



Goa University

P.O. Goa University, Taleigao Plateau, Goa 403 206, India

PGDBA Programme

Implemented from the Academic year 2010-2011

Purpose:

PGDBA program is designed with a view to train students to effectively undertake management career organizations and to enhance managerial capabilities or working executives

Prerequisites:

Bachelor degree of a recognized university (10+2+3 or more than 3 year scheme)
Credits (theory, tutorials, practicals)

MINIMUM CREDIT REQUIREMENT

Core Course		Optimal Courses		Internship		Total
Core Business Courses	Soft Skill Courses	Optional Business Courses	Optional non-Business Courses	Internship in Organization & Report	Internship Seminar	
14	2	7	2	8	2	35

Number of semesters, how the courses are distributed

3 terms of 11 weeks each with a fourth term of 11 weeks for dissertation work

Dissertation

Dissertation work of 3 months after the third term

Field work

Field work and assignments are normally included as part of all the courses

List of Core Courses and Program Structure

Course Code	Name of the Course	Credits	Page Number
Term 1			
C 1-009	Organizational Behavior	2	3
C 1-014	Management Accounting	2	4
C 1-005	Production Operations Management	2	5
C 1-003	Marketing Management	2	6
	Soft Skill		23
Term 2			
C 1-001	Strategic Management	2	7
C 1-004	Finance Management	2	8
C 1-024	Environmental Studies (Optional Nonbusiness)	2	9
C 1-006	Human Resource Management	2	10
Term 3	Optional Business Courses		11-22
Term 4	Internship in Organization and Report	8	
	Internship Seminar	2	

List of Optional Business Courses (Students may choose courses from the list)

Course Code	Name of the Course	Credits	Page Number
OBC 1	Training and Development	2	11
OBC 2	Labour Laws	2	12
OBC 3	Performance Appraisal	2	13
OBC 4	Inventory Control and Management	2	14
OBC 5	Quality Management	2	15
OBC 6	Project Management	2	16
OBC 7	Product Branding	2	17
OBC 8	Advertising	2	18
OBC 9	Sales Promotion	2	19
OBC 10	Capital Budgeting	2	20
OBC 11	Direct and Indirect Taxes	2	21
OBC 12	Working Capital Management	2	22

Syllabus of Core Business Courses

Code	Subject	Credits	Contact Hours per Week
C 1-009	Organizational Behavior	2	3
<p><u>Objectives:</u></p> <p>At the end of the subject, the student will have the competence to deal with</p> <ol style="list-style-type: none"> 1. Individuals 2. Interpersonal situations and 3. Groups in organizations and also develop the necessary 4. Leadership qualities to achieve this. <p>The student would demonstrate the ability in various real life situations within the educational institution itself.</p> <p><u>Content:</u> Perception, personality, attitudes, motivation, learning, interpersonal behavior, group dynamics, conflicts, stress, power and politics, leadership and communication. New trends in organizational behavior from academic literature and practice including critical perspectives.</p> <p><u>Pedagogy:</u> The objectives will be met through a series of case studies, experiential exercises and industry-based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <p>(Sr. No 1 and 4 and either 2 or 3).</p> <ol style="list-style-type: none"> 1. Tyson, Shaun and Tony Jackson; ‘The Essence of Organizational Behavior’; Prentice–Hall of India Private Ltd., New Delhi, 1992 or later editions. 2. Luthans, Fred; ‘Organizational Behavior’; McGraw–Hill, Inc, Latest edition. 3. Robbins, Stephen P; ‘Essentials of Organizational Behavior’; Pearson Education India, Latest edition. 4. Ramnarayan. S and Ram Mohan Rao; ‘Managerial Dilemmas’; Tata–McGraw Hill Publishing Company Limited, New Delhi, Latest editions. 5. Selected articles from journals such as Harvard Business Review, Indian Management, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-014	Management Accounting	2	3
<p>Objective: At the end of the subject, the student would be able to use cost data and management accounting reports for taking effective decisions.</p> <p>The subject is not meant for preparing the students as cost accountants. Understanding of concepts, principles and techniques and their logic would be given more importance in comparison to mere number crunching ability. Preferably, the problem solving should be based on computer software.</p> <p>Content: Basic cost concepts,, cost classification, allocation and absorption of costs, Cost centers etc.; Cost analysis for managerial decisions – Direct costs, Break Even Analysis, Relevant costs etc.; Pricing – Joint costs, Make or buy, relevant fixed costs, sunk costs etc.; Cost analysis and control, standard costing, variance analysis, unit and output costing, budgeting and control.</p> <p>Pedagogy: Cases, problems, analysis of published accounts of companies, computer based exercises and understanding of recording systems of real life organizations.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Horngren Charles T et al.; ‘Cost Accounting: A Managerial Emphasis’; Pearson Education India; Latest Edition. 2. Atkinson, et al. ‘Management Accounting’; Pearson Education India; Latest Edition. 3. Atrill, Peter and Eddie McLaney; ‘Management Accounting for Non-Specialists’; Prentice-Hall of India; Latest Edition. 4. Williamson, Duncan; ‘Cost and Management Accounting’; Prentice-Hall of India; Latest Edition. 5. Anthony, Robert and David Hawkins; ‘Accounting’; Tata McGraw-Hill; Latest Edition. 6. Chadwick, Leslie; ‘The Essence of Management Accounting’; Prentice-Hall of India; Latest Edition. 			

