

SCHEME OF EXAMINATION
&
SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION
(POWER MANAGEMENT)



FROM THE ACADEMIC SESSION 2014-15

MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO
YEAR FULL TIME MBA (POWER MANAGEMENT)
PROGRAMME FROM THE SESSION 2014-15**

FIRST YEAR: 1st SEMESTER

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-101	Management Concepts & Applications	80	20	-	100
MBAPM-102	Managerial Economics	80	20	-	100
MBAPM-103	Organisational Behaviour	80	20	-	100
MBAPM-104	Quantitative Analysis	80	20	-	100
MBAPM-105	Accounting for Managers	80	20	-	100
MBAPM-106	Business Communication Skills	80	20	-	100
MBAPM-107	Business Environment	80	20	-	100
MBAPM-108	Energy Resources Conversions and Power Plant System	80	20	-	100
	Total				800

FIRST Year: 2ND SEMESTER

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-201	Financial Management	80	20	-	100
MBAPM-202	Marketing Management	80	20	-	100
MBAPM-203	Human Resource Management	80	20	-	100
MBAPM-204	Operations & Supply Chain Management	80	20	-	100
MBAPM-205	Business Research Methods	80	20	-	100
MBAPM-206	Operations Research	80	20	-	100
MBAPM-207	Electricity Industry Structure and Regulations	80	20	-	100
MBAPM-208	Management of Power Transmission and Distribution	80	20	-	100
	Total				800

Note:

Immediately after the completion of the second semester, the students shall proceed for their Summer Vacation Training (SVT) of 8 weeks duration. The Summer Vacation Training Report prepared after the completion of SVT shall be assessed in the third Semester as a compulsory paper.

The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

SECOND YEAR : 3RD SEMESTER

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-301	Strategic Management	80	20	-	100
MBAPM-302	Management Information System	80	20	-	100
MBAPM-303	Business Legislation	80	20	-	100
MBAPM-304	Power Environment Interface	80	20	-	100
MBAPM-305	Summer Training Report	100	-	-	100
	Optional Paper – I (Management)				
	Optional Paper – II (Management)				
	Optional Paper – I (Power)				
	Optional Paper – II (Power)				
	Total				900

Note:

1. Students are required to choose any two optional papers from each set of specialization areas offered under dual specialization scheme.

OPTIONAL PAPERS (I and II) (MANAGEMENT) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-306	Project Planning, Analysis and Management	80	20	-	100
MBAPM-307	Management of Financial Institutions and Services	80	20	-	100
MBAPM-308	Strategic Cost Management and Control	80	20	-	100
MBAPM-309	Organizational Change and Development	80	20	-	100
MBAPM-310	Performance Management	80	20	-	100

OPTIONAL PAPERS (I and II) (POWER) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-311	Power Station Management	80	20	-	100
MBAPM-312	Risk and Hazard Management	80	20	-	100
MBAPM-313	Hydro Power Resources Management	80	20	-	100
MBAPM-314	Energy Conservation and Energy Audit	80	20	-	100

SECOND YEAR : 4th SEMESTER

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-401	Entrepreneurship	80	20	-	100
MBAPM-402	E-Commerce	80	20	-	100
MBAPM-403	Power Pricing and Power Purchase Agreements	80	20	-	100
MBAPM-404	Integrated Energy Management and Power Planning	80	20	-	100
MBAPM-405	Project Report	100	100	-	200
MBAPM-406	Comprehensive Viva-voce	100	-	-	100
	Optional Paper – III (Management)				
	Optional Paper –IV (Management)				
	Optional Paper – III (Power)				
	Optional Paper – IV (Power)				
	Total				1100

NOTE: The project Report Shall carry 200 marks which will be evaluated by internal And External Examiner on the basis of following criteria/breakup of marks:-

1.	Contents & Layout of the Project	20
2.	Conceptional Framework	20
3.	Objectives & Methodology	15
4.	Data Presentation & Analysis	20
5.	Implications & Conclusions	15
6.	Bibliography	10
7.	Total	100

OPTIONAL PAPERS (III and IV) (MANAGEMENT) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-407	Security Analysis and Portfolio Management	80	20	-	100
MBAPM-408	Financial Derivatives	80	20	-	100
MBAPM-409	Taxation Law & Planning	80	20	-	100
MBAPM-410	Talent Management	80	20	-	100
MBAPM-411	Customer Relationship Management	80	20	-	100

OPTIONAL PAPERS (III and IV) (POWER) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks/work shop	Practical Marks	Total Marks
MBAPM-412	Renewable Energy	80	20	-	100
MBAPM-413	Maintenance Management	80	20	-	100
MBAPM-414	Global Power Business	80	20	-	100
MBAPM-415	Rural Energy Development	80	20	-	100

Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc for MBA/BBA Programme

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of BBA/MBA on invitation of the concerned Director/Principal of the affiliated Institutes of the University. The external examiner in the concerned subject only shall be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or a Institute/ College affiliated to University for the conduct of computer practical, comprehensive viva-voce, workshop etc.

The concerned Principal/Director of the College/Institute shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/ Director of the Institute. The Institutes/Colleges are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 kms. distance (one way), the permission of the University may be sought.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

MANAGEMENT CONCEPTS AND APPLICATIONS

Paper Code: MBAPM-101

COURSE OBJECTIVE:

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

Unit-I

Introduction: concept and nature of management; managerial competencies – communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts – traditional, behavioural, system, contingency and quality viewpoints

Unit-II

Planning, decision making and organizing: nature and elements of planning, planning types and models, planning in learning organizations; strategic planning – an overview; decision making process, models of decision-making, increasing participation in decision-making, decision-making creativity; basic issues in organizing – work specialization, chain of command, delegation, decentralization, span of management, bases for departmentation

Unit-III

Leading: recognition of human factor, motivation models/approaches; leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organizations

Unit-IV

Management control, managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility

Suggested Readings:

1. Robbins, S.P. and Decenzo, D.A. **Fundamentals of Management**, Pearson Education Asia, New Delhi
2. Hellreigel, **Management**, Thomson Learning, Bombay
3. Koontz, H and Wehrich, H; **Management**, Tata McGraw Hill
4. Stoner, J et. al, **Management**, New Delhi, PHI, New Delhi
5. Robbins & Coulter, **Management**, PHI, New Delhi
6. Satya Raju, **Management – Text & Cases**, PHI, New Delhi
7. Richard L. Daft, **Management**, Thomson South-Western

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

**MANAGERIAL ECONOMICS
PAPER CODE: MBAPM-102**

COURSE OBJECTIVE:

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Unit-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticities; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

Unit-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; duopoly analysis using reaction curves; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

Unit-III

Collusive behaviour of firms; cartel behaviour; game theory and strategic behaviour; product differentiation and price discrimination; price-output decision in multi-plant and multi-product firms; managerial theories of the firm; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

Unit-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Suggested Readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

ORGANISATIONAL BEHAVIOUR
PAPER CODE: MBAPM-103

COURSE OBJECTIVE:

This course aims to provide insights necessary to understand behavioural processes at individual, team and organisational level enable students to learn how to influence the human behaviour in organisations

Unit-I

Foundation and background of OB, contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

Unit-II

Individual behaviour and processes: individual differences – values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Stress – symptoms, causes, consequences and management

Unit-III

Interpersonal and team processes: group behaviour, group development, group dynamics, social loafing; developing teams – self directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics

Unit-IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

Suggested Readings:-

1. Nelson, Debra L and James C Quick, **Organisational Behaviour**, Thomson Learning
2. Pareek, Udai, **Understanding Organisational Behaviour**, Oxford University Press, New Delhi
3. Robbins, S.P., **Organisational Behaviour**, Prentice Hall of India, New Delhi
4. Hellgiegel, D & J.W. Slocum, **Organisational Behaviour**, Thomson Learning
5. McSchane, **Organisation Behaviour**, TMH, New Delhi
6. Luthans, Fred, **Organisational Behaviour**, McGraw Hill, New York
7. New Storm and Keith Davis, **Organisation Behaviour**, TMH, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

QUANTITATIVE ANALYSIS
Paper code: MBAPM-104

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness : meaning and co-efficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis - meaning and two lines of regression; relationship between correlation and regression co-efficients. Time series analysis - measurement of trend and seasonal variations; time series and forecasting.

Unit-III

Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance; Hypothesis testing; Large samples, Small samples: Chi-square test, Analysis of variance.

Suggested Readings:

1. Levin & Rubin, **Statistics for Business**, Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. **Business Statistics**, Sultan Chand & Sons, Delhi.
3. Anderson, **Quantitative Methods in Business**, Thomson Learning, Bombay.
4. Anderson, **Statistics for Business & Economics**, Thomson Learning, Bombay.
5. Chandan, J.S. **An Introduction to Statistical Methods**, Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, **Business Statistics**, Excel Books, 2000
7. Gupta C.B. & Gupta, **Vijay-Business Statistics**, S.Chand & Co. Delhi.
8. Kothari C.R., **Quantitative Techniques**, Vikas Publishing House, New Delhi
9. Hooda.R.P., **Statistics for Business & Economics**, McMillan India Ltd.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hrs

ACCOUNTING FOR MANAGERS
PAPER CODE: MBAPM-105

COURSE OBJECTIVE

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making

Unit-I

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), preparation of final accounts with adjustments.

Unit-II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis (AS-3)

Unit-III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

Unit-IV

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

Suggested Readings:

1. Singhal, A.K. and Ghosh Roy, H.J., **Accounting for Managers**, JBC Publishers and Distributors, New Delhi
2. Pandey, I.M., **Management Accounting**, Vikas Publishing House, New Delhi
3. Horngren, Sundem and Stratton, **Introduction to Management Accounting**, Pearson Education, New Delhi.
4. Anthony R.N. and Reece J.S., **Management Accounting Principles**, Homewood, Illinois, Richard D.Irwin, 1995.
5. Hansen & Mowen, **Cost Management**, Thomson Learning
6. Mittal, S.N., **Management Accounting and Financial Management**, Shree Mahavir Book Depot, New Delhi.
7. Jain, S.P and Narang, K.L., **Advanced Cost Accounting**, Kalyani Publishers, Ludhiana.
8. Khan, M.Y. and Jain, P.K., **Management Accounting**, TMH, New Delhi.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS COMMUNICATION SKILLS
PAPER CODE: MBAPM-106

COURSE OBJECTIVE:

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities

Unit-I

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening – listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

Unit-II

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

Unit-III

Non verbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice modulations, body sport for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

Unit-IV

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

Suggested Reading:

1. Kaul, Asha, **Business Communication**, PHI, New Delhi
2. Kaul, Asha, **Effective Business Communication**, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, **Business Communication**, Pearson Education
4. McGrath, E.H., **Basic Managerial Skills for All**, PHI, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS ENVIRONMENT
PAPER CODE: MBAPM-107

COURSE OBJECTIVE:

The objective of this course is to sensitize the students towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

Unit-I

Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV

Globalisation trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Suggested Readings:

1. Acharya, Shankar, **India's Macroeconomic Management in the Nineties**, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, **India's Economic Reform and Development**, Oxford University Press, Delhi
3. Datt, R., **Second Generation Economic Reforms in India**, Deep and Deep, New Delhi
4. Khan, M.Y., **Indian Financial System**, TATA McGraw Hill, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

ENERGY RESOURCES & CONVERSIONS & POWER PLANT SYSTEMS
PAPER CODE: MBAPM-108

UNIT-I

Sources of energy, Classification of energy sources, Quality and Concentration of Energy Source, Fossil fuels: Coal, Oil, Gas.

