Sales Success: Understanding how empathy, self-awareness, and adaptability improve sales interactions. Training salespeople to handle rejections and buyer objections positively.</p>	8	CO2
3	<p>Unit 3: Sales Planning and Territory Management</p> <p>3.1 Setting and Administering Sales Quotas: Types: Volume-based, profit-based, activity-based quotas. Methods of setting realistic quotas based on past sales and market potential.</p> <p>3.2 Designing Sales Territories: Geographical, product-wise, or customer-type-based segmentation. Criteria: workload balancing, market potential, travel time optimization.</p> <p>3.3 Allocation of Sales Efforts: Resource allocation based on territory attractiveness and sales rep skills. Prioritizing high-potential leads using sales funnel.</p>	8	CO3

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	3.4 Territory Management using CRM Tools: Use of CRM dashboards for route planning, follow-up tracking, and territory coverage analysis. Real-time access to customer histories and feedback for better closure rates.		
4	Unit 4: Channel Management and Intermediaries 4.1 Designing Marketing Channels: Selecting channel structure based on product type, customer location, and margins. Direct vs indirect channels, hybrid structures. 4.2 Role and Types of Intermediaries: Wholesalers, retailers, distributors, and stockists functions and differences. Criteria for selecting intermediaries: financial strength, coverage, reputation. 4.3 Channel Conflicts and Management: Horizontal and vertical conflicts—causes and resolution mechanisms. Use of incentive schemes and communication for harmony. 4.4 Role of E-commerce Platforms as New Intermediaries: Flipkart, Amazon, and D2C platforms as distribution enablers. Challenges: pricing parity, inventory sync, and digital relationship management.	8	C04
5	Unit 5: Logistics and Distribution 5.1 Objectives of Logistics Management: Ensure product availability at right place, right time, and at minimum cost. Integration of transportation, warehousing, and inventory management. 5.2 Key Decisions in Logistics and Transportation: Choosing optimal transportation mode (rail, road, air, etc.). Designing warehouse locations for cost and speed efficiency. 5.3 Channel Performance Assessment: Performance metrics: stock availability, fill rate, cost per delivery. Tools like balanced scorecard and ABC classification. 5.4 Last Mile Delivery Challenges in Semi-Urban India: Issues: poor infrastructure, low digital literacy, reverse logistics. Emerging solutions: use of local Kirana networks and micro-warehouses.	8	C05

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
6	Unit 6: Technology and Trends in Sales & Distribution 6.1 Digital Tools for Sales Monitoring: Sales force automation, mobile CRMs, and geo tracking apps. Integration with ERP for seamless order-to-cash cycle. 6.2 Sales Analytics and Dashboards: Real-time dashboards showing leads, closures, and conversion rates. Predictive analytics to forecast sales trends and customer churn. 6.3 Integration of ERP and Supply Chain: End-to-end visibility from customer order to delivery and billing. Role of SAP, Oracle, and Microsoft Dynamics in SCM. 6.4 Mobile Apps and AI in Sales Enablement: AI bots for sales lead generation and customer queries. Mobile apps for real-time order booking, route mapping, and product demo.	8	C06

REFERENCE BOOKS:

1. Panda & Sahadev – *Sales and Distribution Management*, Oxford University Press
2. Mallik – *Sales Management*, Oxford University Press
3. R.S.N. Pillai & Bagavathi – *Modern Marketing*, S. Chand
4. Krishnaveni Muthiah – *Logistics Management*, Himalaya Publishing House
5. Cundiff, Still & Govoni – *Sales Management*, Prentice Hall of India.
6. Johnston, Mark W. & Marshall, Greg W. *Sales Force Management: Leadership, Innovation, Technology*
Publisher: Routledge / McGraw-Hill

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3	2	2	1	1	1
C02	3	3	2	1	2	1
C03	3	3	2	2	2	2
C04	3	3	2	2	2	3
C05	3	3	2	2	3	3
C06	2	3	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: III

MBA PM-DSE-636 Digital Marketing

Course Title: Digital Marketing

Course Type: DSE

Course Code: MBA PM-DSE-636

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course introduces MBA students to the fundamentals of digital marketing. The content is curated in simple and accessible language to benefit students from semi-urban backgrounds. It explores the use of digital platforms to promote products and services, discusses key tools such as SEO, SEM, social media, and email marketing, and explains how to create and analyze digital marketing strategies. Real Indian examples and case let's make learning practical and relatable.

Course Objectives:

1. To understand the concept and evolution of digital marketing.
2. To explore the various channels and tools used in digital marketing.
3. To learn how to develop, execute, and monitor a digital marketing campaign.
4. To study content creation and audience engagement strategies.
5. To interpret digital analytics for marketing decisions.
6. To understand current trends and ethical practices in digital marketing.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to

C01	Understand the fundamentals and evolution of digital marketing
C02	Explain and apply digital marketing tools such as SEO, SEM, and social media
C03	Develop a simple digital marketing plan for a product or service.
C04	Analyze content strategies for engagement and conversions
C05	Interpret key digital metrics for campaign effectiveness.
C06	Understand emerging trends and ethical aspects in digital marketing

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit 1: Introduction to Digital Marketing 1.1 Traditional vs Digital Marketing 1.2 Evolution, Benefits, and Scope 1.3 Customer journey in the digital world 1.4 Overview of digital channels	8	CO1
2	Unit 2: Key Tools of Digital Marketing 2.1 SEO – Basics and On-page/Off-page SEO 2.2 SEM – PPC, Google Ads 2.3 Social Media Marketing – Platforms and strategy 2.4 Email Marketing – Planning and execution	8	CO2
3	Unit 3: Digital Marketing Planning & Execution 3.1 Target audience & segmentation 3.2 Setting objectives and budget 3.3 Content creation: Types & tools 3.4 Campaign execution basics	8	CO3
4	Unit 4: Content Strategy and Engagement 4.1 Creating compelling content 4.2 Visual and video marketing basics 4.3 Influencer marketing 4.4 Customer engagement techniques	8	CO4
5	Unit 5: Digital Analytics and Performance Measurement 5.1 Key metrics – CPC, CTR, Bounce Rate, ROI 5.2 Google Analytics basics 5.3 Tools for measuring performance	8	CO5
6	Unit 6: Trends, Challenges & Ethics in Digital Marketing 6.1 Mobile marketing and voice search 6.2 AI and chatbots in marketing 6.3 Data privacy, ethics, and digital fatigue	8	CO6

