

**UNIVERSITY OF MUMBAI**

**No. UG/20 of 2014**

**CIRCULAR:-**

The Director, Jamanalal Bajaj Institute of Management Studies and the Directors of recognized Institutions of Management Studies are hereby informed that the recommendation made by the Faculty of Commerce at its meeting held on 28<sup>th</sup> February, 2014 has been accepted by the Academic Council at its meeting held 4<sup>th</sup> March, 2014 **vide** item No. 4.46 and subsequently approved by the Management Council at its meeting held on 4<sup>th</sup> April, 2014 **vide** item No.8 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6110 and 6111 and the syllabus as per the Credit Based Semester and Grading System for the M.M.S. (Pharma Health Care Management) degree programme is introduced, which is available on the University's web site ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2014-15.

MUMBAI – 400 032  
16<sup>th</sup> July, 2014

Sd/-  
REGISTRAR

To,

The Director, Jamanalal Bajaj Institute of Management Studies and the Directors of recognized Institutions of Management Studies.

**A.C/4.46/04.03.2014**  
**M.C/8/04.04.2014**

\*\*\*\*\*

No. UG/20 -A of 2014

MUMBAI-400 032

16<sup>th</sup> July, 2014

Copy forwarded with Compliments for information to:-

- 1) The Deans, faculties of Commerce & Management.
- 2) The Professor-cum-Director, Institute of Distance & Open Learning (IDOL)
- 3) The Director, Board of College and University Development,
- 4) The Co-Ordinator, University Computerization Centre,
- 5) The Controller of Examinations.

Sd/-  
Deputy Registrar  
Under Graduate Studies

**MMS PHARMA & HEALTH CARE  
MANAGEMENT**

### Semester I

Sr. No.	Type	Subject	Marks		Teaching Hours	
			Continual	Written	No. of Sessions	Hours/session
1	Core	Perspective Management	40	60	15	3
2	Core	Business Communication & Management Information Systems	40	60	15	3
3	Core	Organisational Behaviour	40	60	15	3
4	Core	Accounting for Managers	40	60	15	3
5	Core	Operations Management	40	60	15	3
6	Core	Introduction to Marketing Management	40	60	15	3
7	Core	Managerial Economics	40	60	15	3
8	Core	Business Statistics	40	60	15	3

## Semester II – Pharma & Healthcare

Sr. No.	Type	Subject	Marks		Teaching Hours	
			Continual	Written	No. of Sessions	Hours / session
1	PHC	Pharma Management	40	60	15	3
2	PHC	Manufacturing Management	40	60	15	3
3	PHC	Selling & Negotiation Skills	40	60	15	3
4	PHC	Pharma brand optimization : Life Cycle Management Strategy	40	60	15	3
5	PHC	Human Resource Management	40	60	15	3
6	PHC	Business Research Methods	40	60	15	3
7	PHC	Legal Aspects of Business	40	60	15	3
8	PHC	Creativity & Innovation Management	40	60	15	3

### Semester III – Pharma & Healthcare

Sr. No.	Type	Subject	Marks		Teaching Hours	
			Continual	Written	No. of Sessions	Hours/ session
1	PHC	International Business	40	60	15	3
2	PHC	Strategic Management	40	60	15	3
3	PHC	Health Care and Social Policy including Environmental Health Management & Safety Planning	40	60	15	3
4	PHC	Project Management	40	60	15	3
5	PHC	Health and Hospital Information System	40	60	15	3
6	PHC	Sales Management, Sales Promotion and Distribution Management	40	60	15	3
7	PHC	Health Communication: Development and Dissemination	40	60	15	3
8	PHC	Product & Brand Management	40	60	15	3
9	Internship	Summer Internship Project	100			

### Semester IV – Pharma & Healthcare

Sr. No.	Type	Subject	Marks		Teaching Hours	
			Continual	Written	No. of Sessions	Hours/session
1	PHC	Management Control System	40	60	15	3
2	PHC	Ethics in Pharma Management	40	60	15	3
3	PHC	Health Laws & Policies and Legal aspects of Pharma and hospital management	40	60	15	3
4	PHC	Community Health, Epidemiology and Population Management	40	60	15	3
5	PHC	International Classification of Diseases and Export Management	40	60	15	3
6	PHC	Health Systems Management	40	60	15	3
7	PHC	Dissertation Project	100			

# **SEMESTER I**

## Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>➤ Management : Science, Theory and Practice - The Evolution of Management</li> <li>➤ Thought and the Patterns of Management Analysis - Management and Society :</li> <li>➤ Social Responsibility and Ethics - Global and Comparative Management - The</li> <li>➤ Basis of Global Management – Functions of Management-The Nature and Purpose</li> <li>➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision</li> <li>➤ Making - Global Planning.</li> </ul>	<b>2 Sessions of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff</li> <li>➤ Authority and Decentralization - Effective Organizing and Organizational Culture -</li> <li>➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and</li> <li>➤ Motivation - Leadership - Committees and group Decision Making -</li> <li>➤ Communication - Global Leading.</li> </ul>	<b>2 Sessions of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>➤ Organisational Behaviour : History - evolution, Challenges &amp; opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.</li> <li>➤ Organizational Behaviour responses to Global and Cultural diversity. Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.</li> <li>➤ Emotions and Emotional Intelligence as a managerial tool.</li> <li>➤ Attitudes – relationship with behaviour, sources, types, consistancy, work attitudes, values - importance, sources, types, ethics and types of management ethics.</li>   <li>➤ Perception - Process, Selection, Organisation Errors, Managerial implications of perception.Learning - classicial, operant and social cognitive approaches. Implications of learning on managerial performance.</li> </ul>	<b>2 Sessions of 3 Hours</b>



4	<ul style="list-style-type: none"> <li>➤ Stress - Nature, sources, Effects, influence of personality, managing stress-</li> <li>➤ Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.</li> <li>➤ Foundations of group behaviour : team decision making. Issues in Managing teams.</li> <li>➤ Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change –</li> <li>➤ Organisational Development - values - interventions, change management</li> <li>➤ Organisational culture - Dynamics, role and types of culture and corporate culture.</li> </ul>	<b>3 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>➤ The System and Process of Controlling - Control Techniques and Information</li> <li>➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance.</li> </ul>	<b>2 Sessions of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>➤ <b>“Mental Conditioning”</b>-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity.</li> </ul>	<b>2 Sessions of 3 Hours</b>
7	Case Studies and Presentations.	<b>2 Sessions of 3 Hours</b>

## **Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I**

### **Business Communication**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	<b>2 Sessions of 3 Hours Each</b>
2	Written Analysis and Communication Spoken Business Communication	<b>1 Session of 3 Hours</b>
3	Cultural Identities and Intercultural Communication Difficult Communication	<b>1 Session of 3 Hours</b>
4	Intercultural Communication Competence Organizational Communication	<b>1 Session of 3 Hours</b>
5	Persuasive Communication Barriers to Communication	<b>1 Session of 3 Hours</b>