UNIT-II

Alternative sources of energy, Geothermal, Tidal, and Nuclear Energy, Solar, Wind, Hydro Power, Biomass, Fuel Cell, MHD, Resources of energy use pattern in different regions of the world, Global trend for clean technology

UNIT-III

Types of power stations, Steam power stations based on fossil fuels, Thermal power plant equipments: Boilers, turbines, Generators etc., Gas turbine power stations, Combined cycle power plants, Cogeneration concept, cogeneration alternatives

UNIT-IV

Fluidised bed Technology, Recent advances in Power Plants, IGCC, Hydro power generation, Nuclear power plants, nuclear reactors, Diesel engines, Study visits to power plants

Suggested Readings:

1. BLACK and VEATCH , Power Plant Engineering, Ed. 2000
2. CEGB, Modern Power Station Practice
3. Fuel Map of India , CEA, August 1998
4. Energy Resource Handbook
5. SKROTZI, Bernhardt Power Station Engineering and Economy, 1988, Tata Mc Graw Hill
6. Arora and Domkundar – A course in Power Plant Engineering2000, Dhanpat Rai
7. 4th National Power Plan 1997-2012, 1997, CEA
8. Aschner (F.S.) Planning Fundamentals of Thermal Power Plants 1978, Wiley Eastern Ltd.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

FINANCIAL MANAGEMENT
PAPER CODE: MBAPM-201

COURSE OBJECTIVE:

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making

Unit-I

Financial management-scope finance functions and its organisation, objectives of financial management; time value of money; sources of long term finance.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, receivable management will cover theoretical concepts and simple numerical questions.

Suggested Readings:

1. Pandey, I.M., **Financial Management**, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., **Financial Management**, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, **Financial Management**, Pearson Education
4. Chandra, Prasanna, **Financial Management**, TMH, New Delhi
5. Van Horne, James C., **Financial Management and Policy**, Prentice Hall of India
6. Brigham & Houston, **Fundamentals of Financial Management**, Thomson Learning, Bombay.
7. Kishore, R., **Financial Management**, Taxman's Publishing House, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

MARKETING MANAGEMENT
PAPER CODE: MBAPM-202

COURSE OBJECTIVE:

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place

Unit-I

Nature and scope of marketing; corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system

Unit-II

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing

Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in international marketing

Suggested Readings:

1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip and Jha, **Marketing Management in South Asian Perspective**, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

HUMAN RESOURCE MANAGEMENT
PAPER CODE: MBAPM-203

COURSE OBJECTIVE:

The primary concern of this course is to develop an appreciation of effective management of human resources and to enable the students to meet HR challenges in present scenario

Unit-I:

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system

Unit-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

Unit-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centres, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

Unit-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

Suggested Readings:

1. Ivancevich, John M., **Human Resource Management**, Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, **Managing Human Resources**, Pearson Education
3. Dessler, Gary, **Human Resource Management**, Pearson Education
4. Mathis, Robert, and John Jackson, **Human Resource Management**, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, **Human Resource Management**, Thomson Learning Inc.
6. Pattanayak, Biswajert, **Human Resource Management**, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, **Human Resource Management**, Oxford University Press, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT
PAPER CODE: MBAPM-204

COURSE OBJECTIVE:

The objective of the subject is to explore the interlinkage between operations management and supply chain management. The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems

Unit-I

Introduction operations management and supply chain management; important trends interlinking operations and supply chain management; cross-functional and inter-organizational linkages in operations and SCM; operations and supply chain strategies; business processes; mapping business processes; measuring process performance; reducing cycle times; bench marking; strategies for business process improvement; defining quality; total cost of quality; total quality management; continuous improvement tools; statistical quality control

Unit-II

Product design and development process; operations and supply chain perspectives on design; the development process; organizational role in product and service development; approaches to improving product and service design; types of manufacturing processes and their characteristics; product customization within the supply chain; service processes; layout decision models; capacity and capacity strategies; methods of evaluating capacity alternatives; forecasting – demand supply and price forecasts; laws of forecasting; forecasting methods – qualitative methods and time series forecasting methods

Unit-III

Importance of purchasing; sourcing decision; sourcing strategy; purchasing process; multicriteria decision models in sourcing and purchasing; trends in purchasing models; importance of logistics; logistics decision areas; logistics strategy; logistics decision models; sales and operations planning (S&OP) strategy; major approaches to S&OP planning; organizing for and implementing S&OP planning; services consideration

Unit-IV

Role of Inventory – its types, drivers and dependent demand inventory; periodic review system; continuous review system – economic order quantity, reorder points, safety stock and quantity discounts; single period inventory system; inventory in supply chain; master scheduling; material requirement planning; production activity control and vendor order management systems; synchronizing planning and control across the supply chain; just-in-time perspective on waste and inventory; kan-ban system; understanding the SCM information needs; diagnosing and improving SCM information flows; supply chain information system

Suggested Readings:

1. Bozarth, Cecil C. & Handfield, Robert B.; **Introduction to Operations and Supply Chain Management**; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; **Principles of Supply Chain Management – A balanced approach**; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; **Operations Management**; Thomson Learning; New Delhi
4. Mahadevan, B.; **Operations Management – Theory and Practice**; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; **Operations Management – Processes and Value Chains**; Pearson Education; New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

BUSINESS RESEARCH METHODS
PAPER CODE: MBAPM-205

COURSE OBJECTIVE:

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

Unit-I

Nature, scope and need of business research; managerial value of business research: components of theory – concepts, constructs, variables, definitions and hypothesis; the process of research: structure of research proposal

Unit-II

Research design concept and types; validity and reliability aspects; sampling design and techniques; factors influencing sample size; nature of measurement; characteristics of sound measurement; nature of measurement scales; scale construction techniques: sources and methods of data collection; questionnaire designing

Unit-III

Data preparation and descriptive analysis; hypothesis testing; parametric and non-parametric tests (analysis of variance, χ^2 test, sign test, the Mann-Whitney U-test, Kruskal – Wallis H-test); computer program for analysis

Unit-IV

Nature of multivariate analysis; dependence methods – multiple regression, discriminate analysis, MANOVA, LISREL, conjoint analysis; interdependent methods – Factor analysis, cluster analysis and multi dimensional scaling; ingredients of formal reports; construction of formal reports; nature of oral reports; mechanism of documentation and bibliography construction

Suggested Readings:

1. Millian G. Zikmund, **Business Research Methods**, Thomson Learning, Bombay
2. Donald R-Cooper and Pamela Schindler, **Business Research Methods**, Tata McGraw Hills, New Delhi
3. Millian J. Geode & Paul K. Hatl, **Methods in Research**, McGraw Hills, New Delhi
4. Uma Shekhran, **Business Research Method**, Miley Education, Singapore
5. C.R. Kothari, **Research Methodology**

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

OPERATIONS RESEARCH
PAPER CODE: MBAPM-206

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

Unit-I

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs

ELECTRICITY INDUSTRY STRUCTURE AND REGULATIONS
PAPER CODE – MBAPM-207

Unit-I

Introduction to the Power Scenario, Overview of the Indian Electricity Act 1910, Electricity Supply Act 1948, Electricity Regulatory Commissions Act 1998, Energy Conservation Act 2001, The Electricity Act 2003 and Amendments in the Pipeline, CERC, Tribunal, Electricity Regulatory and Industry Structure in India

Unit-II

National Electricity Policy, National Tariff Policy, Rural Electrification Policy, Captive Power Policy, Renewable Energy Policy, Policy on Small Hydro

Unit-III

Restructuring and Reforms of Power Sector, Privatization and Implication, National and International Experience in Regulation, Multi year tariff regulations, Availability Based Tariff

Unit-IV

Tariff Regulations, Open access Regulations, Trading regulations, and Performance standards for Distribution Utilities, Guidelines for Rural Franchise – Entrepreneurship -Emerging trends.

Suggested Readings:

1. Indian Electricity Act, 1910
2. Indian Electricity (Supply) Act, 1948
3. Electricity Act 2003
4. Central Regulatory Commission Act, 1998
5. Energy Conservation Act 2001
6. Electricity Law Raj Singh Niranjana, Universal Publishing
7. "Governing Power" by S.L. Rao, TERI Publication
8. Commentary on "Electricity Law" by S.K. Chatterjee, Delhi Law House
9. R.V. Shahi "Indian Power Sector Challenges and Response", EXCEL Books
10. Law of Electricity in India, by Sarkar and Bhatnagar, revised by justice L.P.Singh, Orient Publishing Company
11. Shivagopal's Guide to Electricity by, V.K. Mehrotra
12. Guide to Electricity Law, Bharucha, Wadhwa, Nagpur
13. Law relating to Electricity with special reference to Consumer Protection Law, R.M. Vats, Universal Law Publishing Company

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs

MANAGEMENT OF POWER TRANSMISSION AND DISTRIBUTION

PAPER CODE: MBAPM-208

Unit-I

General Concept of Power System – AC Transmission, FACTS, HVDC Transmission, Major Equipments & Accessories Power Transmission Network in the Indian Scenario, (Exchange of Energy between interconnected Systems), Indian Electricity Grid Code, Formation and Operation of National Grid

Unit-II

Distribution System – Lines, Sub-Stations, Load Forecasting and Network Planning, Selection of Distribution Systems for different Consumers & Optimization of Distribution Systems and associated equipments, Flattening of Load Curve, Power Quality and Reliability – Performance Indices.

Unit-III

Distribution Automation – SCADA, Consumer Indexing, GIS Mapping, GIS Facility Management, GIS Asset Management, Automated Meter Reading (AMR)

Unit-IV

Commercial Operations of a Distribution Utility , Metering & Billing, Revenue Collection, Emerging Trends in Metering Technology, AT&C Losses and remedial measures, Customer Relationship Management (CRM) – Grievance Redressal, Distribution Franchise Models, Distribution Centres as Profit Centres, System Maintenance, Inventory Control & Maintenance, Indian Electricity Rules

Suggested Readings:

1. Turan Goneu, Electric Power Distribution System Engg , McGraw Hill company.
2. Leon K. Kirchmayer , Economic Operation of Power Systems Publisher – Wiley Eastern Ltd.
3. H. Lee Wills , Power Distribution Planning, Reference Book, Publisher – Marcel Dekker, Inc. New York, Basel Hong Kong
4. A.S. Pabla, Electric Power Distribution, Tata McGraw-Hill, 4th ed.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

STRATEGIC MANAGEMENT
PAPER CODE: MBAPM-301

COURSE OBJECTIVE:

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

Unit-I

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

Unit-II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan

Unit-III

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

Unit-IV

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

Suggested Readings:

1. Kazmi, Azhar, **Business Policy and Strategic Management**, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. **Strategic Management – Concept and Cases**, Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., **Strategic Management Competitiveness and Globalisation**; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., **Strategic Management – Strategy Formulation and Implementation**, AITBS Publishers and Distributors, Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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External Marks: 80
Internal Marks: 20
Time : 3hrs.

MANAGEMENT INFORMATION SYSTEM
PAPER CODE: MBAPM-302

COURSE OBJECTIVE:

This course will equip students with skills of analysis information requirements for managerial decision making.

Unit-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases
Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

Unit-II

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

Unit-III

Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods.

Unit-IV

System implementation Strategies and process; System Evaluation and Maintenance. Applications – cross –functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Executive information system.

Suggested Readings :

1. Jawadekar, **Management Information Systems**, TMH, N Delhi.
2. Brien, James, **Management Information System**, Tata McGraw Hill, Delhi.
3. Stair, **Principles of Management System**, Thomson Learning, Bombay.
4. Mckeown, **Information Technology and the Networked Economy**, Thomson Learning, Bombay.
5. Brady, **Cases in MIS**, Thomson Learning, Bombay.
6. Murdick & Ross, **Management Information System**, PHI, Delhi.
7. Kanter, J., **Management Information System**, PHI, Delhi.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS LEGISLATION
PAPER CODE: MBAPM-303

COURSE OBJECTIVE:

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is understanding basic laws affecting operation of a Business Enterprise

Unit-I

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

Unit-II

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

Unit-III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

Unit-IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law

Suggested Readings:

1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., **The Negotiable Instrument Acts**, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur, 1992
4. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi, 1998
5. Tulisian P.C., **Busienss Law**, TMH, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

POWER ENVIRONMENT INTERFACE
PAPER CODE MBAPM - 304

UNIT I

Environment policies and regulatory framework, Global perspectives and environmental guidelines, Regulatory framework and acts, Interface with govt., regulating agencies, public, academic and research institutions, ISO 14000

UNIT II

Environmental concerns, Greenhouse effect, Water pollution, Air Pollution, Ecological imbalances, Deforestation, Environmental impact assessment, , Investment decisions concerning environmental protection, Environmental economics.