REFERENCE BOOKS:

1. **Seema Gupta** – *Digital Marketing*, McGraw Hill Education
2. **Deepak Bansal** – *A Complete Guide to Search Engine Optimization*, B.R. Publishing
3. **Dr. Ruchi Tewari** – *Digital Marketing Insights*, Oxford University Press
4. **Punit Gaur** – *Digital Marketing for Beginners*, Notion Press
5. **Vikas Gupta** – *Digital Marketing Handbook*, Dreamtech Press

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3	2	2	1	1	1
C02	3	3	2	1	2	2
C03	3	3	2	2	3	3
C04	2	3	2	2	2	3
C05	2	3	2	3	2	2
C06	3	2	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: III

MBA PM-OJT -638 On-Job Training

Course Title: On-Job Training

Course Type: Mandatory OJT

Course Code: MBA PM-OJT -638

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

ESE Marks: 60

Course Description:

This course is designed to provide students with practical exposure to the operations and practices in pharmaceutical and healthcare sectors. Through structured on-job training in diverse settings such as pharmaceutical companies, hospitals, CROs, QA/QC labs, marketing agencies, logistics, or consulting, students gain experiential learning aligned with their career goals. The training enhances technical, managerial, and communication skills while bridging the gap between theory and real-world practices.

Course Objectives:

1. To expose students to actual work environments in the pharmaceutical and healthcare industry.
2. To enhance students' understanding of departmental functions, roles, and responsibilities.
3. To develop professional skills such as data analysis, communication, teamwork, and documentation.
4. To encourage reflective observation through SWOT analysis and process improvement.
5. To enable students to align academic learning with industrial expectations and career planning.
6. To strengthen leadership, ethics, and problem-solving in real-time assignments.

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Apply academic knowledge to real-time projects in pharmaceutical or healthcare settings.
C02	Analyze departmental workflows and job roles through observation and active engagement.
C03	Demonstrate professional behavior, teamwork, communication, and problem-solving skills.
C04	Communicate findings, insights, and recommendations effectively through reports and presentations.
C05	Evaluate organizational performance through SWOT and suggest areas for improvement.
C06	Reflect on experiential learning and communicate its relevance to career development.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
-	-	-	Yes	-	Yes	-	Yes

Course Outcomes: At the end of the Course, the Student will be able to:

SN	Contents of Module	Hrs	COs
1	<p>Project Fields: Pharmaceutical company, hospital, CRO, marketing agency, QA/QC lab, logistics, or healthcare consulting.</p> <p>The project report must be original and follow this structure:</p> <p>1 Preliminary Pages</p> <ul style="list-style-type: none"> a) Title Page b) Certificate from the Company c) Certificate from the Institute d) Declaration by Student e) Acknowledgement f) Executive Summary g) Table of Contents <p>2) Introduction of organization</p> <ul style="list-style-type: none"> • Objectives of training • Department Overview • Roles & Responsibilities <p>3) Observations</p> <p>Organizational culture, efficiency, client relations, process improvement areas.</p> <p>4) Tasks handled</p> <p>5) Department-wise learning</p> <ul style="list-style-type: none"> • Description of key tasks. • Tools/software used. Data analysis, reporting formats <p>6) Skills acquired</p> <ul style="list-style-type: none"> • Learning Outcomes • Technical knowledge gained. <p>7) SWOT analysis</p> <p>8) Conclusion</p> <p>Summary of experience, relevance to academic learning, and career impact.</p>		<p>C01</p> <p>C02</p> <p>C03</p> <p>C04</p> <p>C05</p> <p>C06</p>

	9) References and Annexures <ul style="list-style-type: none"> • Font: Times New Roman, 12 pt • Spacing: 1.5-line spacing • Margins: 1 inch on all sides. 0.5 Gutter on left • Binding: 2 copies Hardbound (for final submission) 		
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Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	2	1	2	2	3	1
C02	3	2	2	2	2	2
C03	2	3	2	2	2	3
C04	2	2	2	3	2	2
C05	2	1	3	2	3	2
C06	1	2	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
End Semester Examination (100)	?	?	?	?	?	?

SEMESTER-IV

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM-DSC-641 Design Thinking and Innovation Management

Course Title: Design Thinking & Innovation Management Course Type: Mandatory DSC

Course Code: MBA PM-DSC-641

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course provides students with the fundamentals of Design Thinking and Innovation Management. It helps them explore creativity and empathy to solve business problems in a structured manner. Students learn how to generate and manage ideas, develop new products, and create an environment of innovation within organizations. The language and case examples are kept simple and relatable to help students from semi-urban areas grasp the concepts easily.

Course Objectives:

1. To introduce the concept of Design Thinking and its relevance in innovation.
2. To understand how design thinking can solve business challenges.
3. To explore the process and function of innovation in organizations.
4. To help students identify innovation opportunities using simple tools.
5. To understand the process and factors influencing new product development.
6. To understand open innovation frameworks and intellectual property concepts

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand the principles and process of design thinking.
C02	Apply design thinking to solve business problems.
C03	Describe the innovation function and evaluate innovation performance.
C04	Identify innovation opportunities and formulate strategies.
C05	Understand the process of new product development.
C06	Explain the open innovation framework and intellectual property rights.