### **Reference Text**

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)

## Management Information System

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>❖ Basic Information Concepts and Definitions</li> <li>❖ Need for Information and Information Systems (IS) in an organization</li> <li>❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>❖ Types of IS – Transaction</li> <li>❖ Operational Control</li> <li>❖ Management Control</li> <li>❖ Decision Support</li> <li>❖ Executive Information Systems</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>❖ Determining Information Needs for an Organisation/Individual Manager</li> <li>❖ Overview of use of data flow method, analysis of information for decision processes etc.</li> </ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>❖ Strategic use of Information and IS – Use of Information for Customer Bonding</li> <li>❖ For Knowledge Management</li> <li>❖ For innovation,</li> <li>❖ For Managing Business Risks</li> <li>❖ For Creating a new business models and new business reality.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>❖ Information Security –</li> <li>❖ Sensitize students to the need for information security</li> <li>❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
6	<ul style="list-style-type: none"> <li>❖ Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

**Organization behavior 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	<b>1 Session of 3 Hours</b>
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	<b>1 Session of 3 Hours</b>
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	<b>2 Sessions of 3 Hours Each</b>
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	<b>2 Sessions of 3 Hours Each</b>
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	<b>2 Sessions of 3 Hours Each</b>
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	<b>2 Sessions of 3 Hours Each</b>
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	<b>2 Sessions of 3 Hours Each</b>

8	<p>Organisation Development  Organisational Change and Culture Environment,  Organisational culture and climate  Contemporary issues relating to business situations  Process of change and Organizational Development</p>	<b>1 Session of 3 Hours</b>
9	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

### **Reference Text**

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)

## Financial Accounting 100 marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>• Introduction to Accounting</li> <li>• Concept and necessity of Accounting</li> <li>• An Overview of Income Statement and Balance Sheet.</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Introduction and Meaning of GAAP</li> <li>• Concepts of Accounting</li> <li>• Impact of Accounting</li> <li>• Concepts on Income Statement and Balance Sheet.</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Accounting Mechanics</li> <li>• Process leading to preparation of Trial Balance and Financial Statements</li> <li>• Preparation of Financial Statements with Adjustment Entries.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>• Revenue Recognition and Measurement</li> <li>• Capital and Revenue Items</li> <li>• Treatment of R &amp; D Expenses</li> <li>• Preproduction Cost</li> <li>• Deferred Revenue Expenditure etc.</li> </ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Fixed Assets and Depreciation Accounting</li> <li>• Evaluation and Accounting of Inventory.</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Preparation and Complete Understanding of Corporate Financial Statements</li> <li>• 'T' Form and Vertical Form of Financial Statements.</li> </ul>	<b>2 Sessions of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• Important Accounting Standards.</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.</li> <li>• <b>Corporate Accounting</b></li> </ul> <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	<b>3 Sessions of 3 Hours Each</b>

9	<ul style="list-style-type: none"> <li>• Inflation Accounting &amp; Ethical Issue in Accounting.</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

**Reference text:**

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication

## **Operations Management 100 Marks (15 Sessions of 3 Hours Each)**

1	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Operations Strategy</li> <li>• Competitive Advantage</li> <li>• Time Based Competition</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Product Decision and Analysis</li> <li>• Product Development</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Process Selection</li> <li>• Process Design</li> <li>• Process Analysis</li> </ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Facility Location</li> <li>• Facility Layout</li> </ul>	<b>2 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Capacity Planning</li> <li>• Capacity Decisions</li> <li>• Waiting Lines</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Aggregate Planning</li> </ul>	<b>1 Session of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• Basics of MRP / ERP</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Basics of Scheduling</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Basics of Project Management</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Basics of Work Study, Job Design and Work Measurement</li> </ul>	<b>1 Session of 3 Hours</b>
11	<ul style="list-style-type: none"> <li>• Basics of Quality Control, Statistical Quality Control And Total Quality Management</li> </ul>	<b>1 Session of 3 Hours</b>
12	<ul style="list-style-type: none"> <li>• Basics of Environmental Management</li> <li>• Basics of ISO 14000 / 9000</li> <li>• Basics of Value Engineering &amp; Analysis</li> </ul>	<b>1 Session of 3 Hours</b>
13	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

### **Reference text**

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann



## Marketing Management 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	<b>Understanding the Basics:</b> Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Introduction to Marketing concept</li> <li>• Evolution of marketing &amp; Customer orientation</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Marketing Environment and Evaluation of Market opportunities</li> </ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Market research &amp; Marketing Information Systems and Demand forecasting and Market potential analysis</li> </ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Consumer buying process &amp; Organizational buying behavior</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Pillars of Marketing - Market segmentation, Target marketing Positioning &amp; Differentiation</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
7	<ul style="list-style-type: none"> <li>• Marketing Mix and Product decisions – Product Life cycle</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• New Product development process</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Distribution decisions – Logistics &amp; Channel decisions</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Promotion decisions – Integrated Marketing communications concept, communication tools</li> </ul>	<b>1 Session of 3 Hours</b>
11	<ul style="list-style-type: none"> <li>• Personal selling &amp; Sales management</li> </ul>	<b>1 Session of 3 Hours</b>
12	<ul style="list-style-type: none"> <li>• Pricing decisions</li> </ul>	<b>1 Session of 3 Hours</b>
13	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

### Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)

## Managerial Economics 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>• The Meaning, Scope &amp; Methods of Managerial Economics</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Economics Concepts relevant to Business</li> <li>• Demand &amp; Supply</li> <li>• Production, Distribution, Consumption &amp; Consumption Function</li> <li>• Cost, Price, Competition, Monopoly, Profit,</li> <li>• Optimisation, Margin &amp; Average, Elasticity, Macro &amp; Micro Analysis.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>• Demand Analysis &amp; Business Forecasting</li> <li>• Market Structures, Factors Influencing Demand</li> <li>• Elasticities &amp; Demand Levels</li> <li>• Demand Analysis for various Products &amp; Situations</li> <li>• Determinants of Demands for Durable &amp; Non-durable Goods Long Run &amp; Short Run Demand</li> <li>• Autonomous Demand Industry and Firm Demand.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>• Cost &amp; Production Analysis</li> <li>• Cost Concepts, Short Term and Long Term</li> <li>• Cost Output Relationship</li> <li>• Cost of Multiple Products Economies of Scale Production Functions</li> <li>• Cost &amp; Profit Forecasting</li> <li>• Breakeven Analysis.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>• Market Analysis</li> <li>• Competition, Kinds of Competitive Situations, Oligopoly and Monopoly,</li> <li>• Measuring Concentration of Economic Power.</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Pricing Decisions Policies &amp; practices</li> <li>• Pricing &amp; Output Decisions under Perfect &amp; Imperfect Competition</li> <li>• Oligopoly &amp; Monopoly, Pricing Methods</li> <li>• Product-line Pricing</li> <li>• Specific Pricing Problem</li> <li>• Price Dissemination</li> <li>• Price Forecasting.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