UNIT III

Thermal Environment Interface: Pollutants in power plants, particulate and gaseous pollutants, thermal pollution, solid gas pollutants, strategies to control pollutants from coal based power plants Pollution control methods, Ash handling and utilization.

UNIT IV

Hydro Environment Interface: Submergence, Soil erosion, Deforestation, Loss of flora and fauna, Riverine ecology, Social impact Landscape, Resettlement and rehabilitation. Clean Development Mechanism, OHSAS

Suggested Readings:

1. Energy : Dolittle, Matrix Publishers
2. Energy and Environment: Flowlar, Mc Graw Hill
3. Energy and Environment: Carter, Drandis Universal Press
4. Protecting our Environment : Mc Glennan, Silson Company
5. Air Pollution Control: Ressamo, McGraw Hill

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

PROJECT PLANNING, ANALYSIS AND MANAGEMENT
PAPER CODE: MBAPM-306

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

Unit-I

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

Unit-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

Unit-III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India-project appraisal by financial institutions, environmental appraisal of Projects.

Unit-IV

Project management: organisation, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Suggested Readings

1. Chandra, Prasanna, **Projects : Planning Analysis, Selection, Implementation and Review**, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, **Project Management**, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., **Project Finance**, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., **Project Management and Control**, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, **Financing Infrastructure Projects**, Thomas Telford, UK, ISBN

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES
PAPER CODE: MBAPM-307

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students about major financial services and institutions

Unit-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

Unit-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

Unit-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market

Unit-IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Suggested Reading:

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi
3. Pathak, **Indian Financial System**, Pearson Education
4. Khan, M.Y., **Indian Financial System**, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House
6. Machiraju, H.R., **Working of Stock Exchange in India**, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, Himalaya Publishing House

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

STRATEGIC COST MANAGEMENT AND CONTROL
PAPER CODE: MBAPM-308

COURSE OBJECTIVE:

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective

Unit-I

Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning; cost management tools - life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking

Unit-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume-based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system
Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition

Unit-III

Functional-based planning and control; budgeting –nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control – nature and role of responsibility centres; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications

Unit-IV

Strategic-based performance measurement system: balanced score card – prospectives and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system

Suggested Readings:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and Govindrajana, Vijay, **Management Control System**, McGraw Hill

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

ORGANISATIONAL CHANGE AND DEVELOPMENT
PAPER CODE: MBAPM-309

COURSE OBJECTIVE:

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining

Unit-I

Organizational Change – meaning, nature, types; theories of planned change; Organizational Development – nature and characteristics; process of organizational development

Unit-II

Human Process Interventions – T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions

Unit-III

Techno structural Interventions – restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Organization and environment relationships, organization transformation

Unit-IV

Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practioners – role, competencies requirement, professional ethics and values and experiences; future trends in OD

Suggested Reading:

1. Cummings, Thomas G. and Christopher G. Worley, **Organisation Development and Change**, Thomson Learning
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, **Organisation Development Interventions and Strategies**, Response Books, New Delhi
3. French, Wendell L. and Lecil H. Bell, **Organisation Development**, PHI, New Delhi
4. Chowdhury, Subir, **Organisation 2IC**, Pearson Education

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

PERFORMANCE MANAGEMENT
PAPER CODE: MBAPM-310

COURSE OBJECTIVE:

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems

Unit-I

Concept, characteristics, role and significance of performance management; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages

Unit-II

Establishing and operationalising performance management system; measuring performance – results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement

Unit-III

Performance management strategies and interventions – reward based performance management; career based performance management, team based performance management

Unit-IV

Culture based performance management; measurement based performance management; competency based performance management; leadership based performance management

Suggested Readings:

1. Aguinis, Herman, **Performance Management**, Pearson Education, Inc.
2. Kandula, Srinivas R., **Performance Management**, PHI, New Delhi
3. Rao, T.V., **Performance Management and Appraisal Systems**, Response Bank, New Delhi
4. Cardy, Robert L., **Performance Management: Concepts, Skills and Exercises**, PHI, New Delhi
5. Sahu, R.K., **Performance Management System**, Excel Books, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

POWER STATION MANAGEMENT
Paper – MBAPM-311

Unit I

Management of Fuel, Water Resources, Electricity Demand Scenario, vis -a-vis fuel supply, storage and handling of coal/oil/gas, coal/gas linkages, pricing, contracts, inventory control.

Unit II

Performance Management, Boiler Efficiency, Turbine Efficiency, Cycle Efficiency, Monitoring and control of heat rate, other performance parameters, Efficiency of hydro Plants, Energy conservation & Efficiency measures, Maintenance Planning.

Unit III

Statutory requirements, trained manpower as per Indian Electricity Rules, Apprising of Act, Factories Act, Contract Labour Act, Environmental regulations etc.

Unit IV

Working capital Management, Cost Management Strategies, Human Resources Management, Management Information system.

