



St. Xavier's College (Autonomous)

Department of Management Studies
BMS
Semester 5

Syllabus

June 2019 onwards

COURSE:CMS0501

**ENTREPRENEURSHIP AND MANAGEMENT OF SMALL AND
MEDIUM ENTERPRISES**
[60 LECTURES]

Learning objectives

- To expose students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Units	Title	No. of Lectures
I	Concept, meaning and definition of entrepreneur and entrepreneurship. - Evolution of Entrepreneurship, Corporate entrepreneurship - Importance and significance of growth of entrepreneurial activity. - Concept of intrapreneur. - Characteristics and qualities of entrepreneurs - Classification and types of entrepreneurs. - Women entrepreneurs - Theories of entrepreneurship - Contribution of Mc Clelland and Joseph Schumpeter	15
II	Factors influencing entrepreneurial development and motivation. - Role of culture in entrepreneurial development. - Entrepreneurial development programme (EDP), Managing the problems faced by entrepreneurs - Development of women entrepreneurs-with reference to SHGs - Options available to entrepreneurs, -ancillarisation franchising and outsourcing. Cases on takeover, mergers and acquisitions in India and at global level. - Social Entrepreneurship-Definition, importance and social responsibilities-NGOs.	15
III	Entrepreneurial Project Development - Idea generation – sources and methods - Identification and classification of ideas. - Environmental Scanning and SWOT analysis - Preparation of project plan –Points to be considered - Components of an ideal business plan – market plan, financial plan, operational plan, and HR plan. - Project formulation –project report significance and contents - Project appraisal –Aspects and methods: - Economic oriented appraisal - Financial appraisal - Market oriented appraisal - Technological feasibility - Managerial competency.	15
IV	Small and Medium Enterprises: Meaning and definition (evolution) - Role and importance - Policies governing SMEs - Organizational structure - Steps in setting up a small unit - SME funding. Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, - Working capital management, Sources of finance for SME's, Taxation Benefits - SIDBI and SISI– Their role in the development of SMEs - Marketing mechanism in SMEs. - Export potential of SMEs - Problems of SMEs and prospects – Turnaround strategies for SMEs	15

Note- This course is a practical paper.

References Books

1. Dr. Vasant Desai, "Small scale industries and entrepreneurship", Himalayan Publishing House
2. Dr. Vasant Desai, "Management of small-scale industries", Himalayan Publishing House
3. J.C. Saboo, Megha Biyani, "Management of small scale industries", Himalayan Publishing House
4. Dr. Vasant Desai, "Dynamics of entrepreneurial development and Management" Himalayan Publishing House
5. Corporate Entrepreneurship – Paul Burns
6. The Oxford Handbook of Entrepreneurship
7. Entrepreneurship in the New Millennium – Kutatko Hodgetts.
8. Collins and Lazier W, "Beyond entrepreneurship", Prentice Hall, New Jersey, 1992
Hisrich Peters Shephard, "Entrepreneurship", Tata McGraw Hill

COURSE :CMS0502
SERVICE SECTOR MANAGEMENT
[60 LECTURES]

Learning Objectives:

- To apprise the students of the core basic principles and concepts of the Service marketing Mix, Quality and Production.
- To highlight the various sectors contributing to the growth of the Service sector.

Units	Title	No. of Lectures
I	Introduction to Services Marketing Role of services in modern economy - Distinctive characteristics of services – Classification-Marketing Challenges of services - Services marketing environment - Goods Vs Services marketing - Goods-service continuum - Consumer behaviour - Services marketing triangle.	15
II	Key Elements of Services Marketing Product – Price- Communication Mix - Distribution -People -Physical Evidence - Process - Positioning - Market Segmentation - Balancing of Demand and Capacity - Branding of Services - Problems and solutions.	15
III	Service Quality Improving service quality and productivity - Service quality - Gap Analysis Model - Measuring & improving service quality - Defining productivity-improving productivity - Service recovery - Complaint handling.	15
IV	Service Management Meaning - Vision -mission strategy - Service leadership - Service Mapping - Flowcharting - Benchmarking - Internal Marketing - Productivity - Current Status and Future Prospects.	15

Continuous Internal Assessment:

Mid semester test
 Project Work-Presentation

Reference Books:

- 1) Valarie A. Zeuhaml& Mary Jo Sitter, 'Service Marketing' Tata McGraw Hill editions.
- 2) Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, 'Service Marketing People, Technology, Strategy - A South Asian Perspective'. Pearson education.

- 3) Harsh V.Verma, 'Services Marketing Text & Cases', Pearson Education.
- 4) K. Ram Mohan Rao, "Services - Marketing", Pearson Education.
- 5) Jay A. Kandampully, 'Services Management : The New paradigm in Hospitality', Pearson Education.
- 6) C. Bhattacharjee, 'Service Sector Management', Jaico Publishing House, Mumbai. Edn 2008.
- 7) Govind Apte, 'Services Marketing', Oxford Press
- 8) S. Balachandran, 'Customer Driven Services Management', Response Book.