7	<ul style="list-style-type: none"> <li>• Profit Management</li> <li>• Role of Profit in the Economy</li> <li>• Nature &amp; Measurement of Profit, Profit Policies</li> <li>• Policies on Profit Maximisation</li> <li>• Profits &amp; Control</li> <li>• Profit Planning &amp; Control.</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Capital Budgeting</li> <li>• Demand for Capital</li> <li>• Supply of Capital</li> <li>• Capital Rationing</li> <li>• Cost of Capital</li> <li>• Appraising of Profitability of a Project</li> <li>• Risk &amp; Uncertainty</li> <li>• Economics &amp; probability Analysis.</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Macro Economics and Business</li> <li>• Business Cycle &amp; Business Policies</li> <li>• Economic Indication</li> <li>• Forecasting for Business</li> <li>• Input-Output Analysis.</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

### Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson

## Business Statistics 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"><li>• Basic Statistical Concepts</li><li>• Summarisation of Data</li><li>• Frequency Distribution</li><li>• Measures of Central Tendency</li><li>• Measures of Dispersion</li><li>• Relative Dispersion, Skewness</li></ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"><li>• Elementary Probability Theory</li><li>• Relative Frequency Approach</li><li>• Axiomatic Approach</li><li>• Subjective Probability</li><li>• Marginal &amp; Conditional Probability</li><li>• Independence/Dependence of Events</li><li>• Bayes' Theorem</li><li>• Chebyseheff's Lemma</li></ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"><li>• Elementary Statistical Distributions</li><li>• Binomial, Poisson, Hypergeometric</li><li>• Negative Exponential, Normal, Uniform</li></ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"><li>• Sampling distributions</li><li>• For Mean, Proportion, Variance</li><li>• From Random Samples</li><li>• Standard Normal (Z); Student's; Chi-Square</li><li>• And Variance ratio (F) Distribution</li></ul>	<b>2 Sessions of 3 Hours Each</b>
5	<ul style="list-style-type: none"><li>• Statistical Estimation</li><li>• Point &amp; Interval estimation</li><li>• Confidence Interval for Mean, Proportion &amp; Variance</li></ul>	<b>1 Session of 3 Hours Each</b>

6	<ul style="list-style-type: none"> <li>• Test of Hypothesis</li> <li>• Tests for specified values of Mean,</li> <li>• Proportion &amp; Standard Deviation</li> <li>• Testing equality of two Means,</li> <li>• Proportion &amp; Standard Deviation</li> <li>• Test of goodness - of fit</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
7	<ul style="list-style-type: none"> <li>• Simple Correlation &amp; Regression/Multiple Correlation &amp; Regression</li> <li>• Spearman's rank Correlation</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
8	<ul style="list-style-type: none"> <li>• Analysis of Variance</li> <li>• One-way &amp; Two-way Classification (for Equal Class)</li> </ul>	<b>1 Session of 3 Hours</b>
9	Elements of Integration & Differentiation	<b>1 Session of 3 Hours</b>
10	Elements of Determinants	<b>1 Session of 3 Hours</b>
11	Elements of Matrix algebra	<b>1 Session of 3 Hours</b>

### **Reference Text**

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Schefler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)

# **SEMESTER II**

## Pharma Management 100 marks (15 Sessions of 3 Hours Each) Sem II

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>➤ Pharmaceutical Industry – Classification, Location, Manufacturing and Special Provisions</li> <li>➤ Pharmacology, Physiology, Nutra, Diagnostics Clinical Trials, Agri, Medical Sciences, Regulatory Patents &amp; Medical Consumers.</li> </ul>	<b>2 Sessions of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>➤ Pharmaceutical Manufacturing - Classification - Primary Manufacturer - Secondary Manufacturer - Factors Influencing Plant Location - Fundamental or Primary Factors Derived (Secondary) Factors - Special Provisions of Factory Premises - GMP Requirement</li> </ul>	<b>2 Sessions of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>➤ Pharmaceutical Production Planning and Control (PPC) - Introduction - Production Planning - Production Control - Various Stages of Production, Planning and Control</li> <li>➤ Productivity - Types of Production Systems - Production Department – Personnel -</li> <li>➤ Production (Or Process) Planning - Procedure for Planning the Production</li> </ul>	<b>2 Sessions of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>➤ Routing - Routing Procedure - Loading - Significance of Loading - Scheduling - Factors affecting Scheduling - Production scheduling procedure - Master production schedule</li> </ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>➤ Dispatching of Records - Dispatching Procedure - Production Control - Observation - Analysis - Corrective action - Post –operation evaluation - Progress Control</li> <li>➤ System to record progress - Making a progress report - Transmission of progress report - Corrective action</li> </ul>	<b>2 Sessions of 3 Hours</b>

6	<ul style="list-style-type: none"> <li>➤ International Trade in Pharma Business - Various Economic Theories of Trade - Adam Smith's theory of absolute cost advantage - David Ricardo's theory of comparative costs - The Heckscher-Ohlin theory of international trade - Balance of Payments - Balance of Trade - General Agreement on Tariffs and Trade - Non-Discrimination - Reciprocity - Transparency - The MFN clause and discrimination against countries - World Trade Organization &amp;</li> <li>➤ Pharma Business – Export and Import Procedure</li> </ul>	<b>2 Sessions of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>➤ Material Management and Control - Introduction - Objectives – stages – stores management - pricing of drugs - codification - inventory management - principles of material handling</li> </ul>	<b>2 Sessions of 3 Hours</b>
8	Case Studies and Presentations.	<b>2 Sessions of 3 Hours</b>



