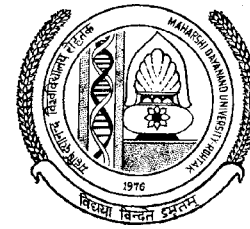


Maharshi Dayanand University Rohtak



Ordinance Syllabus and Courses of Reading of M.B.A (Power Management) (I to IV Semester)

2009-2010

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**ORDINANCE : TWO YEAR MASTERS DEGREE
PROGRAMMES IN MANAGEMENT**

Maharshi Dayanand University is running the following regular programmes leading to the award of Master's Degree in Management under the aegis of Faculty of Management Sciences :

- (i) Two Year Master in Business Administration;
- (ii) Two Year Master of Business Administration (Business Economics);
- (iii) Two Year Master of Business Administration (International Business)
- (iv) Two Year Master of Business Administration (Power Management); and
- (v) Two Year Master of Business Administration (Evening)
- (vi) Two Year Master of Hotel Management
- (vii) Two Year Master of Tourism Management

A. ADMISSION AND ELIGIBILITY

1. The duration of the course leading to the degree Master of Business Administration (M.B.A) shall be two academic years. Each year shall be divided into two semesters.

A candidate shall have to pass all the four semester examinations within a maximum period of four years of his/her admission to the first semester of 2-Year MBA Programme falling which he/she will be deemed to be unfit for the programme. However, a candidate, who having passed the second semester examination discontinues his studies, for legitimate and justified reasons may be permitted to join third semester within one year of his passing the second semester examination.

2. The minimum qualification for admission to the first semester of each of the Programme shall be as under :-

For Master of Business Administration/ Master of Business Administration (Business Economics)/ Master of Business Administration (International Business)/ Master of Hotel Management/ Master of Tourism Management :

Bachelor Master's degree in any discipline with not less than 50% marks in the aggregate (minimum pass marks in case of

(ii)

SC/ST candidates) of this university or an examination recognized as equivalent thereto by this university.

OR

Final examination conducted by the Institute of Chartered Accountants of India/Institute of Cost and Works Accountants of India/Institute of Company Secretaries.

For Master of Business Administration (Power Management)

A Bachelor degree in any branch of Engineering or Technology with not less than 60% marks in the aggregate (minimum pass marks in case of SC/ST candidates) of this university or an examination recognized as equivalent thereto by this university.

For Master of Business Administration (Evening)

Bachelor Master's degree in any discipline with not less than 50% marks in the aggregate (minimum pass marks in case of SC/ST candidates) of this university or an examination recognized as equivalent thereto by this university.

OR

Final examination conducted by the Institute of Chartered Accountants of India/Institute of Cost and Works Accountants of India/Institute of Company secretaries with two years of work experience in commercial/industrial organization.

- 3.(a) The first semester examination shall be open to a regular student who :
 - (i) has been on the rolls of the Institute during the first semester ;
 - (ii) has at least 75% attendance in the class during the semester;
 - (iii) bears a good moral character;
- (b) The second, third and fourth semester examination shall be open to a regular student who :
 - (i) has been on the rolls of the Institute for the concerned semester;

(iii)

- (ii) has at least 75% attendance in the class during the semester;
- (iii) has passed the relevant semester examination or is covered under clause 22(i) of the ordinance; and

B. EXAMINATION

4. Every candidate shall be examined in the subject(s) as laid down in the Scheme of Examinations/Syllabus prescribed by the Academic Council from time to time.
5. The external examiner(s) will set the question papers as per the criteria laid down in the Scheme of Examination for the programme.
6. The medium of instruction and examination shall be English.
7. The last date of receipt of admission forms and fees shall be fixed by the Vice-Chancellor.
8. The amount of examination fee to be paid by a candidate for each semester shall be as per the decision of the University from time to time.
9. The Examination for the first and the third semesters shall ordinary be held in the month of December/January and for the second and the fourth semesters in the month of May/June or on such dates as may be fixed by the Vice-Chancellor.

Supplementary examinations will be held for reappear/failed candidates as under:

Semester	When held
(a) First Semester	Along with the Third Semester
(b) Second Semester	Along with the Fourth Semester
(c) Third Semester	Along with the Fourth Semester
(d) Fourth Semester	Along with subsequent Third Semester

10. The Director/Principal of the concerned Institute/College shall forward to the Controller of Examinations at least two weeks before the commencement of the examination in each semester,

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a list of the eligible students who have satisfied the requirements of rules for appearing in the Examination.