Code	Subject	Credits	Contact Hours per Week
C 1-005	Production Operations Management	2	3
<p>Objective: At the end of the subject, the student will have competence in</p> <ol style="list-style-type: none"> 1. Designing, organizing, scheduling and controlling of production / operations of simple systems. 2. Taking decisions in other functional areas considering implications of production / operations functions to other functions and vice-versa. 3. Understanding the operations function of the organization during Internship in Term 2 for full time and during field project in term 4 for part time MBA and 4. The student will demonstrate these competencies within the institution or the employer organization. <p>Content: Designing, organizing, scheduling and controlling of the production / operations function.</p> <p>Pedagogy: Cases, problems, production / operations tours in organizations, practical assignments in the institution or employer organization and computer based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Krajewski, Lee J. and Larry P. Ritzman; ‘Operations Management: Strategy and Analysis’; Pearson Education India; Latest Edition. 2. Schmenner, Roger W.; ‘Plant and Service Tours in Operations Management’; Pearson Education India; Latest Edition. 3. Hill, Terry; ‘The Essence of Operations Management’; Prentice Hall of India Private Ltd., New Delhi, Latest edition. 4. Krishnaswamy, K. N. ‘Cases in production / Operations Management’; Prentice Hall of India Private Ltd., New Delhi, Latest edition. 5. Selected articles from Journal of Operations Management, Productivity, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-003	Marketing Management	2	3
Objective:	At the end of the course, the students would have competence in understanding the Marketing Function of an organization in Term 2 for full time and in term 4 for part time MBA..		
Content:	Marketing Concept, Marketing Mix, Product, Price, Promotion and Distribution; Marketing Planning, Marketing Control and Organizing for Marketing.		
Pedagogy:	Case Studies, Presentations and Industry based assignments.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
	<ol style="list-style-type: none"> 1. Majarao, Simon; 'The Essence of Marketing'; Prentice Hall of India Limited; New Delhi; Latest edition. 2. Brand Equity and News Items of Economic Times, Articles from Popular Business Periodicals, etc. 		
<u>Reference:</u>			
	Kotler, Philip., 'A Framework for Marketing Management'; Pearson Education India, Latest edition.		

Code	Subject	Credits	Contact Hours per Week
C 1-001	Strategic Management	2	3
<p><u>Objectives</u></p> <p>At the end of the subject, the student will have the competencies to</p> <ol style="list-style-type: none"> 1. Analyze the structure of any industry, 2. Indicate sustainable strategies for firms for competitive advantage, 3. Indicate organizational designs to support the strategies and 4. Have a framework for understanding the organization during Internship in Term 2 for full time and during Field Project in term 4 for part time MBA. <p>Contents</p> <p>Industry structure analysis, strategy as positioning, resource based strategies. Organizational designs. Vertical and horizontal integration, mergers and acquisitions, conglomerates and multinationals.</p> <p>Pedagogy and Evaluation</p> <p>Cases and literature based projects as pedagogy. Quizzes, presentations and projects as tools of evaluation. Readings will be kept simple. Few case studies will be used and the same case study could be used in multiple sessions.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Bowman, Cliff: ‘The Essence of Strategic Management’; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 2. Faulkner, David and Cliff Bowman; ‘The Essence of Competitive Strategy’; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 3. Industry notes and business stories from popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
C 1-004	Finance Management: Financial Statement Analysis	2	3
<p>Objective: At the end of the course, the students would have competence in</p> <ol style="list-style-type: none"> 1. Understanding the corporate finance function of an organization during Internship in Term 2 for full time and during field project in term 4 for par time MBA and / or 2. Understanding financial services industry during Internship in Term 2 for full time and during field project in Term 4 for part time MBA. <p>Content: Financial Statement Analysis of Balance Sheets, Profit and Loss Accounts, Cash Flow and Funds Flow Statements; Elements of Valuation, Capital Budgeting, Risk and Return, Long Term and Short Term Financial Planning, Overview of Financial Services Industry.</p> <p>Pedagogy: Problems, Case Studies, Presentations, Industry based Assignments and Computer based Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Chandra, Prasanna; ‘Finance Sense’; Tata McGraw-Hill; Latest edition. 2. Atrill, Peter and Eddie McLaney; ‘Accounting and Finance for Non-Specialists’; Prentice-Hall of India; Latest edition. 3. Myddelton, D.R.; ‘The Essence of Financial Management’; Prentice-Hall of India; Latest edition. 4. Economic Times, etc. <p>Reference</p> <p>Ross, Stephen. A., Westerfield, Randolph W. and Bradford D. Jordan; ‘Fundamentals of Corporate Finance’; Tata McGraw-Hill; Latest edition.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours per week</i>
C 1-024	Environment Management	2	<u>3</u>