**Manufacturing Management 100 marks (15 Sessions of 3 Hours Each)**  
**Sem II**

<b>S. No.</b>	<b>Particulars</b>	<b>Sessions</b>
1	The production function – Nature and scope interface with other functional areas like marketing, finance personnel, material	<b>2 Sessions of 3 Hours</b>
2	Plant layouts – objectives – system of poor layouts – types of layouts – functional line and static product layouts – group layouts - techniques of optimizing layouts – factors influencing layouts	<b>2 Sessions of 3 Hours</b>
3	Inventory Management – Types of inventory management – selective inventory control – ABC analysis, HML analysis – FSN analysis – SDE analysis	<b>2 Sessions of 3 Hours</b>
4	Activity analysis – Network diagramming – PERT – CPM – Estimation of Schedule statistics – MS project	<b>1 Session of 3 Hours</b>
5	Break Even Point Analysis – BEP analysis in short and long term decision –	<b>1 Session of 3 Hours</b>
6	Maintenance Management – Reliability – Maintenance and Plant Services break down and preventive maintenance – fault free analysis – Plant services – Maintenance – preventive and break down	<b>2 Sessions of 3 Hours</b>
7	Quality Management System – Introduction to control charts – JIT Manufacturing concept of value analysis - Value Engineering – Quality Control – Concept of GMP and CGMP – quality system – Hygiene, Environmental conditions – Validation Qualification – Documentation – Self Audit – Audits	<b>2 Sessions of 3 Hours</b>
8	Pharma manufacturing and drug doses forms, range of doses forms – Tablets – Capsule – Oral solutions – Oral suspensions – Emulsions – Topical doses Form – Injectibles	<b>1 Session of 3 Hours</b>
9	Case Studies and Presentations.	<b>2 Sessions of 3 Hours</b>

## **Selling & Negotiation Skills 100 Marks (15 Sessions of 3 Hours Each) Sem II**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<ul style="list-style-type: none"><li>• Types of Negotiation</li></ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"><li>• Negotiation Strategies</li></ul>	<b>3 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"><li>• Selling skills – Selling to customers</li></ul>	<b>3 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"><li>• Selling to Superiors</li></ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"><li>• Selling to peer groups, team mates &amp; subordinates</li></ul>	<b>2 Sessions of 3 Hours Each</b>
6	<ul style="list-style-type: none"><li>• Conceptual selling, Strategic selling</li></ul>	<b>2 Sessions of 3 Hours Each</b>
7	<ul style="list-style-type: none"><li>• Selling skills – Body language</li></ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"><li>• Case Studies and Presentations</li></ul>	<b>2 Sessions of 3 Hours Each</b>

### **Reference Text**

Organisational Behaviour by Fred Luthans (9th edition)

The Essentials of Negotiation – Harvard Business School Press

Getting to Yes by Roger Fisher & William Ury

Negotiation Selling by Sameer A Kulkarni

**Pharma Brand Optimization: Life Cycle Management Strategy 100 Marks  
(15 Sessions of 3 Hours Each) Sem II**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<b>Structure and Funding</b> – Learn how pharmaceutical companies are establishing dedicated lifecycle management teams to spearhead efforts. Benchmark functional involvement and funding support.	<b>3 Sessions of 3 Hours Each</b>
2	<b>LCM Processes, Challenges and Measurements</b> – Examine top companies’ lifecycle management LCM objectives and goals. Analyze the processes companies take to launch comprehensive LCM strategies as well as many common challenges they must overcome to be successful.	<b>3 Sessions of 3 Hours Each</b>
3	<b>Drug Time Periods</b> – Explore the strategies that companies should be considering at three major points in a drug’s lifecycle – pre-launch, peak and mature time periods. Within each time period are LCM tactic profiles that analyze the individual tactics in detail including resources, timeframes and real-world case studies.	<b>4 Sessions of 3 Hours Each</b>
4	<b>Individual LCM Brand Profiles</b> – Uncover the resource support that individual brands receive for their lifecycle management efforts annually during pre-launch, peak and mature time periods.	<b>3 Sessions of 3 Hours Each</b>
5	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

**Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)**  
**Sem II**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<ul style="list-style-type: none"> <li>❖ Human Resource Management –</li> <li>➤ Its Scope, Relationship with other Social Sciences -</li> <li>➤ Approaches to Human Resource Management / Inter-Disciplinary Approach</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>❖ Organization of Personnel Functions –</li> <li>➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization.</li> </ul>	<b>1 Session of 3Hours</b>
3	<ul style="list-style-type: none"> <li>➤ Manpower Planning</li> <li>➤ Job Analysis</li> <li>➤ Job Description</li> <li>➤ Scientific Recruitment and</li> <li>➤ Selection Methods.</li> </ul>	<b>2 Sessions of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>❖ Motivating Employees –</li> <li>➤ Motivational Strategies</li> <li>➤ Incentives Schemes</li> <li>➤ Job-enrichment, Empowerment - Job-Satisfaction</li> <li>➤ Morale</li> <li>➤ Personnel Turnover.</li> </ul>	<b>2 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>❖ Performance Appraisal Systems</li> <li>➤ MBO Approach</li> <li>➤ Performance Counselling</li> <li>➤ Career Planning.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
6	<ul style="list-style-type: none"> <li>❖ Training &amp; Development –</li> <li>➤ Identification of Training Needs</li> <li>➤ Training Methods</li> <li>➤ Management Development Programmes.</li> </ul>	<b>1 Session of 3 Hours</b>

7	<ul style="list-style-type: none"> <li>❖ Organisation Development –</li> <li>➤ Organisation Structures</li> <li>➤ Re-engineering, Multi-Skilling</li> <li>➤ BPR.</li> </ul>	<b>1 Session of 3 Hours</b>
8	❖ Management of Organizational Change.	<b>1 Session of 3 Hours</b>
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	<b>2 Sessions of 3 Hours Each</b>
10	❖ Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

### Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)

## Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	<b>1 Session of 3 Hours</b>
2	Identification of Research Problem and Defining MR problems	<b>1 Session of 3 Hours</b>
3	Research Design	<b>1 Session of 3 Hours</b>
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	<b>2 Sessions of 3 Hours Each</b>
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	<b>2 Sessions of 3 Hours</b>
6	Data management plan – Sampling & measurement	<b>1 Session of 3 Hours</b>
7	Data analysis – Tabulation, SPSS applications data base, testing for association	<b>1 Session of 3 Hours</b>
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	<b>3 Sessions of 3 Hours Each</b>
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	<b>1 Session of 3 Hours</b>
10	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

## **Reference Text**

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7<sup>th</sup> edition John Wiley & Sons)