- 11.(i) As soon as possible, after the termination of the examination the controller of Examinations shall publish a list of candidates who have passed the Semester Examination.
 - (ii) Each successful candidate shall receive a copy of the detailed marks card on having passed the Semester Examination.
12. The list of successful candidates after the fourth semester examination shall be arranged as under in two divisions on the basis of the aggregate marks obtained in the first, second, third and fourth semester examinations taken together and the division obtained by the candidate will be stated in his/her degree.
 - (a) Those who obtain 50% marks but less than 60% marks- SECOND DIVISION;
 - (b) those who obtain 60% or more marks – FIRST DIVISION;
 - (c) those who pass all the four semester examinations at the first attempt obtaining 80% or more marks in the aggregate shall be declared to have passed with – DISTINCTION

C. EVALUATION

- 13.(i) The Director/Principal of the concerned Institute/College shall forward the Internal Assessment marks awarded to the students to the Controller of Examinations, which shall be awarded as per the following criteria :

i) Case analysis and presentation	10 marks
ii) Seminar presentation and class presentation	10 marks
iii) Surprise test(s)	10 marks

Whereas marks for workshop/training/project report/practical will be awarded as per criteria laid down in the scheme of examination.

(v)

- (ii) The Director/Principal of the Institute/College will preserve the records on the basis of which the, Internal Assessment awards have been prepared for inspection, if needed by the University up to one month from the date of declaration of the semester examination results. This record, including the attendance, will be disposed off after one month.
14. (i) The internal assessment/practical/workshop/training report/project report awards of a candidate who fails in any semester/paper(s) shall be carried forward to the next examination.
- (ii) Candidates who has not obtained pass marks in the internal assessment in any paper(s) practical/workshop etc. will be provided an opportunity to appear before the Committee of Examiners to be constituted by the Director/Principal of the concerned Institute/College, to re-assess performance of the candidate (within three months of the declaration of result and receipt of the request of the candidate concerned), corresponding to schedule given for supplementary examinations in Clause 9 and the awards of internal assessment/workshop/practical/viva-voce given by the committee shall be final.
- (iii) A candidate who fails to obtain pass marks, as specified in clause 20, in training report/project report shall be afforded an opportunity to undergo training again and conduct project afresh, as the case may be, within one year from the date of declaration of the result, and the same shall be assessed by the examiners, in terms of clause 15(b) and 16(ii) respectively.
- (iv) A candidate who fails to obtain pass marks in workshop/practical/viva-voce shall have to re-appear before the board of examiners as laid down in clause 17 an 18, respectively and as per schedule specified for supplementary examinations in clause 9.
15. (a) Every student of MBA shall be required to undergo a practical training in an industrial organization approved by the institute for eight weeks, normally during the

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Summer Vacation, after the end of the second semester. The candidates shall be required to undergo training in the various areas of the organisation concerned. The organisation may assign a specific project to the candidate, which will be completed by him/her during the period to the candidate of training. The work done by the candidate in the training shall be submitted in the form of a training report. The last date for the receipt of training report in the office of the Controller of Examinations shall be one month after the date of completion of training.

The Vice-Chancellor on the recommendation of the Director of the Institute may extend the last date of the receipt of the training report, with late fee.

- (b) The evaluation shall be done in the manner specified in the Scheme of Examination of the programme.
16. (i) The candidate shall be required to submit three copies of his Project Report. The last date for receipt of Project Report in the office of the Controller of Examinations shall be one month before the commencement of the fourth semester Examination.
- In exceptional cases, the Vice-Chancellor may, on the recommendation of the Director of the Institute, extend the last date of receipt of the Project Report, till the commencement of the fourth semester examination, with a late fee.
- (ii) The Project Report shall be evaluated as per the guidelines specified in the Scheme of Examination, separately by the external and the internal examiners. If the difference in the awards is up to 30% of the maximum marks, the average of the two shall be taken as final awards. If the difference between the external and internal examiners is more than 30% of the maximum marks, the appointment of the third examiner shall be made by the Vice-Chancellor out of the panel recommended by the PG Board of Studies in Management and the marks awarded by him shall be final.