Objective :

1. Understanding the nature of the problem related to environment, and to find solution with proper care and conservation of resources.
1. Provide students with strategic and operational approaches to environmental management and to effectively integrate environmental issues into their business.
2. Examine the impact of operations carried on by organizations on our environment from management perspective with a focus on how environmental concerns create threats opportunities and affect organizational strategic management.
3. Introduce students to the concept of environmental management systems and to ISO14000, the international environmental management system standards

Content : Analyse different aspects of nature and their inter-relatedness with humans.

Understands the benefits of an Environment Impact Assessment (EIA) done basically for all upcoming developmental projects its problems and concerns. Discussion on issues involved in enforcement of environmental legislation, regulatory policies and technological advances in environmental management. Public perceptions of environmental issues and its effects on business strategy. Study the urban problems related to energy, resource consumption patterns and the need for equitable utilization in accordance to environmental ethics.

Pedagogy :Case discussions and discussions of contemporary issues involving environmental concerns

References/Readings

1. Bharucha, Ercha, "Text book of Environmental Studies for undergraduate courses"; Universities Press (India) Private Limited, 2005 or later edition
2. Balakrishnamoorthy, "Environmental Management, Text & cases ", PHI learning private limited, 2009. second edition
3. Anjaneyulu, y, "Introduction to environmental science", BS publications, 2008.
4. _Contemporary articles on environment

Code	Subject	Credits	Contact Hours per Week
C 1-006	Human Resource Management	2 / 3	2 / 3
<p><u>Objective:</u> At the end of the subject, the student will have the competence in understanding the HR practices of the firm in which the student will be doing Internship in Term 2 for full time and field project in term 4 for part time MBA.</p> <p><u>Content:</u> Employee sourcing, recruitment and selection, performance management, reward management, training and development and employee relations.</p> <p><u>Pedagogy:</u> Case studies, experiential exercises and industry based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings</u></p> <ol style="list-style-type: none"> 2. McKenna, Eugene and Nic Beech; ‘The Essence of Human Resource Management’; Prentice–Hall of India Private Limited; New Delhi, 1995 or later editions. 3. Cowling, Alan and Philip James; ‘The Essence of Personnel Management and Industrial Relations’; Prentice Hall of India Private Limited; New Delhi; 1994 or later editions. 4. Articles from popular Indian business periodicals. <p><u>Reference:</u></p> <ol style="list-style-type: none"> 1. Dessler, Gary; ‘A Framework for Human Resource Management’; Pearson Education India; Latest Edition. 2. Saiyadain, Mirza S; ‘Human Resource Management’; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition. 			