## Legal Aspects of Business 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Legal framework governing the manufacturing and services industries in India, global scenario, industry association and other bodies setting norms, formation of a company, types of companies	<b>1 Session of 3 Hours</b>
2	Contract Act - provisions applicable to agreements, terms and schedules, binding rules on parties to the contract, how the provisions apply to derivative instruments like forwards, regulations governing overseas contract	<b>2 Sessions of 3 Hours Each</b>
3	Companies Act - appointment of directors, auditors, company secretary, annual general meeting, special AGM, voting rights, resolutions, minutes, approvals and ultra vires clauses, registration of company, declaration of corporate actions	<b>2 Sessions of 3 Hours Each</b>
4	Negotiable Instruments Act - provisions applicable to signing, negotiation of financial instruments - cheques, bills of exchange, promisory note, assignment of debt, holder in due course, recourse to lender, dishonour of instruments and remedies	<b>1 Session of 3 Hours</b>
5	Sale of goods Act - Indian and global scenario, regulations governing overseas sells contracts	<b>1 Session of 3 Hours</b>
6	Provident fund Act - contributions to provident fund, applicability, consequences of non payment to Government provident fund	<b>2 Sessions of 3 Hours Each</b>
7	Competition Act 2002	<b>1 Session of 3 Hours</b>
8	Gratuity Act - applicability, contributions, coverage through insurance policy, actuarial calculations and provisioning	<b>1 Session of 3 Hours</b>
9	Regulatory requirements on periodic audit, schedule in balance sheet, mandatory disclosure of financial information, quarterly, half yearly and annual closing and declaration of results	<b>1 Session of 3 Hours</b>
10	Winding up of company, merger, acquisition, de-listing, pay off to investors, lenders and depositors, role of Company Law Board, Sick companies Act / Provisions of BIFR / Rehabilitates of sick units/ Restructuring of sick units	<b>1 Session of 3 Hours</b>
11	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>



**Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem II**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	<b>2 Sessions of 3 Hours Each</b>
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	<b>3 Sessions of 3 Hours Each</b>
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	<b>2 Sessions of 3 Hours Each</b>
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	<b>2 Sessions of 3 Hours Each</b>
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	<b>2 Sessions of 3 Hours Each</b>
6	Researching/Assessing Creativity Global Perspectives on Creativity	<b>2 Sessions of 3 Hours Each</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

# **SEMESTER III**

## International Business - 15 Sessions of 3 Hours 100 Marks Sem III

SL. No.	Particulars	No. of Sessions
01	<p><b>Introduction to International Business</b></p> <p>a) Objective, Scope, Importance and Current Trends                      b) Domestic Business v/s International Business                      c) Reasons For International Business – For Corporates and Country                      d) Modes of Entry and Operation</p>	<b>2 Sessions of 3 Hours</b>
02	<p><b>PEST Factors and Impact on International Business</b></p> <p>a) Risk Analysis                      b) Decisions to overcome or managing risks – a live current case</p>	<b>1 Session of 3 Hours</b>
03	<p><b>Investment Management in International Business</b></p> <p>a) Foreign Direct Investment                      b) Offshore Banking                      c) Foreign Exchange Dealings and numericals in business                      d) Resource Mobilization through portfolio/GDR/ADR                      e) Other options of funding in ventures and case discussions</p>	<b>1 Session of 3 Hours</b>
04	<p><b>Multinational Corporations</b></p> <p>a) Structure, system and operation                      b) Advantages and Disadvantages – Case discussion                      c) Current Opportunities of Indian MNCs and Case discussion                      d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.</p>	<b>1 Session of 3 Hours</b>
05	<p><b>Globalization</b></p> <p>a) Concept and Practice                      b) Role of Global Organisation and Global Managers                      c) Stages of building Global companies and competitiveness                      d) Global competitive advantages of India - Sectors and Industries – Case study</p>	<b>2 Sessions of 3 Hours</b>
06	<p><b>International Organisations and their role in international business</b></p> <p>a) WTO                      b) World Bank                      c) ADB                      d) IMF and others Case study</p>	<b>1 Session of 3 Hours</b>

07	<b>Regional Trade Agreements and Free Trade Agreements (RTA and FTA)</b>  a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	<b>1 Session of 3 Hours</b>
08	<b>Trade Theories and relevance in International Business</b>  a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	<b>1 Session of 3 Hours</b>
09	<b>International Logistics and Supply Chain</b>  a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	<b>1 Session of 3 Hours</b>
10	<b>International HR Strategies</b>  a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	<b>1 Session of 3 Hours</b>
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	<b>1 Session of 3 Hours</b>
12	<b>Case Studies and Presentations</b>	<b>2 Sessions of 3 Hours</b>

### Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao

## Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	<b>1 Session of 3 Hours Each</b>
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	<b>1 Session of 3 Hours Each</b>
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	<b>1 Session of 3 Hours Each</b>
4	<b>Strategy Choices</b> Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	<b>2 Sessions of 3 Hours Each</b>
5	<b>External and Industry Analysis</b> General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	<b>1 Session of 3 Hours Each</b>
6	<b>Internal Analysis</b> Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	<b>1 Session of 3 Hours Each</b>
7	<b>Strategy Analysis and Formulation Tools</b> SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	<b>1 Session of 3 Hours Each</b>
8	Growth Accelerators: Business Web, Market Power, Learning based.  Management Control, Elements, Components of Management Information Systems	<b>1 Session of 3 Hours Each</b>

9	<b>Strategy Evaluation and Control</b> Performance Measurement and Monitoring	<b>1 Session of 3 Hours Each</b>
10	Financial Projections and Financial Impact of Strategies	<b>1 Session of 3 Hours Each</b>
11	<b>Miscellaneous Management Topics</b> Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	<b>2 Sessions of 3 Hours Each</b>
12	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

### Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter

**Health Care and Social Policy including Environmental Health  
Management & Safety Planning 100 marks (15 Sessions of 3 Hours Each)  
Sem III**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Social Welfare, Social policy, Health Care and Social Development Public and social policy Approaches to analysis, resources, structure and organization Factors in social policy Situational, structural, ideological and environmental	<b>2 Sessions of 3 Hours Each</b>
2	Health policy formulation: Factors, determinants and other sectoral issues  National Health policy: Review of different committees: Distribution of health services in India: Disparities	<b>1 Session of 3 Hours Each</b>
3	Health Policy : Input, Output, and Performance Role of private and voluntary 'Groups Role of National and international agencies	<b>1 Session of 3 Hours Each</b>
4	Health and Social Policy: International Perspectives: Health Policy : the disadvantaged	<b>1 Session of 3 Hours Each</b>
5	Concept of Health care planning, health expenditures, hospitals as health care delivery system Management of Health care systems Dimension of health care management Management of quality Concepts of environmental health care	<b>2 Sessions of 3 Hours Each</b>
6	Microbiological considerations CSSD, Laundries, Insect, Rodent Control, Emergency and Disaster Planning Safety Management – patients and Personal safety, fire safety, General Sanitation	<b>2 Sessions of 3 Hours Each</b>
7	Hazardous waste management – solid waste handling and disposal  Liquid waste handling, collection and disposal	<b>1 Session of 3 Hours Each</b>
8	Water treatment and distribution Planning and organizing for safety and waste management	<b>1 Session of 3 Hours Each</b>

9	Legal and social aspects of waste management Trends and practices Management of costs – Health care Budgeting – cost containment – management of Conflicts	<b>1 Session of 3 Hours Each</b>
10	Organising for better health care management – collective employee participation – bargaining – Rewards and punishments	<b>1 Session of 3 Hours Each</b>
11	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