SN	Contents of Module	Hrs	COs
1	Unit 1: Design Thinking 1.1 Emergence and basics of design thinking 1.2 Process and principles of design thinking 1.3 Personality traits and culture of a design thinker 1.4 Ten tools for design thinking 1.5 Design Thinking Mindsets: Embracing ambiguity and iteration	8	C01
2	Unit 2: Business Challenges and Design Thinking 2.1 Storytelling, Strategic Foresight 2.2 Sensing, Value Redefinition 2.3 Experience Design, Humanization 2.4 Prototyping and Business Model Design 2.5 Customer Journey Mapping and Pain Point Analysis	8	C02
3	Unit 3: Innovation Function 3.1 Concept, sources, and types of innovation 3.2 Levels and characteristics of innovation 3.3 Innovation performance evaluation 3.4 Evolution and functions of innovation management 3.5 Grassroots Innovation and Frugal Innovation (Jugaad)	8	C03
4	Unit 4: Innovation Opportunities & Strategy 4.1 Innovation behavior, tools for opportunity identification 4.2 Forecasting and analysis tools 4.3 Market and environment-based innovation strategies 4.4 Business Model Innovation: Lean Canvas and Value Proposition Design.	8	C04
5	Unit 5: New Product Development (NPD) 5.1 External and internal factors affecting NPD 5.2 Process and types of NPD 5.3 Creativity and outsourcing in NPD 5.4 MVP (Minimum Viable Product) and Early Testing	8	C05
6	Unit 6: Open Innovation Framework 6.1 Inbound and Outbound innovation 6.2 Closed vs Open innovation 6.3 IPR, patents, and safeguarding innovation 6.4 Crowdsourcing and Co-Creation in Open Innovation	8	C06

REFERENCE BOOKS:

1. Tim Brown – *Change by Design* Publisher: Harvard Business Review Press
2. Joe Tidd & John Bessant – *Managing Innovation: Integrating Technological, Market and Organizational Change* **Publisher:** Wiley
3. C. S. G. Krishnamacharyulu & Lalitha R. – *Innovation Management*, Himalaya Publishing House
4. Vinnie Jauhari & Sudhanshu Bhushan – *Innovation Management*, Oxford University Press
5. T. M. Prasad – *Design Thinking: Principles and Applications*, ICFAI University Press
6. R. Gopalakrishnan – *A Biography of Innovations*, Penguin India
7. Narayanan V. K. – *Managing Technology and Innovation for Competitive Advantage*, Pearson LPE

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3	2	2	1	1	1
C02	3	3	2	2	2	3
C03	2	2	2	2	1	2
C04	3	3	2	2	2	3
C05	2	2	2	2	1	2
C06	2	2	2	3	1	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM-DSC-642 Indian Commercial Law

Course Title: Indian Commercial Law

Course Type: Mandatory DSC

Course Code: MBA PM-DSC-642

Total Credits: 02

Lectures: Tutorials: Practical: 2:0:0

CIE Marks: 20

Lecture Hours: 24 Hours

ESE Marks: 30

Course Description:

The course on Indian Commercial Law provides an essential understanding of key business-related legal frameworks in India. It covers the Companies Act, LLP Act, Consumer Protection Act, and the Information Technology Act, equipping students with legal knowledge vital for compliance, ethical governance, and sound business operations. Learners will explore corporate formation, partner rights, consumer redressal mechanisms, and cyber law essentials. The course emphasizes practical relevance by linking legal concepts to real-world business challenges, thereby fostering responsible decision-making. Through this course, students will gain the legal acumen to navigate contemporary business environments confidently and lawfully.

Course Objectives:

1. To provide comprehensive knowledge of legal provisions related to companies and limited liability partnerships.
2. To develop understanding of consumer rights and responsibilities and the legal remedies available.
3. To create awareness about cyber law, digital transactions, and cybercrime prevention in business operations.
4. To build the ability to apply legal principles in solving practical commercial law problems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Explain the fundamental legal concepts and frameworks applicable to Indian commercial law.
C02	Describe the procedures for company formation, governance, and winding up under the Companies Act, 2013.

C03	Compare the features, formation, and dissolution of LLPs with other business structures.
C04	Identify the rights and responsibilities of consumers and available grievance redressal mechanisms.
C05	Illustrate the scope and implications of IT Act and digital transaction regulations.
C06	Apply commercial law knowledge to analyze legal issues using real-life business case scenarios.

SN	Contents	Hrs	COs
1	Unit – I Companies Act, 2013 1.1. Overview of Corporate Legal Framework in India 1.2. Definition, Characteristics and Types of Companies 1.3. Incorporation of a Company – Process, Documents, Promoters 1.4. Memorandum and Articles of Association 1.5. Directors – Appointment, Powers, Duties, and Liabilities 1.6. Corporate Governance and Compliance Requirements 1.7. Winding up of a company	6	C01, C02, C06
2	Unit – II Limited Liability Partnership (LLP) Act, 2008 2.1. Introduction to LLP – Meaning and Features 2.2. Difference between LLP, Partnership, and Company 2.3. Incorporation and Registration of LLP 2.4. Rights and Duties of Partners 2.5. Conversion of Partnership Firm into LLP; Private Limited Company to LLP 2.6 Winding up of LLP	6	C01, C03, C06
3	Unit – III Consumer Protection Act, 2019 3.1. Introduction to Consumer Protection Law 3.2. Who is Consumer and Who can make a complaint 3.3. Consumer Rights and Responsibilities 3.4. Unfair Trade practices, Restrictive trade practices 3.3. Consumer Disputes Redressal Mechanism – District, State, and National Commissions 3.4. Consumer Protection Councils 3.5. E-commerce, Direct selling and Consumer Protection 3.6. Penalties under the Act	6	C01, C04, C06
4	Unit – IV Information Technology Act, 2000 4.1. Objective ad Scope of IT Act 2000 4.2. Digital Signatures and Electronic Records 4.3. Legal Recognition of Electronic Transactions 4.4. Cyber Crimes and Offenses – Types and Penalties 4.5. Cyber Appellate Tribunal 4.6. Role of Certifying Authorities	6	C01, C05, C06

REFERENCE BOOKS:

6. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
7. Business Law including Company Law by S.S. Gulshan, New Age International Publishers
8. Mercantile & Commercial Laws by Rohini Aggrawal – Taxman Publication
9. Business law by P.C. Tulsian and Bharat Tulsian– McGraw hill Education
10. Legal Aspects of Business- Akhileshwar Pathak – McGraw hill Education
11. Legal Aspects of Business – M.K. Nabi – Taxmann Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3	2	1	3	1	2
C02	3	2	-	3	-	2
C03	3	2	-	3	-	2
C04	3	2	-	3	-	2
C05	3	2	-	3	-	2
C06	3	3	2	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	-
End Semester Examination (60)	✓	✓	✓	✓	✓	-

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM-DSC-643 Management Information System

Course Title: Management Information System	Course Type: Mandatory DSC
Course Code: MBA PM –DSC-643	Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The Management Information Systems course will help you understand the benefits of computers to organizations and, more importantly, how to deploy and manage them to support an organization's goals and strategies. MIS will be beneficial for finance, marketing, human resources or production so students will need to understand how work is affected by and how effectively deploy computer systems. This course includes trends and e-commerce methods. The students will be able to critically be think for digital transformation of business.

Course Objectives:

- 1 To explain students why information systems are so important today for business and management
- 2 To evaluate the role of the major types of information systems in a business environment and their relationship to each other
- 3 To assess the impact of the internet and internet technology on business electronic commerce and electronic business
- 4 To identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	✓	--	✓	

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the fundamental concepts Management Information Systems
CO2	Explain the processes involved in SDLC, and the creation of SRS while identifying barriers to successful MIS implementation.

C03	Analyze and apply the use of Management Information Systems across key functional areas
C04	Evaluate emerging trends and technologies and assess their impact on modern business operations and decision-making.
C05	Assess the technological aspects, benefits, risks, ethical and security concerns related to E-Commerce and Electronic Payment Systems.
C06	Apply MIS concepts through real-world case studies to design solutions for organizational problems and improve managerial decision-making.

SN	Contents	Hrs	COs
1	Unit – I Fundamentals of Management Information System Information System 1.1 Classification of Information System (Operation support system & Management support systems) 1.2 Components of Information System Management Information System 1.3 Definition, Scope, Objective, Characteristics, Benefits & Limitations of MIS 1.4 Types of MIS (TPS, MIS, DSS, ESS, SCM, CRM, KMS) 1.5 Factors contributing in the Success & Failure of MIS	8	C01
2	Unit – II Development Process of Management Information System 2.1 Introduction & Need for System analysis 2.2 The System Development Life Cycle(SDLC) 2.3 System Requirement Specification(SRS) 2.4 Structure of SRS 2.5 Barriers to successful Development of MIS	8	C01, C02
3	Unit – III Application of Management Information System 3.1 Accounting Information System 3.2 Human Resource Information System 3.3 Inventory Information System 3.4 Manufacturing Information System 3.5 Marketing Information System	10	C03
4	Unit – IV Trends in MIS 4.1 ERP – Introduction, features, advantages, Implementing ERP System 4.2 Data Mining – Meaning, Types, Advantages, Applications, Challenges 4.3 Cloud Computing - Meaning, characteristics, Types, Advantages, Cloud Computing models 4.4 AI – Introduction, Application, types 4.5 Big Data – Meaning , uses, issues with big data, benefits, Operational & analytical big data, challenges	8	C04

5	Unit – V Ecommerce 4.1 E-commerce and its Technological Aspects - Defining E-Commerce, Benefits and limitations of E-Commerce, EDI 4.2 Electronic Payment Systems - Need of Electronic Payment System, Methods of electronic 4.3 Threats & Security in E Commerce 4.4 Ethical, Social and Political issues in E-Commerce	8	C05
6	Unit – VI Case Studies based on MIS 1) Comprehensive Cases on application of Information system management must be discussed & solved.	6	C04

REFERENCE BOOKS:

1. Management Information System by James O'Brian- Tata McGraw Hill
2. 2 Management Information System by Jawadekar - Tata McGraw Hill
3. 3 Management Information System by Davis & Gordon - Tata McGraw Hill
4. 4 Business Process Reengineering by K Sridhar Bhat - Himalaya Publishing House
5. 5 anagement Information System by C S V Murthy - Himalaya Publishing House
6. 6 E-Commerce by C S V Murthy - Himalaya Publishing House
7. 7 Management Information Systems (3/e) - Goyal - Macmillan s

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	2					
C02	1	1	2	1	2	
C03	2	3	2	1	2	
C04	2	1				
C05	1			2	2	
C06	3	3	1	2	2	

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM-DSE-644 International Marketing Management

Course Title: International Marketing Management

Course Type: DSE

Course Code: MBA PM-DSE-644

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course provides a practical and conceptual understanding of international marketing with emphasis on global marketing environments, product and pricing strategies, international promotions, logistics, and export-import procedures. Designed in a simple and accessible format, it equips students from semi-urban areas to comprehend real-time global trade practices.

Course Objectives:

1. To introduce the fundamentals of international marketing and global trade.
2. To explore strategies for product, pricing, promotion, and distribution in international markets.
3. To understand challenges and procedures in export management.
4. To analyze global trends, trade regulations, and cultural issues impacting international marketing.
5. To develop a global marketing outlook and prepare students for cross-border business roles.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

C01	Explain the scope and environment of international marketing.
C02	Apply product strategies suited to global markets.
C03	Evaluate pricing decisions and cost implications for international trade

C04	Understand global promotion strategies and marketing communication.
C05	Analyze international distribution decisions and logistics strategies
C06	Describe export procedures and policy frameworks

Course Outcomes: At the end of the Course, the Student will be able to:

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit 1: Introduction to International Marketing 1.1 Meaning and scope of international marketing 1.2 EPRG Framework International marketing environment (internal & external), 1.3, Trading blocs 1.4 Entry strategies and modes 1.5 Recent FTAs and India's positioning in global trade	8	C01
2	Unit 2: International Product Strategy 2.1 Product design, planning, hierarchy and product line decisions 2.2 Standardization vs adaptation; repositioning and adoption 2.3 Product lifecycle in global context 2.4 Packaging and labelling 2.5 Country-of-Origin Effect and Brand Perception	8	C02
3	Unit 3: International Pricing 3.1 Pricing methods and strategies: cost-based, transfer, skimming, penetration 3.2 Export pricing, dumping, price escalation 3.3 Role of exchange rates and inflation 3.4 Leasing and pricing regulations 3.5 Digital Pricing Strategies in Cross-Border E-commerce	8	C03
4	Unit 4: International Promotion and Communication 4.1 Issues in global promotion, advertising, and branding 4.2 Communication mix decisions 4.3 International sales promotion, personal selling, PR 4.4 Export promotion councils, trade fairs and exhibitions 4.5 Influencer Marketing in Global Markets	8	C04
5	Unit 5: International Distribution and Logistics 5.1 Distribution channel decisions, policies, types 5.2 Channel conflicts and functional excellence 5.3 Logistics and transportation decisions 5.4 Warehousing, distribution planning 5.5 Green Logistics and Sustainable Supply Chains	8	C05

6	Unit 6: Export Management and Documentation 6.1 Export documentation and procedures 6.2 Payment terms: L/C, Cross-border factoring, BA, Forfeiting 6.3 EXIM policy and trade facilitation 6.4 Role of Digital Platforms in Export Enablement (DGFT, ICEGATE)	8	C06
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REFERENCE BOOKS:

1. **Francis Cherunilam** – *International Marketing: Text & Cases*, Himalaya Publishing
2. **Justin Paul & Ramneek Kapoor** – *International Marketing: Text and Cases*, Tata McGraw-Hill
3. **R. Srinivasan** – *International Marketing*, Prentice Hall of India
4. **Rajgopal** – *International Marketing*, Vikas Publishing
5. **V. H. Kirpalani** – *International Marketing*, Prentice Hall India
6. **Rajendra Nargundkar** – *International Marketing*, Excel Books

Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3	2	2	2	1	1
C02	3	3	2	2	2	2
C03	3	3	2	3	1	2
C04	2	2	2	2	2	2
C05	3	3	2	2	3	3
C06	3	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM -DSE-645 HEALTH INSURANCE & MEDICAL TOURISM

Course Title: HEALTH INSURANCE & MEDICAL TOURISM

Course Type: DSE

Course Code: MBA PM-DSE-645

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

COURSE DESCRIPTION

This course introduces students to the principles and practices of health insurance and the growing field of medical tourism. It explores various health insurance products, policies, claims processes, and regulatory frameworks. The course also emphasizes the operational and economic aspects of medical tourism in India and globally, covering legal, ethical, and sustainability issues. Through practical insights and case-based discussions, students develop the ability to analyze market trends, legal implications, and stakeholder interests in both sectors.

COURSE OBJECTIVES:

1. To educate students about the structure and significance of the health insurance sector.
2. To understand the key products, underwriting principles, and legal considerations in health insurance.
3. To introduce the concept and scope of medical tourism and its impact on the healthcare industry.
4. To explore the legal, ethical, and environmental aspects of global and Indian medical tourism.
5. To develop the ability to assess and respond to emerging trends in health insurance and medical tourism.

6. Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand the structure, benefits, and types of health insurance policies and systems in India.
C02	Analyze legal provisions, fraud types, and policy clauses in health insurance.
C03	Evaluate mechanisms, stakeholders, and policies governing the medical tourism industry.
C04	Examine economic impacts, destinations, and factors influencing medical tourism.
C05	Design solutions that integrate ethical, sustainable, and effective service delivery in both insurance and tourism.
C06	Assess emerging issues such as surrogacy, hospital-borne diseases, and environmental concerns in medical tourism.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit I-Introduction to Health Insurance. & The Health System in India: 1.1 Meaning, Definitions, Features, Benefits, Evolution, Development, 1.2 Health Insurance Schemes, 1.3 Features/Coverages of Health Insurance Policy 1.4 Exclusions that the Health Insurance Policy Does Not Cover 1.5 Procedure to Be Followed for Buying Health Insurance Policy 1.6 Claim Settlement Procedure 1.7 Types of Health Insurance Policy	08	CO1
2	Health Insurance Products in India 2.1 Hospitalization Indemnity Products, 2.2 Personal Accident, Critical Illness, 2.3 Daily Hospital Cash Benefit, 2.4 High Deductible Hospital 2.5 Indemnity Cover, 2.6 Disease Management Covers, 2.7 Outpatient Coverage, 2.8 Investment Products 2.9 Health Savings Accounts, 2.10 Senior Citizens Product, 2.11 Micro Insurance Products.	08	CO1, CO5
3	Unit - Health Insurance Policy Forms and Clauses 3.1 Meaning of Health Insurance Contract, Scope, Features & Principles 3.2 Health Insurance Proposal Form Contents, Policy Clauses, Benefits Products, 3.3 Types, Group Insurance Schemes, 3.4 Health Insurance Fraud: Introduction, Classification of Frauds	08	CO1, CO2
4	Unit - IV Introduction to Medical Tourism 4.1 Definitions 4.2 Drivers 4.3 Medical Tourism Industry and Its Mechanisms	08	CO3, CO4

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	Medical tourists, Healthcare providers, Intermediaries, Insurance providers, Internet and website advertising, Policies and government 4.4 Medical Tourism – Significance – Medical Tourism as an industry 4.5 Medical Tourist destinations 4.6 Types and flow of medical tourists 4.7 Factors influencing choices of Medical Tourism destinations		
5	Unit –V Medical Tourism Market 5.1 Medical Tourism Sectors in India – Fertility – Cancer – Cardiology – Hip/Knee’ Resurfacing – Cosmetic 5.2 Impact of Medical Tourism on India’s economy 5.3 Merits and Demerits in Global Medical Tourism Market	08	CO2, CO4
6	Unit –VI Emerging Trends 6.1 Ethics in Medical Tourism – Protecting stakeholders’ interest 6.2 Environmental impact of Medical tourism – Sustainable development 6.3 Issues in Medical Tourism – Surrogacy – Hospital Borne Diseases	08	CO5, CO6