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17. (a) The comprehensive viva-voce/workshop shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendation of the PG Board of Studies in Management consisting of the following members :-

- i) One internal Faculty nominated by the Director of the concerned Institute.
- ii) Two External Examiners from the Academic field; and
- iii) Two Executives from reputed organisations.

Three members shall form the quorum.

(b) The marks obtained by the candidate for the Viva-voce/workshop shall be taken into account when he appears in any future examination under re-appear clause.

18. The practical examination(s) of the courses (relating to IT/Computer or wherever specified) shall be conducted by the following Board of Examiners, consisting of two members.

- (i) One internal faculty member (to be appointed by the Director of the concerned Institute); and
- (ii) One external examiner (to be appointed by the Vice-Chancellor on the recommendations of the PG BOS in Management).

19. The Project Report and Training Report, wherever specified will be submitted in typed form as per the following requirements :

- (i) The typing should be done on both sides of the paper (instead of single side printing)
- (ii) The font size should be 12 with Time Roman Format.
- (iii) The Project Report/Training Report may be typed in 1.5 (one and a half) space. But the References/Bibliography should be typed in a single space.
- (iv) The paper should be A-4 size.

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(v) Two copies meant for the purpose of evaluation may be bound in paper-back form and one copy should be in hard binding.

D. PROMOTION AND REAPPEAR

20. The minimum percentage of marks to pass the examination in each semester shall be :-

- i) 45% in each written paper and internal assessment/ Computer practical/workshop, separately;
- ii) 45% in Training Report/Project Report and Viva-Voce separately.
- iii) 50% in the total of each semester examination.
- iv) A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination (in not more than three such papers) to obtain the aggregate percentage required to pass the semester.

21. (i) A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination (in not more than two papers) to obtain the aggregate percentage required to pass the semester.

(ii) A candidate who has been declared fail in a semester examination, as per clause 20(i) and has applied for re-evaluation, may be allowed to attend classes for the next higher semester provisionally at his own risk and responsibility, subject to the condition that he/she may submit an affidavit, duly attested by the 1st class Magistrate to this effect. In case he is declared fail in the re-evaluation result, he/she will repeat the whole semester in which he/she has failed and will not claim any benefit of the classes attended by him/her.

22. (i) A candidate shall be promoted to the next higher semester if he/she passes at least 50% of the papers prescribed in

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the 1st semester of the programme of 2/3 of the papers of preceding semester examinations taken together, falling which he/she shall be declared as FAIL in that semester and he/she shall be required to appear in the failed semester in all the papers currently in force as a private candidate (as ex-student).

- (ii) A candidate who has paid dues for the higher class and is dropped for want of fulfillment of any of the above conditions shall not be required to pay the dues again.

EXPLANATION : 50% of five papers will be taken as three and that of seven papers as four and that of nine papers as five under this clause.

E. OTHER PROVISIONS

23. There will be no improvement facilities available to MBA students. However, grace marks will be allowed as per University rules.
24. Notwithstanding the integrated nature of this course which is spread over more than one academic year and the Ordinance in force at the time a student joins the course shall hold good only for the examination held during or at the end of the academic year and nothing in this Ordinance shall be deemed to debar the University from amending the Ordinance and the amended Ordinance, if any, shall apply to all the students whether old or new.
25. A candidate, who having passed the eighth semester examination discontinues his studies, for legitimate to join the ninth semester within two years of his passing the eighth semester examination provided that he/she will complete the whole programme in nine years as specified in clause 1.
26. Any other provision not contained in the above should be governed by the rules and regulation formed by the University from time to time.

CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO YEAR FULL TIME MBA (POWER MANAGEMENT PROGRAMME SESSION 2008-2009

FIRST YEAR : 1ST Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2101	Management Concepts & Application	70	30	–	3 hrs.
PM-2102	Managerial Economics	70	30	–	3 hrs.
PM-2103	Organisational Behaviour	70	30	–	3 hrs.
PM-2104	Quantitative Analysis	70	30	–	3 hrs.
PM-2105	Accounting for Managers	70	30	–	3 hrs.
PM-2106	Business Communication Skills	–	50	50	–
PM-2107	Business Environment	70	30	–	3 hrs
PM-2108	Energy Resources and Conversions and power plant system	70	30	–	–

NOTES :

In the paper Business Communication Skills (PM-2106) candidates performance will be assessed internally for 50 marks. Internal Assessment will be done on the basis of his/her presentation through Video Film and the record shall be preserved on CDs. The assessment for the remaining 50 marks will be made on the basis of performance of the candidates in the workshop to be conducted in the manner as specified in the Ordinance.