Suggested readings:

Chatterice, Meera. “Implementing Health Policy”, 1998, Manohar, New Delhi

Christianson, JB and Mamor, T.R “Health Care Policy: A political economy Approach” 1982 Sage, London

Lee Kenneth and Mills, Anne, “Policy making and Planning in Health Sector”, 1987 OUP, Oxford

The list of cases and specific references including research papers, articles and books will be announced in the class

Readings:

- 1 Ferry. Ted - Safety & Health Management Planning, Van Nostrand Reinhold, New York, 1990
- 2 Journal of Hazardous Waste Management, USA
- 3 Bond Richard G, G.S. Michaelsen and Roger L DeRoos - Environmental Health And Safety in Health Care Facilities, Macmillan Pub. Co. Inc. 1973
4. Goyal, R.C - Handbook of Hospital Personnel Management, Prentice hall Of India 1993
5. [Health Care Management](#) by John R. Schermerhorn (Paperback - Aug 25, 2006) ([www.amazon.com](http://www.amazon.com))
6. [An Introduction to Hospitals and Inpatient Care](#) by Eugenia L. Siegler, Saeid Mirafzali, and Janice B. Foust (Paperback - Feb 1, 2003) ([www.amazon.com](http://www.amazon.com))



## Project Management 100 Marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Introduction: – Concept of Project Management. Scope & Coverage. Project Function in an Organization – Layout of Project Department. Role of Consultants in Project Management.	<b>2 Sessions of 3 Hours</b>
2	Project Identification :- Selection of product identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report.	<b>2 Sessions of 3 Hours</b>
3	Selection of location & site of the project – Factors affecting location – policies of Central – State Government towards location – Legal aspects of project management.	<b>2 Sessions of 3 Hours</b>
4	Financial Analysis :- Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows.  Materials Management in Project Planning – Procurement – storage – disposal.	<b>2 Sessions of 3 Hours</b>
5	Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects, Risk Analysis – Sensitivity Analysis.	<b>2 Sessions of 3 Hours</b>
6	Quantitative Aspects of projects :- PERT/CPM Network Analysis for monitoring of the project –Other quantitative techniques for monitoring and Control of project	<b>2 Sessions of 3 Hours</b>
7	Computer Applications: - Selection of software packages for application to Project management.	<b>1 Session of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Health & Hospital Information Systems 100 Marks (15 Sessions of 3 Hours Each) Sem III**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Concept of health Health care and hospitals, Indian Health care system Government - Health care interface	<b>2 Sessions of 3 Hours</b>
2	Hospital as a subsystem of health care system Hospital functions; Hospital Organization Classification of Hospitals; Components of a hospital system	<b>2 Sessions of 3 Hours</b>
3	Changing role of hospital administration Need for managerial functional specialists Decision making in Hospitals, Understanding decision making process Drawback of hospital communication system	<b>3 Sessions of 3 Hours</b>
4	Need for systems approach to Hospital Concepts of computers and communication Technology Database concepts, Networks and communication Types of network, Network Topologies	<b>2 Sessions of 3 Hours</b>
5	Information Technology in Hospitals, Information system concepts, Types of information systems Design considerations, Development Approaches Implementation strategies Functionality of computerized information systems, Resources, Utilisation & Control in Hospitals, issues and challenges of Hospital Management	<b>4 Sessions of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference Text**

1. PMP - Project Management Professional - "Study Guide" - By Kimi Heldman
2. Project Management - By S. Choudhary
3. Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy
4. Project Management - By Prasanna Chandra
5. Project Appraisal - By P. K. Mattoo
6. Project Management - By Vasant Desai

**Sales Management, Sales Promotion and Distribution Management 100  
Marks (15 Sessions of 3 Hours Each) Sem III**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Sales Organization and its evaluation Job and role of Sales Management in Organizations, The Selling functions The importance of systems selling in contemporary environment Selling of services as opposed to selling of tangible products selling process	<b>1 Session of 3 Hours</b>
2	Sales management Planning Sales Management Information Systems Sales Forecasting Sales Budgeting Planning quotas	<b>1 Session of 3 Hours</b>
3	Manpower Planning for the sales organization for and development of sales organization, Recruitment, selection, Training, and development of sales Personnel.	<b>1 Session of 3 Hours</b>
4	Time and Territory Management Territory Planning, establishing and revising territories, Bases of territory design, methods of territory design including computer models, assigning Sales people to territories route planning Territory coverage.	<b>1 Session of 3 Hours</b>
5	Sales incentives and sales compensation, Sales Force Performance evaluation and control, Identify the roles of consumer and trade promotion activities in terms of differences, Characteristics and application	<b>1 Session of 3 Hours</b>
6	Sales promotion strategies to integrate below the line promotion into the communication mix. Process of researching, planning and setting goals to measure and test the Effectiveness	<b>1 Session of 3 Hours</b>
7	Planning and designing sales promotion Programme with specific reference to sales contests, Trade-in discounts, Coupons etc.	<b>1 Session of 3 Hours</b>
8	Types of Negotiation, Negotiation Strategies, Selling Skills, Selling to Customers, Selling to Superiors, Selling to Peer Groups, team – mates and subordinates, Conceptual Selling, Strategic Selling, Selling Skills, Body Language.	<b>1 Session of 3 Hours</b>
9	The roles of distribution function in the marketing mix the meaning of distribution Equity,	<b>1 Session of 3 Hours</b>

	Channel design and management for consumer, industrial products, rural markets and Services	
10	Tasks and responsibilities of channel members, Channel selection, training, development and motivation performance appraisal of Channel members	<b>1 Session of 3 Hours</b>
11	Financial dimensions of dealer management, Management issues in distribution viz. channel conflict, use of power bases, disputes etc	<b>1 Session of 3 Hours</b>
12	Concept & context of CRM: CRM as an integral business strategy, Customer Loyalty Program : A brief discussion from Technology point of View Customer knowledge: The Individualized customer proposition The relationship policy: Relationship data management Concept of Risk Communication	<b>2 Sessions of 3 Hours</b>
13	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### **Suggested readings:**

Lele, R D : Computers in Medicine, Tata McGraw Hill Publishing Co. Ltd., New Delhi, 1998

Saini, Anil Kumar, "Management Information System (MIS) in Hospitals, Deep & Deep Pub., 1993

Hospital information system – the Next Generation, Velde, Rudi Van de Springer, Verlag, 1992

Health information in India, Central Bureau of Health Intelligence, Ministry of Health and Family Welfare, Govt. Of India, New Delhi

List of cases and specific references including research papers, articles and books will be announced in the classes