REFERENCE BOOKS

1. Guide for Health Insurance” published by The Insurance Times, Sashi Publications ISBN: 978-93-81489-01-7
2. “Life & Health Insurance” 13th Edition by Black Kenneth Published by Pearson Education Ltd.
3. Health Insurance Concepts & Cases by Vandana Shajan & Sandipa Lahiri Anand The ICFAI University Press.
4. Essentials of Insurance: A Risk Management Perspective by Vaughan published by Wiley –India
5. Fundamentals of Risk and Insurance, 9th edition by Vaughan published by Wiley – India
6. Medical Tourism in India by Raj Pruthi, Arise Publishers & Distributors.
7. Medical Tourism: Global Outlook and Indian Scenario by Percy K. Singh. KanishkaPublishers
8. Principles of Hospital Administration and Planning by B.M. Sakharkar
9. The Business of Tourism: Concepts & Strategies by A.K. Bhatia. Sterling Publishers
10. Goel, Pramod, Evolution of Medical Tourism, (New Delhi, 2012)
11. Dr. Pimpale, Vinita K., Medical Tourism, (New Delhi, 2016)

COPO Mapping

COs \ POs	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	3	2	2
CO3	3	3	2	3	2	2
CO4	2	2	2	3	2	2
CO5	3	3	3	3	3	2
CO6	3	3	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM-DSE -646 Marketing of Healthcare and Medical Devices

Course Title: Marketing of Healthcare and Medical Devices Course Type: Mandatory DSE

Course Code: MBA PM-DSE -646 Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0 CIE Marks: 40

Lecture Hours: 48 Hours ESE Marks: 60

Course Description:

This course is designed to provide in-depth knowledge about the development, regulation, ethical practices, and marketing of healthcare and medical devices. It covers classification systems, global regulatory approval processes (FDA, EU, ASEAN), and harmonization initiatives. The course integrates concepts of quality systems, clinical evaluation, and global branding strategies in the medical device industry. Students will gain practical insights into compliance, product lifecycle management, and innovative marketing practices aligned with evolving healthcare standards.

Course Objectives:

1. To develop foundational understanding of medical devices, in-vitro diagnostics (IVDs), and their classification and lifecycle.
2. To explain the ethical and quality system standards applicable to medical devices, including global risk management practices.
3. To analyze regulatory approval frameworks across India, US, EU, Japan, and ASEAN nations.
4. To understand clinical investigation, post-marketing surveillance, and compliance requirements for medical devices.
5. To explore digital marketing, branding, and expansion strategies relevant to global healthcare markets.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand the basic concepts of medical devices and IVDs, product development, quality standards, and ethical considerations.
C02	Analyze harmonization initiatives and marketing requirements for medical devices across international markets.
C03	Understand the country-specific regulatory approval processes for medical devices in India, US, EU, Japan, and ASEAN.
C04	Explain the structure and role of clinical evaluation, post-marketing surveillance, and device identification mechanisms.
C05	Apply knowledge of global digital marketing, brand building, and CRM strategies in healthcare and medical device sectors.
C06	Evaluate the role of international bodies (e.g., IMDRF) and quality frameworks in enhancing global regulatory compliance

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit-I 1.1 Introduction to Medical Devices: Definition, Risk based classification and Essential Principles of Medical Devices and IVDs, 1.2 Differentiating medical devices IVDs and Combination Products from that of pharmaceuticals, 1.3 History of Medical Device Regulation, 1.4 Product Lifecycle of Medical Devices and Classification of Medical Devices, 1.4 Global Medical Device Nomenclature (GMDN)	06	C01
2	Unit II: Ethics related to Medical Devices 2.1 Ethics related to Medical Devices: Clinical Investigation of Medical Devices, 2.2 Clinical Investigation Plan for Medical Devices, 2.3 Good Clinical Practice for Clinical Investigation of medical devices (ISO 14155:2011), 2.4 Quality System Regulations of Medical Devices: ISO 13485, 2.5 Quality Risk Management of Medical Devices: ISO 14971, 2.6 Validation and Verification of Medical device, 2.7 Adverse Event Reporting of Medical device	8	C01, C05
3	Unit – III European Union: Regulatory approval process for Medical Devices	8	C01, C02

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	3.1 Classification 3.2 Regulatory approval process for Medical Devices (Medical Device Directive, 3.3 Active Implantable Medical Device Directive) and In vitro Diagnostics (In Vitro Diagnostics Directive), 3.4 Basics of In vitro diagnostics, classification, and approval process.		
4	Unit –IV USA 4.1 USA: Classification, 4.2 Regulatory approval process for Medical Devices (510k) 4.3 Premarket Notification, Pre-Market Approval (PMA), 4.4 Investigational Device Exemption (IDE), 4.5 Post marketing surveillance of MD and Unique Device	8	CO3, CO4
5	Unit VI: ASEAN, China & Japan: 5.1 Medical Devices and IVDs 5.2 Regulatory registration procedures, 5.3 Quality System requirements and clinical evaluation and investigation, IMDRF study groups and guidance documents.	8	CO2, CO4 CO6
6	Unit –VI Digital & Global Marketing of Healthcare 5.1 E-detailing, telemedicine, mobile marketing 5.2 CRM in healthcare 5.3 Global expansion strategies for medical device companies 5.4 Brand building in health services	8	CO5

REFERENCE BOOKS:

1. Compliance Handbook for Pharmaceuticals, Medical Devices and Biologics by Carmen Medina.
2. Medical Device Development: A Regulatory Overview by Jonathan S. Kahan
3. Medical Product Regulatory Affairs: Pharmaceuticals, Diagnostics, Medical Devices by John J. Tobin, and Gary Walsh
4. Medina, Carmen – Compliance Handbook for Pharmaceuticals, Medical Devices and Biologics
5. Pisano, Douglas J. & Mantus, David – FDA Regulatory Affairs: A Guide for Prescription Drugs, Medical Devices, and Biologics
6. Kahan, Jonathan S. – Medical Device Development: A Regulatory Overview
7. Tobin, John J. & Walsh, Gary – Medical Product Regulatory Affairs: Pharmaceuticals, Diagnostics, Medical Devices
8. Bhatia, A.K. – The Business of Tourism: Concepts and Strategies