FIRST YEAR : 2nd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2201	Financial Management	70	30	–	3 hrs.
PM-2202	Marketing Management	70	30	–	3 hrs.
PM-2203	Human Resource Management	70	30	–	3 hrs.
PM-2204	Operations & Supply Chain Management	70	30	–	3 hrs.
PM-2205	Business Research Methods	50	50	–	3 hrs.
PM-2206	Operations Research	70	30	–	3 hrs.
PM-2207	Electricity Industry Structure and Regulations	70	30	–	3 hrs.
PM-2208	Management of Power Transmission and Distribution	70	30	–	3 hrs.

NOTES :

1. 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 Reports 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.
2. The performance of the candidates will be evaluated in the paper of Business Research Methods (PM-2205) externally for 50 marks and for the remaining 50 marks by way of presentations in the workshop arranged by the Faculty during the semester.
At least five workshops will be conducted in the class by the Faculty.

SECOND YEAR : 3rd Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2301	Strategic Management	70	30	–	3 hrs.
PM-2302	Management Information System	70	30	–	3 hrs.
PM-2303	Business Legislation	70	30	–	3 hrs.
PM-2304	Power Environment Interface	70	30	–	3 hrs.
PM-2305	Summer Training Report	50	50	–	–

NOTES :

1. Students are required to choose any two optional papers from each set of specialisation areas offered under dual specialisation scheme.
2. The SVT carry 100 marks, which will be evaluated externally for 50 marks and for 50 internally. Internal evaluation will be based on the presentation/viva voce of SVT before the Board of Examiners as specified in the ordinance.

OPTIONAL PAPERS (MANAGEMENT) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2306	Project Management and Infrastructure Finance	70	30	–	3 hrs.
PM-2307	Management of Financial Institutions and services	70	30	–	3 hrs.
PM-2308	Strategic Cost Management and Control	70	30	–	3 hrs.
PM-2309	Organisational Change and Development	70	30	–	3 hrs.
PM-2310	Performance Management	70	30	–	3 hrs.

OPTIONAL PAPERS (POWER) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2311	Power Station Management	70	30	–	3 hrs.
PM-2312	Risk and Hazard Management	70	30	–	3 hrs.
PM-2313	Hydro Power Resources Management	70	30	–	3 hrs.
PM-2314	Energy Conservation and Energy Audit	70	30	–	3 hrs.

SECOND YEAR : 4th Semester

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2401	Entrepreneurship	70	30	–	3 hrs.
PM-2402	E-Commerce	50	–	50	3 hrs.
PM-2403	Power Pricing and Power Purchase Agreements	70	30	–	3 hrs.
PM-2404	Integrated Energy Management and Power Planning	70	30	–	3 hrs.
PM-2405	Project Report	100	100	–	–
PM-2406	Comprehensive Viva-Voce	100	–	–	–

NOTES :

- Students are required to choose any two optional papers from each set of specialisation areas offered under dual specialisation scheme.
- The project Report shall carry 200 marks which will be evaluated by Internal & the External Examiner on the basis of the following criteria/break-up of marks :-

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

OPTIONAL PAPERS (MANAGEMENT) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2407	Security Analysis and Portfolio Management	70	30	–	3 hrs.
PM-2408	Financial Derivatives	70	30	–	3 hrs.
PM-2409	Taxation Laws and Planning	70	30	–	3 hrs.
PM-2410	Talent Management	70	30	–	3 hrs.
PM-2411	Customer Relationship Management	70	30	–	3 hrs.

OPTIONAL PAPERS (POWER) CHOOSE ANY TWO

Paper No.	Title of the Paper(s)	External Marks	Internal Marks	Practical Marks/ Workshop	Duration of Exams
PM-2412	Renewable Energy	70	30	–	3 hrs.
PM-2413	Maintenance Management	70	30	–	3 hrs.
PM-2414	Global Power Business	70	30	–	3 hrs.
PM-2415	Rural Energy Development	70	30	–	3 hrs.