Suggested Readings:

1. Power Plant Performance Management, Butter Worth, A.B. Gill – 1984
2. Modern Power Station Practice, Publisher British Electricity Authority.
3. Power Station Engg. & Economy by – B.G.A. Skrotzki & W.A. Vopat , Tata McGraw Hill.
4. Standard Plant Operators Manual – Third Edition – Stephen Michael Elanka, McGraw Hill Book

Note:

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2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

RISK & HAZARD MANAGEMENT
PAPER CODE: MBAPM-312

Unit 1

Introduction to risk, rules and regulations associated with risk, categorization of risk-Individual risk, Gender aspects of Risk, weighted risk, social risk, anticipated risk

Unit II

Hazard identification-Process study, Process flow diagram, layout plan, Hazard and operability study (HAZOP)

Unit III

Failure modes, Effects and critical analysis, fault tree analysis, event tree analysis

Unit IV

Consequence analysis, Health and risk assessment

Suggested Readings:

1. Less F.P. Loss prevention in the process industries, Butterworths
2. Walls, G.L. , Safety in Power Plant Design, John , Wiley and sons
3. Handbook of Reliability Engineering , Mc Graw Hill
4. Withers John, Major Industrial Hazards , Gown Technical press

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

HYDRO POWER RESOURCES MANAGEMENT
PAPER CODE : MBAPM - 313

Unit I

Hydro Power Development Planning, World's hydropower resources, Environment - Power Master Plans, Pre feasibility and feasibility studies, International and domestic financing

Unit II

Hydrology, Geophysical study, Seismic considerations, environmental constraints, Resettlement and Rehabilitation

Unit III

Contracting and Procurement, Consulting services, Types of contracts, FIDIC conditions of contract, Project Management, Organization and Economy, Management and organization, Planning and time scheduling, Project cost control

Unit IV

Engineering, General layout, Turbines, governors, gates and other mechanical equipment, Generators, Transformers and switch gear and Control equipment, Construction methods, Operation and maintenance principles, Maintenance organization and planning, Availability, Life cycle costs, Future development.

Suggested Readings

1. Skrotzi, Bernhardt Power Stn. Engineering and Economy, 1988, Tata Mc Graw Hill
2. Arora and Domkundwar – A course in Power Plant Engineering 2000, Dhanpat Rai
3. Handbook of Hydro electric Engineering, P.S. Nigam, Nem Chand Bros., New Delhi
4. Hydro and Engineering Practice Vol. I , II, III, Ed. J G. Brown, CBS Publishers Delhi
5. Dr. B.S. K. Naidu, Planning and Management of Hydro Resources, CBIP Publication, 1992
6. Dr. B.S. K. Naidu, “Hydro Power an Indian Perspective “, 2001-CBS Publishers,

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

ENERGY CONSERVATION AND ENERGY AUDIT
PAPER: MBAPM- 314

UNIT-I

Energy Conservation Act 2001, Objectives and implementation Strategy, Study of Energy consumption patterns in various sectors, Comparison of consumption pattern with developed and other developing countries and identifying basic potential of conservation

UNIT-II

Thermal Energy System, Electrical Energy System, Energy Balancing, Maintenance standards, Demand side Management

Unit III

Energy management, Scope, Energy Audit, Energy Accounting, Audit for Buildings and Commercial Complexes, Industrial Energy Audit, Tools and Methodologies for Energy audit, analysis and decision making on the basis of energy audit Report, Energy audit Case studies in various sectors of economy, Energy Audit for Generation, Transmission, and Distribution Utilities

UNIT IV

Incentives for Energy Conservation, Energy Efficient equipment and technologies, Stakeholders awareness program, Development of Energy audit personnel, Target setting and implementation Strategy, Managerial aspects of energy conservation

Suggested Readings:

1. Energy Conservation Handbook, Mc Graw Hill
2. Energy Conservation Act 2001
3. Energy Conservation in selected Govt. Firms, Energy Management Centre
4. S. David, Handbook of Industrial Energy Conservation Van Nostrand, Reind Company
5. Course Material of Bureau of Energy Efficiency for National Energy Auditor/ Manager Exam

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

ENTREPRENEURSHIP
PAPER CODE: MBAPM-401

COURSE OBJECTIVE:

This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

Unit-I

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

Unit-II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

Unit-III

Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

Unit-IV

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, **Entrepreneurship**, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, **Entrepreneurship**, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, **Entrepreneurship** Excel Books, New Delhi
4. Charantimath, Poornima, **Entrepreneurship Development and Small Business Enterprises**, Pearson Education, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time : 3hrs.

E-COMMERCE
PAPER CODE: MBAPM-402

COURSE OBJECTIVE:

The objective of the course is to learn types, process of e-commerce, the tools, channels and the related issues in implementing the e-commerce practices.

Unit-I

Introduction to Electronic Commerce: origin and need; Framework, applications; network infrastructure (including internet), internet commercialization; factors affecting e-commerce; business and technological dimensions of e-commerce;

Unit-II

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; smart card, credit card and emerging financial instruments.

Unit-III

B2B e-commerce; e-procurement, supply-chain coordination; on-line research; organizing for online marketing. Internet retailing; multi channel retailing, channel design; selling through online intermediaries. Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework; Internet advertising;

Unit-IV

Security; advertising & marketing in the internet, introduction to marketing & CRM, consumer search & resource discovery, computer based education & training, digital copyrights. Search engines & directory services; Agents in electronic commerce

Lab: Internet Surfing of E-Commerce Sites.

Suggested Readings:

1. Schneider P. Gary, Perry T.James, **E-Commerce**, Thomson Learning, Bombay.
2. Hanson & Kalyanam, **Internet Marketing & e-commerce**, Thomson Learning, Bombay.
3. Bharat Bhasker, **Electronic Commerce**, TMH, N Delhi.
4. Kosiur, **Understanding E-Commerce**, Prentice Hall of India, Delhi.
5. Kalakota, Whinston, **Frontiers of Electronic Commerce**, Addison Wesley.
6. Shurety, **E-business with Net Commerce (with CD)**, Addison Wesley.
7. Napier, **Creating a winning E-business**, Vikas Publishing House, New Delhi
8. Didar Singh, **E Commerce for Manager**, Vikas Publishing House, New Delhi
9. Whitely David, **Electronic Commerce**, TMH, Delhi.
10. Efraim Turban, Jay Lee, David King & H.Michael Chang, **Electronic Commerce: A Managerial Perspective**, Pearson Education, Delhi.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External marks: 80
Internal Marks: 20
Time: 3 hrs.

POWER PRICING AND POWER PURCHASE AGREEMENTS
PAPER CODE: MBAPM- 403

UNIT-I

Present Energy pricing Scenario in India and World, Coal Pricing, Gas Pricing, Oil Pricing, History of Energy pricing mechanism – India and World, Basic theory of energy pricing –Models, Pricing under various environments, cost and supply analysis, price and out-put determination.