Syllabus of Optional Business Courses

Code	Subject	Credits	Contact Hours per Week
OBC1	<u>Training & Development</u>	2	
<p><u>Objective</u></p> <p>To understand the nature and importance of Training & Development.</p> <p>To Know the Training process/Schedule.</p> <p>To identify the effectiveness of the Training.</p> <p><u>Content</u></p> <p>Training and HR Management, training needs identification, training methodology and techniques, training design, evaluation of training, training effectiveness.</p> <p><u>Pedagogy</u></p> <p>Case study, project, group assignment.</p> <p>References and minimum depth of coverage</p> <p>Human resource and personnel management-K Aswathappa, 3rd edition, Director, Canara Bank School of Management studies, Bangalore University, Bangalore.</p>			

Code	Subject	Credits	Contact Hours per Week
OBC 2	<u>Labour Laws</u>	2	
<p><u>Objective</u> To know the Statutory and non Statutory laws related to industry.</p> <p><u>Content</u> <u>Labour law history, contract of an employment, norms and regulations, major acts, collective labour law, national labour law, international labour law.</u></p> <p><u>Pedagogy</u> <u>Case study, assignment.</u></p> <p><u>Reference and minimum depth of coverage.</u> <u>Labour welfare, trade Unionism & Industrial Relation by S D Punekar, S B Deodhar, Himalaya Publishing Home.</u></p>			

Code	Subject	Credits	Contact Hours per Week
OBC 3	<u>Performance Appraisal</u>	2	
<p><u>Objective</u></p> <p>To identify, design and implement performance management system.</p> <p><u>Content</u> Process, types, behavioral and critical incidents, job evaluation methods, organizational incentives & rewards, remuneration, 360 degree feedback.</p> <p><u>Pedagogy</u> Case study, group discussion and assignment.</p> <p>Reference & minimum depth of coverage.</p> <p>Human resource and personnel management- K Aaswathappa 3rd edition, Director, Canara Bank school of Management Studies, Bangalore University, Bangalore.</p> <p>Performance Management system by S S Sharma.</p> <p>Performance Appraisal, Theory & Practice by T V Rao, Vani Educational Books.</p>			

Code	Subject	Credits	Contact Hours per Week
OBC 4	<u>Inventory Control Management</u>	2	
<p data-bbox="293 938 427 972"><u>Objective</u></p> <p data-bbox="244 1021 1251 1095">To determine/controlling stock level within the physical distribution function.</p> <p data-bbox="293 1149 408 1182"><u>Content</u></p> <p data-bbox="293 1189 1270 1308">Inventory-purposes, costs, ABC Inventory planning systems, different model including single-period model, fixed time model, price break model, inventory control & supply chain management.</p> <p data-bbox="293 1361 432 1395"><u>Pedagogy</u></p> <p data-bbox="293 1402 927 1435">Group assignment, project, group case study</p> <p data-bbox="293 1489 882 1523">Reference & minimum depth of Coverage</p> <p data-bbox="244 1576 1299 1650">Operations Management by Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal, - Tata McGraw-hill Publishing Co.Ltd.</p> <p data-bbox="244 1704 1206 1778">Operations Management theory & problems by Joseph G Morks, International student Edition.</p>			

Code	Subject	Credits	Contact Hours per Week
OBC 5	<u>Quality Management</u>	2	
<p data-bbox="293 1032 427 1066"><u>Objective</u></p> <p data-bbox="244 1115 1257 1193">To Know three main components : quality control, quality assurance and quality improvement.</p> <p data-bbox="341 1243 456 1276"><u>Content</u></p> <p data-bbox="341 1328 1267 1487">Quality management evolution, principles, six sigma, total quality management, quality specification, quality cost, ISO, price break model, quality improvement, quality standards, quality software, quality terms.</p> <p data-bbox="341 1581 890 1659">Pedagogy Assignments, project, group discussion</p> <p data-bbox="341 1709 1219 1823">Reference & minimum depth of coverage Quality Management by Dr V Venkateshwara Rao, Dr. Basanta Kumar.</p>			

Code	Subject	Credits	Contact Hours per Week
OBC 6	<u>Project Management</u>	2	

Objective

To understand the need for project goal.
 To know number of approaches to managing project activities.

Content

History, project management approaches, process, matrix project, networking planning model, time cost model critical path analysis, work breakdown structure, framework, international standards, project portfolio management.

Pedagogy

Assignment, cases, project

References & minimum depth of coverage

Project Management by B B goel (M.A in Public Administration & Political scienc), Punjab University, Deep & Deep Publication.