COPO Mapping

Course Outcomes \ Program Outcomes (POs)	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	2	2	1
CO3	3	3	2	3	2	3
CO4	3	3	2	3	2	2
CO5	3	3	3	3	3	2
CO6	3	3	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA PM-DSE -647 Clinical Research and Development

Course Title: Clinical Research and Development

Course Type: DSE

Course Code: MBA PM- 647

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

Course Description:

This course is designed to provide an in-depth understanding of clinical research and development processes for pharmaceuticals and medical devices. It emphasizes the scientific, ethical, and regulatory frameworks essential to the successful planning and execution of clinical trials. Students are equipped with the skills to analyze global guidelines, ethical compliance, data management practices, and regulatory submissions across India.

Course Objectives:

1. To understand the phases and functions of clinical research and development.
2. To explain ethical and historical foundations that guide human subject protection in clinical trials.
3. To examine global and Indian regulatory frameworks governing clinical trials.
4. To apply Good Clinical Practice (GCP), ICMR, and ICH guidelines in real-world settings.
5. To interpret clinical data management processes and project documentation essentials.
6. To evaluate legal obligations, safety monitoring, and post-marketing surveillance strategies.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
Yes	Yes	Yes	Yes	Yes	No	Yes	No

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Understand clinical research phases, protocol elements, and drug development lifecycle.
C02	Analyze ethical foundations and principles guiding human subject protection in clinical research.

C03	Apply Indian and international regulatory frameworks (Schedule Y, FDA, EMA) to clinical trial execution.
C04	Interpret Good Clinical Practice (GCP), ICMR, and ICH-E guidelines in trial design and documentation.
C05	Evaluate clinical trial project management and data management practices.
C06	Assess global safety data reporting, coding, database closure, and legal implications in post-marketing surveillance.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	Unit-1 Introduction to Clinical Research 1.1 Clinical Research: An Overview, Different types of Clinical Research. 1.2 Clinical Pharmacology: Pharmacokinetics, Pharmacodynamics, Pharmacoeconomics, Bioavailability, Bioequivalence, Terminologies and definition in Clinical Research. 1.3 Drug Development Process: Preclinical trial, Human Pharmacology (Phase-I), Therapeutic Exploratory trial (Phase-II), Therapeutic Confirmatory Trial (Phase-III) and Post marketing surveillance (Phase-IV).	06	C01
2	Unit-2 Guidelines, Regulation and Ethics in Clinical Research 2.1 Brief History of Clinical Research: Sulphanilamide Tragedy, Thalidomide Disaster, Nazi Experiments, Tuskegee Study, 2.2 Belmont report, Nuremberg code, Declaration of Helsinki principles. 2.3 Guidelines in Clinical Research-International Conference on Harmonization (ICH), Guidelines for Good Clinical Practice, ICMR guidelines for Biomedical Research on Human Subjects. 2.4 Regulation in Clinical Research- Drug and cosmetic act, FDA, Schedule-Y- Ethics Committee and their responsibilities. 2.5 Clinical Research Regulatory Submission & approval Process- IND, NDA and ANDA submission Procedure. DCGI submission procedure. Other Regulatory authorities- EMEA, MHRA, PhRMA.	8	C01, C05
3	Unit-3 Clinical Trial Management 3.1 Concept of Clinical Trial Management, Stake holders in Clinical Trial project. 3.2 Sponsors perspective: Responsibility of Sponsors, Study Preparation Initial Documents and capability assessment, Study feasibility, Vendors/Service provider selection, 3.3 Investigator selection: Budgeting in Clinical trial, Clinical Trial Agreement(CTA), 3.4 Regulatory submission and approval, Sponsors obligation in Good Clinical Practice. 3.5 Investigator perspective: Investigators obligation outlined in Good Clinical Practice, Recruitment, Retention and Compliance of study subjects, Ethics	8	C01, C02

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	<p>committee submission, adverse event and safety reporting.</p> <p>3.6 Service provider/Vender perspective: Contract Research Organization (CRO), Site Management Organization (SMO), Central Lab, Clinical Data Management Organization(CDMO), Medical Writing Organization, Logistic Management Organization, Pharmacovigilance Organization.</p> <p>3.7 Clinical Research Operation, Monitoring and Clinical Evaluation: Project management, Protocol in Clinical Research, Informed Consent, Case Report Form, Investigator's Brochure (IB), Selection of an Investigator and Site, Patient screening, Inclusion and exclusion criteria, Randomization, Blinding, Recruitment Techniques (materials and methods), Retention and complaisance of study subjects, Ethics and Regulatory submission, Monitoring Visits, Investigator Meeting, Essential Document preparation (IB, ICF, PIS, TMF, ISF, CDA.CTA etc).</p>		
4	<p>Unit – IV Good Clinical Practice Guidelines</p> <p>4.1 Good Clinical Practice Guidelines (ICH GCP E6),</p> <p>4.2 Indian GCP Guidelines,</p> <p>4.3 4.4 E4– Dose Response Information to support Drug Registration.</p>	8	CO4, CO3
5	<p>Unit-V Project Management</p> <p>5.1 Data Privacy</p> <p>5.2 Data Management Plan</p> <p>5.3 Project Management for the Clinical Data Manager</p> <p>5.4 Vendor Selection and Management</p> <p>5.5 Data Management Standards in Clinical Research</p> <p>5.6 Design and Development of Data Collection Instruments</p> <p>5.7 Design Principles</p> <p>5.8 Electronic Data Capture—Concepts and Study Start-up, Electronic Data Capture—Study Conduct , Electronic Data Capture—Study Closeout</p> <p>5.9 CRF Completion Guidelines, CRF Printing and Vendor Selection</p> <p>5.10 Database Validation, Programming, and Laboratory Data Handling</p> <p>5.11 External Data Transfers</p> <p>5.12 Patient-Reported Outcomes</p> <p>5.13 CDM Presentation at Investigator Meetings</p> <p>5.14 Training</p>	8	CO2, CO4
6	<p>Unit – VI Clinical Data Management</p> <p>6.1 Metrics in Clinical Data Management Assuring Data Quality</p> <p>6.2 Measuring Data Quality Data Storage</p> <p>6.3 Data Entry Processes</p> <p>6.4 Medical Coding Dictionary Management and</p> <p>6.5 Maintenance Safety Data Management and Reporting Serious Adverse Event Data Reconciliation , Database Closure</p>	7	CO5 CO6