UNIT-II

Tariff structure – fixed tariff, availability based tariff, time of the day tariff, Multi Year Tariff, Taxation and Investment Framework, Financial Modeling of a Power Utility, Filing of ARR for a Distribution Utility, Comparison of year wise tariff/ state wise

UNIT-III & IV

Requirements of PPA, Risks and responsibilities in a power purchase agreement, Desirable Principles of power purchase agreements, Assessment of Tariff levels, Scope of the PPA, Articles and schedules of a model PPA, Definition and interpretation of terms of a model PPA, Negotiating Power purchase agreements, PPA- Financial and legal issues, Drafting of a model PPA, Study and Analysis of a sample PPA between a Generation and Distribution Utility.

Case Study : Financial Statement Analysis of a Power Sector Organisation, Power Project Appraisal, Returns of a large Power Project etc.

Suggested Readings

1. Terms and Conditions of Tariff –CERC Regulations
2. Managerial Economics by G.S. Gupta, Tata McGraw Hill publishing Co. Ltd.
3. Energy Pricing in India by Herry Sarkar and Gopal K. Kadekodi – Publisher - United National Development Program & Economic Commission for Asia & Pacific.
4. Energy Economics, Demand Management and Conservation policy. By Mohan Munasinghe and Bunter Schramm – Publisher Van Nostrand Reinhold Company, New York.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External marks: 80
Internal Marks: 20
Time: 3 hrs.

INTEGRATED ENERGY MANAGEMENT AND POWER PLANNING
PAPER CODE: MBAPM- 404

UNIT-I

Patterns of fuel consumption: agricultural, domestic, industrial and community needs, Projection of energy demands, Optimization of use of various energy sources, Substitution of conventional energy sources by alternative sources and more efficient modern technologies.

UNIT-II

Demand side Management, Energy Audit & Energy Conservation.

UNIT-III

Rural Electrification, Assessing Demand, Integrating various supply options, implication of rural electrification on quality of life and National economics.

UNIT-IV

Integrated Resource Planning – Tools and Methodologies.

Suggested Readings

1. Tools & methods for Integrated Resource Planning – Joel N. Swisher, Gilberto de Martino Jannzzi Robert Y. Red Linger, Publisher UNEP Collaborating Centre on Energy & Environment, RISO National Laboratory, Denmark, Nov.- 1997.
2. Integrated Resource Planning & Demand Side Management through Regulation – 2002 sponsored by US AID.
3. Integrated Energy Policy of India-2006

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
PAPER CODE: MBAPM-407

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students about the investment decisions, Risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

Unit-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

Unit-II

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

Unit-III

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

Unit-IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

Suggested Readings

1. Reiley & Brown, **Investment Analysis & Portfolio Management**, Thomson Learning, Bombay.
2. Pandian, **Security Analysis and Portfolio Management**, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, **Investment**.Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., **Investment analysis and Portfolio Management**, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, **Investments**, TMH, New Delhi, 2006.
6. Elton, Edwin J. & Gruber, Martin J., **Modern Portfolio Theory & Investment Analysis**, John Wiley & Sons.
7. Haugen, Robert A., **Modern Investment Theory**, Pearson Education, New Delhi.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs

FINANCIAL DERIVATIVES PAPER
CODE: MBAPM-408

COURSE OBJECTIVE:

To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

UNIT-I

Concept and type of derivatives; Participants – hedgers, speculators, arbitragers and scalpers; uses of derivatives; types of orders; derivative markets in India – current trends and future prospects.

UNIT-II

Fundamentals of futures and forwards - concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures (basics); use of futures for hedging;; difference between forward and future contracts; clearing process.

UNIT-III

Types of options, trading strategies involving options; option pricing – black scholes option pricing model

UNIT-IV

Fundamental of swaps – introduction to swaps; interest rate swaps; currency swaps; mechanics of swap – interest rate swap and currency swaps; swap pricing

Suggested Reading:

1. Chance, Don M., **An Introduction to Derivatives and Risk Management**, Harcourt College Publishing
2. Robert A Strong, **Derivatives : An Introduction** , Thomson Learning, Bombay
3. Hull, John C., **Futures and other derivatives securities**, PHI, New Delhi
4. Redhead, **Financial Derivatives : An Introduction to Future/Forward, Options and Swaps**, Prentice Hall of India, New Delhi
5. Gupta, S.L., **Financial Derivaties** , PHI
6. Kumar, S.S.S., **Financial Derivatives**, PHI

Note:

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2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks : 80

Internal Marks : 20

Time : 3 hrs.

TAXATION LAWS AND PLANNING
Paper Code :MBAPM-409

COURSE OBJECTIVE :

The objective of this course is to acquaint the students with tax laws and tax planning.

Unit-I

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempted from tax; income from the head salary; income from house property.

Unit-II

Profits and gains of business and profession including depreciation, capital gains; income from other sources.

Unit-III

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability.

Unit-IV

Tax planning/avoidance evasion; tax planning with reference to managerial decisions - own or lease, make or buy, export or local, close or continue etc; tax planning in reference to employees remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers.

Suggested Readings :

1. Singhania, V.K. and Singhania, Kapil, **Direct Taxes Law and Practice**, Taxman Publications
2. Mahrotra & Goyal, **Income Tax Law and Practice**, Saghitya Bhawan Publications, Agra.
3. Singhania, V.K., Singhania, Monica, **Student Guide to income Tax**, Taxman Publications.
4. Singhania, V.K. and Singhania, Kapil and Singhania Monica, **Direct Taxes Planning and Management**, Taxman Publications.
5. Lal, B.B., **Direct Taxes**, Pearson Education
6. Study material of Institute of Company Secretaries of India.

Note:

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

TALENT MANAGEMENT PAPER
CODE: MBAPM-410

COURSE OBJECTIVE:

The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification, management, development of talent portfolio

Unit-I

Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations

Unit-II

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

Unit-III

Talent Planning – succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching

Unit-IV

Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system

Suggested Reading:

1. Berger, Lance A and Dorothy Berger (Eds.) **The Talent Management Handbook**, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, **The Talent Era**, Financial Times/Prentice Hall International
3. Chowdhary, Subir, **Organization 2IC**, Pearson Education, New Delhi
4. Sanghi, Seema, **The Handbook of Competency Mapping**, Response Books, New Delhi

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks : 80
Internal Marks : 20
Time : 3 hrs.