**Health Communication: Development & Dissemination 100 Marks (15 Sessions of 3 Hours Each) Sem III**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media health images, Communication campaigns, alternative medicine, health ethics	<b>3 Sessions of 3 Hours</b>
2	Use of least three artifacts (such as pamphlets, print ads, video etc) analyses the rhetoric of a successful or unsuccessful health communication campaign such as AIDS awareness , smoking cessation	<b>3 Sessions of 3 Hours</b>
3	Learnings to plan, deliver and evaluate health information and disease prevention campaigns, advocate for health policy initiatives and manages health care delivery systems or produce the written material for a healthy campaign or develop a television programme/health literacy and strategies dissemination in areas of public health	<b>4 Sessions of 3 Hours</b>
4	Research in hearing, balance, smell, taste, voice, speech of language and materials that Make complex disease issues more understandable to public e.g. materials to accompany genetic counseling in areas of inherited disorders	<b>3 Sessions of 3 Hours</b>
5	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Suggested readings:**

1. Payers, Lynn, Medicine & Culture – New York: Henry Holt & Company 1996
2. du Pre, Athena, Communicating about Health: Current Issues and Perspective: Mountain view LA: May Field Publishing Company, 2000
3. Health Communication, New Jersey School of Public Health,
4. Role Of Mass Media in Parenting education, 1997, Harvard School of Public Health Centre for Health Communication
5. Text Book of Preventive & Social Medicine 2000

List of cases and specific references including research paper, articles and books will be announced in the classes

**Product & Brand Management 100 marks (15 Sessions of 3 Hours Each)**  
**Sem III**

<b>S. No.</b>	<b>Particulars</b>	<b>Sessions</b>
1.	<p>Role of Product Management in Contemporary Marketing Environment</p> <p>Functions, limitations, Challenges &amp; Conflicts of Product Management</p>	<b>2 Sessions of 3 Hours</b>
2.	<p>Product Strategy and Integration with Marketing Mix elements, Product Planning and Marketing Planning:</p> <p>Understanding the relationship , Category Planning and Evaluation</p> <p>Importance of Market Planning &amp; Preparation of Marketing Plan</p> <p>Customer &amp; Competitor Analysis</p>	<b>2 Sessions of 3 Hours</b>
3.	<p>Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, R K Swamy, BBDO Index,</p> <p>GIS/NRS/IRS, ORG retail audit etc.</p> <p>Maintaining fact book &amp; setting up MIS system</p> <p>Different Importance of Marketing Mix elements for different product categories</p>	<b>2 Sessions of 3 Hours</b>
4.	<p>Managing new product process &amp; diffusion of innovation</p> <p>Managing existing product over product life cycle.</p> <p>Financial Analysis for Product Management</p> <p>Giving brief to advertising agency &amp; evaluating advertising &amp; media plan.</p> <p>Assessing research requirements, actioning &amp; monitoring output. Creativity &amp; Product Management.</p>	<b>3 Sessions of 3 Hours</b>
5	<p>Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of brand building process</p> <p>Customers and Brands: Understanding brands from the customer's perspective</p> <p>Brand Positioning</p>	<b>2 Sessions of 3 Hours</b>

	Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships etc.	
6	<p>Articulating the Brand Identity: Logos, Mascots, Taglines, Packaging etc.</p> <p>Executing the Brand Identity through the 4P's  Executing the Brand Identity through 'Promotion'  Brand Extensions  Brand Product Portfolio  Brand Equity: Development and Measurement  Managing the Brand Portfolio over time</p>	<b>2 Sessions of 3 Hours</b>
7	Case Studies and Presentation.	<b>2 Sessions of 3 Hours</b>

# **SEMESTER IV**



**Management Control Systems 100 marks (15 Sessions of 3 Hours Each)**  
**Sem IV**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<b>Financial goal setting</b> - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	<b>3 Sessions of 3 Hours</b>
2	<b>Organizational growth :</b> -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	<b>2 Sessions of 3 Hours</b>
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	<b>3 Sessions of 3 Hours</b>
4	<b>Control in special sectors :</b> Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	<b>3 Sessions of 3 Hours</b>
5	<b>Measurement of Assets Employed</b> - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	<b>2 Sessions of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

## Ethics in Pharma Management 100 Marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Introduction to ethics and profession – ethics and business - medical ethics – Values and medical ethics – delivery of service and medical ethics	<b>3 Sessions of 3 Hours</b>
2	Definition of medical ethics – approaches to medical ethics - perspectives to medical ethics – the family and society in medical ethics	<b>3 Sessions of 3 Hours</b>
3	Death and dying – Doctor/Patient relationship – Doctor/Doctor relationship – Ethics and service providers in medical profession	<b>2 Sessions of 3 Hours</b>
4	Pharmaceutical ethics – professional ethics – research ethics	<b>3 Sessions of 3 Hours</b>
5	Codes of conduct and their implementation – Roles of agencies –	<b>2 Sessions of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### References

[Issues & Ethics in the Helping Professions](#) by Gerald Corey (Paperback - Jan 1984)  
([www.amazon.com](http://www.amazon.com))

[Ethics: Theory and Contemporary Issues](#) by Barbara MacKinnon (Hardcover - Jan 2004)  
([www.amazon.com](http://www.amazon.com))

[Law & Ethics for Medical Careers](#) by Karen Judson and Carlene Harrison (Paperback - Jan 7, 2009) – Publisher – Career Education – [www.amazon.com](http://www.amazon.com)

[Code Of Ethics For Nurses With Interpretive Statements \(American Nurses Association\)](#) by American Nurses Association (Paperback - Aug 2001 – [www.amazon.com](http://www.amazon.com))

Code of ethics guidelines issued by All India Council Of Medical Association

List of cases and specific references including research papers, articles and books will be announced in the class

**Health Laws & Policies and Legal aspects of Pharma and hospital management 100 Marks (15 Sessions of 3 Hours Each) Sem IV**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<p>Code of ethics – introduction – professional ethics – personal qualities of the medical professional.</p> <p><b>LAWS RELATED TO MEDICAL PRACTICE</b></p> <p>Medical council act – clinical trials – disability act – legal aspects of medical records – transplantation of human organ act – prevention of food and adulteration act – medical termination of pregnancy act, 1971 – birth and death registration act – sex determination act – Indian mental health act, 1987 .</p>	<b>2 Sessions of 3 Hours</b>
2	<p><b>LAWS RELATED TO HOSPITAL ADMINISTRATION</b></p> <p>Companies act – law of contracts – consumer protection act</p> <p><b>LAWS RELATED TO SUPPORT SERVICES</b></p> <p>Biomedical waste (management and handling rules) – atomic energy act – Indian electricity act, 1956 – Indian boiler act – pollution control act.</p> <p><b>LAWS RELATED TO HOSPITAL FINANCE</b></p> <p>Securities and exchange board of India (SEBI) - securities contract regulation act – negotiable Instruments act – value added act (VAT) – patient bill – IRDA – service tax</p>	<b>2 Sessions of 3 Hours</b>
3	<p><b>OVERVIEW OF HEALTH CARE DELIVERY SYSTEM</b></p> <p>Overview of health care delivery system – brief history of evolution – growth of health care services after independent salient features of various committees. Health care infrastructure – National level – state level – district level – block level, primary health center level – sub center level – village level – role of private sector &amp; voluntary organization.</p>	<b>3 Sessions of 3 Hours</b>