REFERENCE BOOKS:

1. Clinical Trials and Human Research: A Practical Guide to Regulatory Compliance By Fay A. Rozovsky and Rodney K. Adams
2. HIPAA and Human Subjects Research: A Question-and-Answer Reference Guide By Mark Barnes, JD, LLM and Jennifer Kulynych, JD, PhD
3. Principles and Practices of Clinical Research, Second Edition Edited by John I. Gallin and Frederick P. Ognibene
4. Reviewing Clinical Trials: A Guide for the Ethics Committee; Johan PE Karlberg and Marjorie A Speers; Karlberg, Johan Petter Einar, Hong Kong.
5. International Pharmaceutical Product Registration: Aspects of Quality, Safety and Efficacy; Anthony C. Cartwright; Taylor & Francis Inc., USA.
6. New Drug Approval Process: The Global Challenge; Guarino, Richard A; Marcel Dekker Inc., NY.
7. FDA regulatory affairs: a guide for prescription drugs, medical devices, and biologics; Douglas J. Pisano, David Mantus; CRC Press, USA
8. Country Specific Guidelines from official websites. 5. Drugs & Cosmetics Act & Rules and Amendments

COP0 Mapping

Course Outcomes \ Program Outcomes (POs)	PO1	PO2	PO3	PO4	PO5
C01	3	2	1	2	1
C02	2	3	1	3	2
C03	3	3	2	3	2
C04	3	3	2	3	1
C05	3	2	3	2	3
C06	3	3	2	3	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, SCHOOL OF MANAGEMENT STUDIES

M.B.A. PHARMACEUTICAL MANAGEMENT PROGRAMME

SEMESTER: IV

MBA-RP-647 Research Project

Course Title: Research Project

Course Code: MBA-RP-647

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Research Project

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

Course Description:

Research Project is a capstone course designed to provide students with hands-on experience in identifying, analysing, and addressing real-world business problems through rigorous research. This course enables students to integrate theoretical knowledge with practical application by undertaking an independent research study under faculty supervision. Students are expected to define a research problem, conduct a literature review, design a suitable methodology, collect and analyse data using statistical tools, and present their findings in a structured research report. The course culminates in a viva-voce and report submission, showcasing the student's analytical, research, and communication competencies.

Course Objectives:

1. To develop students' ability to independently conduct research on a management problem.
2. To apply appropriate research methods, tools, and analytical techniques.
3. To enhance report writing and presentation skills for academic and managerial purposes.
4. To integrate conceptual learning with real-world business problems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
	✓	--	--	--	✓	--	✓

Course Outcomes: At the end of the Course, the Student will be able to:

C01	Identify and define a real-life business research problem with appropriate objectives and hypotheses
C02	Conduct a comprehensive literature review and develop a strong conceptual framework.
C03	Design suitable research methodology including sampling, tools, and techniques
C04	Collect and analyze data using appropriate statistical tools and interpret the results.
C05	Prepare a structured and academically sound research report.
C06	Effectively communicate and defend research findings through oral presentation and viva-voce.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<p>1. Purpose of the Research Project</p> <p>The Research Project is a culminating component of the MBA program, intended to enable students to apply theoretical knowledge in identifying and addressing practical business challenges. It encourages the development of critical thinking, research skills, data analysis proficiency, and academic writing abilities.</p> <p>2. Research Report Format</p> <p>A. Preliminary Pages</p> <ul style="list-style-type: none"> • Title Page • Certificate (by Guide) • Declaration by Student • Acknowledgment • Table of Contents • List of Tables/Figures/Abbreviations <p>B. Main Chapters</p> <p>1. Introduction to the Topic</p> <p style="padding-left: 40px;">Theoretical and empirical review</p> <p style="padding-left: 40px;">Conceptual framework</p> <p>2. Review of Literature</p> <p style="padding-left: 40px;">Literature review from at least 10 Papers</p> <p style="padding-left: 40px;">Research gap</p> <p>3. Research Methodology</p> <p style="padding-left: 40px;">Background, Need for Study</p> <p style="padding-left: 40px;">Problem Statement</p> <p style="padding-left: 40px;">Objectives & Scope</p> <p style="padding-left: 40px;">Hypotheses (if any)</p> <p style="padding-left: 40px;">Research design, Sampling technique and size</p> <p style="padding-left: 40px;">Data collection tools</p> <p style="padding-left: 40px;">Method of data analysis</p> <p style="padding-left: 40px;">Limitations</p> <p>4. Data Analysis and Interpretation</p> <p style="padding-left: 40px;">Use tables, graphs, and figures</p> <p style="padding-left: 40px;">Interpret data with relevance to objectives</p>	48	C01 To C06

<p>5. Findings, Suggestions, and Conclusion</p> <p>Summary of findings</p> <p>Practical recommendations</p> <p>Scope for future research</p> <p>6. Bibliography</p> <p>APA citation style (consistency is mandatory)</p> <p>7. Annexures</p> <p>Questionnaire, interview schedule, data tables, charts, etc.</p> <p>Total Pages ~ around 50</p> <p>Font: Times New Roman, 12 pt, 1.5 spacing</p> <p>Margins: 1 inch on all sides</p> <p>Binding: Black bound</p>	
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Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05	PS01
C01	3	3	2	3	1	2
C02	3	2	2	3	1	2
C03	2	3	3	3	2	3
C04	2	3	3	3	3	3
C05	2	2	3	2	2	3
C06	2	2	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