MANAGEMENT CONCEPT AND APPLICATION**Paper Code : PM-2101****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****COURSE OBJECTIVE :**

The objective of this course is to expose the students to the 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. One case study be discussed - per unit - in the class.
2. Instruction for External Examiner : The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
MANAGERIAL ECONOMICS
Paper Code : PM-2102

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
ORGANISATIONAL BEHAVIOUR
Paper Code : PM-2103

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

COURSE OBJECTIVE :

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

Unit-I

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

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 development, 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, organisational 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. Parkeek, Udai, **Understanding Organisational Behaviour**, Oxford University Press, New Delhi.

3. Robbins, S.P. **Organizational 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

QUANTITATIVE ANALYSIS**Paper Code : PM-2104****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****COURSE OBJECTIVE :**

The objective of this paper is to acquaint the students with various statistical tools and techniques used for 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, New 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 Method**, 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. New 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. **Instruction for External Examiner :** The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five question (selecting at least one question from each unit) All questions will carry equal marks.

ACCOUNTING FOR MANAGERS**Paper Code : PM-2105****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 Prin-**

ciples. 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., **Advance Cost Accounting**, Kalyani Publishers, Ludhiana.
8. Khan, M.Y. and Jain P.K. **Management Accounting**. TMH, New Delhi.

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

BUSINESS COMMUNICATION SKILLS**Paper Code : PM-2106****Internal Marks : 50****Practical Marks : 50****Time : 3 hrs.****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 of 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 formal style of letter arrangement, types of letters, telex messages, facsimiles, electronic mail, diary writing; developing resume.

Suggested Readings :

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.

BUSINESS ENVIRONMENT**Paper Code : PM-2107****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 implications 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 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**ENERGY RESOURCES CONVERSIONS & POWER
PLANT SEMESTER
Paper Code : PM-2108**

**External Marks : 70
Internal Marks : 30
Time : 3 hrs.**

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 patterns in different regions at 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, turbine, 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 Engineering 2000, 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.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
FINANCIAL MANAGEMENT
Paper Code : PM-2201

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
MARKETING MANAGEMENT
Paper Code : PM-2202

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

COURSE OBJECTIVE :

This course is designed to promote understanding of concepts, philosophers, 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 targetting; 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

HUMAN RESOURCES MANAGEMENT**Paper Code : PM-2203****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 reward 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 Resources Management**, Tata Mc Graw Hill, New Delhi.

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

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT**Paper Code : PM-2204****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 chain 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 linkage 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.; **Introducing to Operations and Supply Chain Management**; Pearson Education, New Delhi.
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon, **Principle of Supply Chain Management - A balanced approach**; Thomson Learning, New Dehi.
3. Gaither, Norman & Fraizer, 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
BUSINESS RESEARCH METHODS
Paper Code : PM-2205

External Marks : 50
 Work Shop : 50
 Time : 3 hrs.

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. x^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**, Wiley Education, Singapore.
5. C.R. Kothari **Research Methodology**

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

OPERATIONS RESEARCH**Paper Code : PM-2206****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****COURSE OBJECTIVE :**

The objective of this paper is to acquaint the student 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, 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 (MMI 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 Dehi.
5. Sharma, J.K. Operations Research: Theory and Applications, Macmillan India Ltd. New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

Note :

Instruction for External Examiner : The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (Selecting at least one question from each unit). All questions will carry equal marks.

ELECTRICITY INDUSTRY STRUCTURE AND REGULATION**Paper Code : PM-2207****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 Regulation, 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. 1998
3. Electricity Act 2003
4. Central Regulatory Commission Act, 1998
5. Energy Conservation Act 2001
6. Electricity Law, Raj Singh Niranjana, University 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.

**MANAGEMENT OF POWER TRANSMISSION
AND DISTRIBUTION
Paper Code : PM-2208**

**External Marks : 70
Internal Marks : 30
Time : 3 hrs.**

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.

**STRATEGIC MANAGEMENT
Paper Code : PM-2301**

**External Marks : 70
Internal Marks : 30
Time : 3 hrs.**

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, personnel, 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MANAGEMENT INFORMATION SYSTEM

Paper Code : PM-2302

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

COURSE OBJECTIVE :

This course will equip students with skills to 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 Methodoloies; 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; neutral network, fuzzy logic, virtual reality; Executive information system.

Suggested Readings :

1. Jawadekar, **Management Informatoin 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

BUSINESS LEGISLATION
Paper Code : PM-2303

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

COURSE OBJECTIVE :

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

Unit-I

The Indian Contract Act : Essential 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., **Business Law**, TMHL, New Delhi.