4	<p><b>HEALTH CARE AND INSURANCE AGENCIES – DEFINITION – FUNCTION</b></p> <p>National health care agencies – Indian red cross / society – hind kusht nivaran singh – Indian council for child welfare – tuberculosis association of India – bharat sevak samaj – central social welfare board – kashuriba memorial fund – family planning association of India – an Indian blind relief society – all India women’s conference – International health care agencies – UNICEF, WHO, UNDP, World Bank, CARE – Rockefeller foundation – ford foundation Colombo plan</p> <p>Role and function of Health Insurance – Agencies – Mediclaim etc.</p>	<b>2 Sessions of 3 Hours</b>
5	<p><b>HEALTH POLICIES</b></p> <p>National health policy – salient features – population policy 2000. Pharmaceutical legislation in India – historical development of pharmaceutical education in India and its present status. Pharmacy act – drugs and cosmetics act – narcotics and psychotropic substances act – drug and magic remedies act – poisons act and rules.</p>	<b>4 Sessions of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Community health, epidemiology & population management 100 Marks  
(15 Sessions of 3 Hours Each) Sem IV**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Meaning and scope of epidemiology – Models and factors associated with health and diseases	<b>2 Sessions of 3 Hours</b>
2	Health statistics and health indicator – Morbidity and mortality – data sources , collection, analysis and uses	<b>2 Sessions of 3 Hours</b>
3	Health information system – Use of computers – Primary health care and community participation	<b>2 Sessions of 3 Hours</b>
4	Organisational aspects of community health – clinical care – physical aspects of community health – psychological aspects of community health – special aspects of community health	<b>3 Sessions of 3 Hours</b>
5	Drugs, alcoholism, smoking etc., preventive and promotive health care	<b>2 Sessions of 3 Hours</b>
6	Population policy and management	<b>2 Sessions of 3 Hours</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**References:**

- Elements of mercantile law - N.D.Kapoor
- Export management - T.A.S. Balagopal
- Bare acts relating to hospital laws - government of India publications.
- Drug and pharmacy laws in India - H.K.bharathi
- Government of India publications regarding drug policy
- Planning a community health programme - mabry C esther
- Community health nursing - StanhopLancaster
- Textbook of prevention and social medicine - B.K.mahajan M.C. Gupta

List of cases and specific references including research papers, articles and books will be announced in the class

**International Classification of Diseases & Export Management 100 Marks  
(15 Sessions of 3 Hours Each) Sem IV**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	International Classification Of Disease: History And Uses- Design Of ICD And Structure	<b>2 Sessions of 3 Hours</b>
2	How to Use ICD –Basic Coding Guidelines-Principles And Rules O f Coding-WHO Guidelines	<b>2 Sessions of 3 Hours</b>
3	International Classification of procedures In Medicines- Indexing Of Diseases And Operations	<b>2 Sessions of 3 Hours</b>
4	Salient Features Of The Amendments To The ICD-I' .Difference Between Icd-9 And Icd-10	<b>2 Sessions of 3 Hours</b>
5	Role of International Classification of Diseases In Managing Electronic Medical Records and importance of Using ICD In Mental And Health Statistics	<b>2 Sessions of 3 Hours</b>
6	Export procedures and documentation – registration with various agencies – compulsory quality control and pre-shipment with inspection – processing export orders – export production and packing – procedure for claim of central excise duty on export goods – customs and shipment procedure – duty drawback – procedures to claim REP license and cash assistance – export houses etc.	<b>3 Sessions of 3 Hours</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**References:**

- 1 Abelin, T.Brzenski, Z.J and Carstairs, V D “Measurement in Health Promotion and Protection”, 1987 WHO, Copenhagen
- 2 Green L W and Anderson, G L “Community Health”, 5<sup>th</sup> ed. 1986, Times Mirror Mosby , St. Luios
3. McGarthy, Mark, “Epidemiology and Policies for Health Planning”, 1983
4. Pllard, A.H etc. “Demographic Techniques”, 1981, PERgamon, Oxford

## Health Systems Management 100 Marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	System analysis and systems dynamics in health care	<b>2 Sessions of 3 Hours</b>
2	Health systems: characteristics, Planning methodologies, Goals and functions, strategic management, in health care	<b>2 Sessions of 3 Hours</b>
3	Quantitative foundations of health services management	<b>2 Sessions of 3 Hours</b>
4	Health systems research: Uses and applications	<b>2 Sessions of 3 Hours</b>
5	Evaluation Methods for monitoring the performance and needs in health services	<b>2 Sessions of 3 Hours</b>
6	Operational Planning and management issues in health care	<b>3 Sessions of 3 Hours</b>
	Health care decision making for mega problems	
	Contemporary trends in health care	
	Health Manpower Policy, Planning and Management, Project management in Health care	
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### REFERENCES

Mogli G.D (2001) Medical Records: Organization And Management New Delhi, Jaypee Brothers

G.D Kunders( 2004) Hospitals: Facilities, Planning And Management. New Delhi: Tata Mcgrawhill

Acleson E.D ( 1967) Linkage of Medical Records: London: Oxford University Press  
4 Benjamin, Bernad.1980 Medical Records 2<sup>nd</sup> Edition London: William Heineman Medical Books Ltd

[ICD-9-CM 2007 International Classification of Diseases, 9th Revision: Clinical Modification, 2007 Office Edition, Volumes 1 & 2](#) by Pmic (Paperback - Sep 30, 2006) ([www.amazon.com](http://www.amazon.com))

List of cases and specific references including research papers, articles and books will be announced in the class

**Suggested readings:**

- 1 Ferrer, H.P. the health Services: Administration, Research and Management”, 1972, Butterwordths, London
- 2 Ramaiah J J. “ Health Programme Management Through PERT”, 1979, abhinav, New Delhi
3. Wortman, P.M. ed “Methods for Evaluating Health Services”, 1981, Sage,London
4. Indian Council Of Medical Research. “ national Conference on Evaluation of Primary Health Care Programmes, 1980, ICMR, New Delhi
5. Hornby, P etc. “guidelines for Health Manpower Planning”, 1981 WHO, Geneva

List of cases and specific references including esearch papers, articles and books will be announced in the class