Code	Subject	Credits	Contact Hours per Week
OBC 7	<u>Product Branding</u>	2	
<p data-bbox="341 609 475 645"><u>Objective</u></p> <p data-bbox="245 689 1232 766">Product Branding will help to develop a identity to the goods & services.</p> <p data-bbox="341 819 456 855">Content</p> <p data-bbox="245 900 1311 1066">Brand equity, brand awareness and preference, brand architecture, brand challenges, brand strategy decision, brand repositioning, brand extension, multi brands, new brands and co-brands, brand launching and celebrity branding.</p> <p data-bbox="341 1155 481 1191">Pedagogy</p> <p data-bbox="341 1236 896 1272">Assignments, case study, group project</p> <p data-bbox="341 1326 941 1361">References & minimum depth of coverage</p> <p data-bbox="341 1415 1015 1491">Marketing Management by Philip Kotler Cases in Marketing Management by M L Bhasin</p>			

Code	Subject	Credits	Contact Hours per Week
OBC 8	<u>Advertising</u>	2	
<p><u>Objective</u></p> <p>To target market, market positioning and marketing mix.</p> <p><u>Content</u> 5 M's of Advertising, strategy, means of Advertising, Advertising budget, Advertising message and design.</p> <p>Pedagogy Case study, group assignments, group project</p> <p>References & minimum depth of coverage</p> <p>Marketing Management by Philip Kotler</p> <p>Marketing Management by G S Monga</p> <p>Cases in Marketing Management by M L Bhasin</p>			

Code	Subject	Credits	Contact Hours per Week
	<u>Sales Promotion</u>	2	
<p><u>Objective</u></p> <p>To build product awareness in the market. To provide information through sales promotion to customers. To encourage customer by reinforcing the brand.</p> <p><u>Content</u></p> <p>Sales promotion, public relation, sales strategy, sales force structure, size & competition, training sales people, evaluating, personal selling, negotiations.</p> <p><u>Pedagogy</u></p> <p>Case study, group assignment, project</p> <p>Reference & minimum depth of coverage</p> <p>Marketing Management by S A sherlekar- Himalaya Publication House</p> <p>Marketing Management by Philip Kotler</p>			

Code	Subject	Credits	Contact Hours per Week
	<u>Capital budgeting</u>	2	
<p><u>Objective</u> To use different techniques/methods to understand capital budgeting.</p> <p><u>Content</u> Capital budgeting insights, basic steps of capital budgeting, evaluation techniques, payback period, net present value (NPV), internal rate of return (IRR), modified internal rate of return, profitability index, equivalent annual annuity, project decision analysis, project evaluation, capital rationing.</p> <p><u>Pedagogy</u> Assignment, group project</p> <p>References & minimum depth of coverage</p> <p>Financial management, theory & practice by Prasanna Chandra.</p>			

Code	Subject	Credits	Contact Hours per Week
	<u>Direct & Indirect Taxes</u>	2	
<p><u>Objective</u> To impart knowledge of the basic principles underlying substantive provision of direct & indirect taxes law to the students.</p> <p>To equip students with application of procedural and provision of direct tax laws in the computation of income and taxation of an individual and assessment procedures.</p> <p><u>Content</u> Income tax, corporate tax, sales tax, value added tax (VAT), goods & services tax (GST).</p> <p><u>Pedagogy</u> Group assignment, project.</p> <p>References & minimum depth of coverage.</p> <p>Direct & Indirect taxes in India by R P Jain –MA, PhD, Himalaya Publishing House, Financial Management, theory & Practice by Prasana Chandra, Tata McGraw-Hill</p> <p>.</p>			

Code	Subject	Credits	Contact Hours per Week
	<u>Working Capital Management</u>	2	
<p><u>Objective</u> The enhancement of Shareholder’s wealth through acquisitions aimed at accessing or creating sustainable competitive advantage for the acquirer.</p> <p>Objective of an acquisition is self—evidently growth and expansion of the acquirer’s assets, sales and market share.</p> <p><u>Content</u> Working capital policy, Cash and liquidity Management, credit management, Inventory management, working capital financing, working Capital leverage.</p> <p>Pedagogy Group assignment, project</p> <p>References & minimum depth of coverage</p> <p>Financial Management , theory & Practice by Prasanna Chandra.</p>			

Syllabus of Soft Skill Courses

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-101	Oral Communication skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to orally communicate effectively with confidence and facilitate interpersonal communication.</p> <p><u>Content</u> : Interpersonal and group communication, communication through telephone, facing and conducting interviews for employment as well as other purpose, public speaking</p> <p><u>Pedagogy</u> : Experiential exercises, video and audio feedback. More stress to be given on language more than the psychological process.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-103	Presentation skills	1	15
<p><u>Objective</u> : At the end of the subject the student will be able present effectively.</p> <p><u>Content</u> : Presentation design and layout , presentation delivery</p> <p><u>Pedagogy</u> : Experiential exercises and in- class discussions 1.</p>			