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

POWER ENVIRONMENT INTERFACE**Paper Code : PM-2304****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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

PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE**Paper Code : PM-2306****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 aspect and pre-requisites. Financing infrastructure: 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.- 2006
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, U.K. ISBN

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
**MANAGEMENT OF FINANCIAL SERVICES
 AND INSTITUTIONS**
Paper Code : PM-2307

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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, SDBI, EXIM, BANK: UTI; LIC; 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 Readings :

1. Bhole, L.M. **Financial Institutions and Markets**. Tata McGraw Hill. 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

STRATEGIC COST MANAGEMENT AND CONTROL**Paper Code : PM-2308****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 centres, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications.

Unit-IV

Strategic-based performance measurement system : balanced score card – perspectives 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

ORGANISATIONAL CHANGE AND DEVELOPMENT**Paper Code : PM-2309****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****COURSE OBJECTIVE :**

This course is designed to provide indepth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, systems and process related competencies and helping organizations 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 Practitioners- role, competencies requirement, professional ethics and values and experiences; future trends in OD.

Suggested Readings :

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 21C**, Pearson Education

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
PERFORMANCE MANAGEMENT
Paper Code : PM-2310

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

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-a-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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
POWER STATION MANAGEMENT
Paper Code : PM-2311

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

Unit-I

Management of Fuel, Water Resources, Electricity Demand Scenario, Vis-as-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.

RISK & HAZRD MANAGEMENT
Paper Code : PM-2312

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

Unit-I

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.

HYDRO POWER RESOURCES MANAGEMENT**Paper Code : PM-2313****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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. FIDC 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, equipments, 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 Station. 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.

ENERGY CONSERVATION AND ENERGY AUDIT**Paper Code : PM-2314****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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, Industries 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.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
ENTREPRENEURSHIP
Paper Code : PM-2401

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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. Duan ce 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

ELECTRONIC COMMERCE**Paper Code : PM-2402****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 and directory services. Agents in electronic commerce.

Suggested Readings :

1. Scheinder P.Gary, Perry T.James. E-Commerce. Thomson, 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 :

Instruction for External Examiner : The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

POWER PRICING AND POWER PURCHASE AGREEMENT
Paper Code : PM-2403

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

Unit-I

Present Energy pricing Scenario in India and world. Coal 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 and Pacific.
4. Energy Economics, Demand Management and Conversation Policy, By Mohan Munasingh and Bunter Schramm – Publisher Van Nostrand Reinhold Company, New York.

INTEGRATED ENERGY MANAGEMENT
AND POWER PLANNING
Paper Code : PM-2404

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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 Resources 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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**Paper Code : PM-2407****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

FINANCIAL DERIVATIVES**Paper Code : PM-2408****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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 Readings :

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, Option and Swaps, Prentice Hall of India, New Delhi.
5. Gupta, S.I. Financial Derivatives, PHI.

6. Kumar, S.S.S., Financial Derivatives, PHI.

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
TAXATION LAWS AND PLANNING
Paper Code : PM-2409

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

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 :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
TALENT MANAGEMENT
Paper Code : PM-2410

External Marks : 70

Internal Marks : 30

Time : 3 hrs.

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, element, 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 Readings :

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 21C**, Pearson Education, New Delhi.

4. Sanghi, Seema, **The Handbook of Competency Mapping**, Response Books, New Delhi.

Note :

1. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

CUSTOMER RELATIONSHIP MANAGEMENT**Paper Code : PM-2411****External Marks : 70****Internal Marks : 30****Time : 3 hrs.****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

Salesforce automation; key areas of salesforce automation; salesforce 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. One case study be discussed - per unit - in the class.
2. **Instruction for External Examiner :** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
RENEWABLE ENERGY
Paper Code : PM-2412

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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

MAINTENANCE MANAGEMENT
Paper Code : PM-2413

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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, Commernwealth Publishers.
4. Maintenance Managemet - B.T. Lewis, W.W. Pearson, Haydon Book Comapny Ltd.

MAHARISHI DAYANAND UNIVERSITY ROHTAK
GLOBAL POWER BUSINESS
Paper Code : PM-2414

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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.)

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.

RURAL ENERGY DEVELOPMENT
Paper Code : PM-2415

External Marks : 70
Internal Marks : 30
Time : 3 hrs.

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

Option 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