CUSTOMER RELATIONSHIP MANAGEMENT
Paper Code : MBAPM-411

COURSE OBJECTIVE:

The customer is gaining more and more importance in the current scenario. The key behind the successful organizations is retention of the customers. The key objective of this subject is to introduce the students to the current thinking about the customers.

Unit-I

Cost of acquiring customers; turning customer acquisition into customer loyalty; internet and its effect on CRM; different terms of CRM; CRM and business intelligence; marketing retrospective on product to customer; campaign management; CRM marketing initiatives; customer privacy; marketing automation; call center and customer care; automating the contact center; customer service for success.

Unit-II

Sales force automation; key areas of sales force automation; sales force automation and mobile CRM; field force automation; evolution of eCRM; multichannel CRM; CRM in business to business marketing, enterprise resource planning; supply chain management; supplier relationship management; partner relationship management.

Unit-III

Integrated data ; major types of data analysis; click stream analysis; personalization and collaborative filtering; defining CRM readiness; maintaining a customer focus; defining CRM functionality; defining technical requirements; development approaches towards purchasing CRM software.

Unit-IV

Pre-implementation checklist; CRM development team; CRM implementation; avoiding failures in implementing CRM; selling CRM idea inside the organization; CRM roadblocks-process, perception, privacy and politics; other CRM saboteurs; future of CRM.

Suggested Readings :

1. Dyche, Jill, **The CRM Handbook**, Pearson Education; New Delhi.
2. Greenberg, Paul; **CRM at the Speed of Light**; Tata McGraw Hill, New Delhi.
3. Sheth, Jagdish N., Atul Parvatiyar and G. Shainesh, **Customer Relationship Management**, Tata McGraw Hill.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

Marks : 80
Internal Marks : 20
Time : 3 Hrs.

RENEWABLE ENERGY PAPER
CODE: MBAPM - 412

UNIT-I

Renewable energy sources and key elements, Wind energy technology, wind energy potential measurement and economics, Systems and regional strategies

Unit II

Solar thermal power, photovoltaic technology, Biomass Power, Dual fuel cycles, CO₂ reduction potential of Renewable Energy

Unit III

Ocean power, geothermal energy, Fuel Cell, Mini and Micro Hydel Projects

Unit IV

Social Considerations, Economics and Financing of Renewable Energy systems -Economic Growth, characteristics of developing countries, structural changes in the process of development, relationship between agriculture and Industry, energy planning, input output model, financial and economic evaluation of non-conventional energy systems.

Suggested Readings:

1. Biomass Energy Projects Louis J. Godman, Pergamon Press
2. R.H. Taylor, Alternative Energy Sources, Adam Hilger Ltd. Bristol
3. G.D. Rai, Non Conventional Energy Sources, Dhanpat Rai and sons

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time : 3 hrs.

MAINTENANCE MANAGEMENT
PAPER CODE: MBAPM- 413

Unit I

Terotechnology Concept, Maintenance and profitability, decision making and failure statistics. Reliability engineering and maintenance

Unit II

Maintenance planning and control, Maintenance organization, Maintenance Resources, Maintenance Management and personnel, Maintenance information system

Unit III

Condition based Maintenance, categories of Condition based monitoring, systematic application of Condition monitoring, safety and role of Maintenance Manager

Unit IV

Spares and inventory control, Costing and budgeting, Vendor development, use of computers in Maintenance Management.

Suggested Readings

1. Management of Industrial Maintenance –A.Kelly, M.J.Harris, Butterworth
2. Maintenance Planning, control and documentation – E.N.White, Gower Press, England
3. Maintenance Management – U.K.Singh, J.M.Dewan, Commonwealth Publishers
4. Maintenance Management – B.T.Lewis, W.W.Pearson, Haydon Book Company Ltd.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hrs

GLOBAL POWER BUSINESS
Paper Code -MBAPM -414

Unit I

Power Sector structure in different countries (Developed & Developing) Scenario of Major developed and developing countries will be discussed. Regulatory Regime in those countries

Unit II

Financing Power Sector – Status and trends, Debates and controversies (Argentina, California, India etc.) Risks, International Financing scenario for Power Sector.

Unit III

Power Trading – the concept of totally deregulated market driven power business scenario, Progress in various countries, Power Pooling/Exchange, Cross Border Projects & Trading of Power, Hedging and foreign Currency Impact

Unit IV

Case Studies on the National and Transnational Energy and Power organizations, and financial implications thereof.

Suggested Readings

Books shall be suggested by the concerned faculty during the lecture sessions.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks : 80
Internal Marks : 20
Time : 3 Hrs

RURAL ENERGY DEVELOPMENT
PAPER CODE: MBAPM- 415

UNIT I

The Rural Energy Situation: Effects of Bio fuel use in rural India, Pollution and Health Ecological damage, Energy efficiency, the transition to modern energy, Rural Electrification Policy

UNIT II

Emerging practices and Policies: Enabling People to choose from among Alternative forms of Energy, Avoiding unnecessary subsidies, addressing market failures High Start-up Costs and Risks, External Costs and Benefits, Emphasizing Participation and Institutional Development, Participation, Local Institution Development, Decentralization

UNIT III

Options for Rural electrification: Cost Effectiveness and choice of options, Costs of Grid Supplies, Reducing initial investment costs by using appropriate design standards, Micro-grids supplied by diesel generators, Electricity Supplies from Renewable Energy Sources

UNIT IV

Regulatory and Price Reforms, Unbundling, and Privatization, Implications for Rural Electrification, Approaches to Distribution Franchisee & Entrepreneurship, Innovations in Rural Energy, Rural Electrification and World Bank , Different Programs of Rural Energy Development

Suggested Readings:

1. Shall be suggested during the lectures

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.