COURSE :CMS0503
SUPPLY CHAIN MANAGEMENT
[60 LECTURES]

Learning Objectives:

- To introduce them to the branch of logistics that deals with the tangible components of a supply chain.
- To introduce students to the distribution set up.
- To help the students understand all the aspects of Logistics, Materials Management, Warehousing, Material handling and Performance Management in SCM.
- To introduce them to the analytical aspects of Inventory management and transportation

Units	Title	No. of Lectures
I	<p>Background Logistics and Logistical Management: Military origin/ basic concept / definitions/ scope/ importance in current competitive environment Evolution of Logistics & Supply Chain Management Topics to be covered at concept level: Operating Objectives of Logistics/ Logistical Performance Cycles/ Inbound Logistics/ Manufacturing support Logistics/ Outbound Logistics/ Customer Order Cycle/ Lead-time/ Logistical interfaces/ Logistical mission/ Competitive Advantages/ 3 C's/ Logistical competency/ Outsourcing Logistical Activities/ 3rd and 4th party Logistics/ Integrated logistics/ Logistical Planning & Strategy</p> <p>Supply Chain Management Basic concept/ definitions/ scope/ Comparison between Logistics and SCM/ Global Supply Chain scenario and importance/ Conventional Supply chains/ Supply chain participants/ channel agencies/ Relationship Management, concept of extended enterprises/ Bull-whip effect.</p> <p>Organization structure Basic concept/definitions/scope/objectives and importance Barriers in Forming Effective Organization, improving effectiveness Stages in evolution of logistical organization, with emphasis on modern flat</p>	15

	<p>organization</p> <p>Customer Service Definition / Scope / Objectives/Importance Elements of Customer Service. Seven Rights Customer Service Audit. Customer Service Strategy</p> <p>Order Processing: Integrated System / Customer Order Cycle / Electronic Data Interchange & its Advantages</p>	
II	<p>Transportation: Definition/Principles/Role/Functions/Importance Different Modes of Transportation Road, rail, water, air, pipelines ropeways Advantages & Disadvantages of individual modes/Inter-Modal Transportation/ Factors to be considered for Mode & Carrier Selection / Modal characteristics & Classification Total Transportation Cost / Factors influencing Transport Cost / Transport Infrastructure</p> <p>Warehousing Definition/Principles/Role/Functions/Importance Warehouses/Distribution Centers / Warehousing / Need for Warehousing/Economic/Service benefits Types of Warehouses - Their Advantages & Disadvantages/ Warehousing Location/ Area of Warehouse/ Number of warehouses/ Warehousing Operations/ Factors Affecting Warehousing Cost/ Warehouse Layout/design principles.</p> <p>Materials Handling System Definition/Principles/ Role/ Functions/ Importance Activities Covered / Functions Performed During Materials Handling / Material Handling Equipment with selection criteria / Material handling methods/ M. H. System Design - Objectives & Principles.</p> <p>Packaging Definition/Principles/ Role/ Functions/ Importance Unitizing (Concept of unit-load) & palletizing/ kitting Logistical Functions of packaging/ Objectives & Benefits of Packaging/ Consumer S Logistical Packaging/ Factors Influencing Good Package Design</p>	15
III	<p>Material Management Importance of materials management (corporate policy, organisation, research, planning, source selection) - Value Analysis and Value Engineering - Purchase Management, importance of purchasing, various R's of Purchasing, purchasing systems - Need for forecasting price/policy on seasonal commodities and capital equipment. - Inventory control techniques- ABC, FSN, GOLF, VED, SOS, HML - Make or Buy Decisions:</p> <p>Inventory: Definition/Principles/ Rote/ Functions/ Importance/ Purpose of Inventory Holding / Types of Inventories/ Inventory and profitability/ Impact of Inventory on total logistical cost Inventory Management: Objectives/ Importance/ Symptoms of Poor Inventory Management/ Improving effectiveness of Inventory Management/ Inventory</p>	15

	<p>turnover/ Service Levels Economic Order Quantity/ Economic Batch Quantity/ Assumptions & Its Limitations/ Re Order level/ Safety Stock with numerical examples. Inventory Control: Inventory ranking methods and Quadrant Technique</p> <p>Selective techniques of Inventory Control: Inventory control methods: (Pull/push models) Traditional methods: 'Q' MODEL & 'P' MODEL, two bin system, fair-share allocation model, MRP I / MRP II</p> <p>Modern methods: Kanban as a tool of JIT, Vendor managed inventory (JIT II, response-based techniques-QR, CR, and AR). DRP, ERP</p> <p>Information System Definition/Principles/Rote/Functions/Importance Management Information System: Elements of LIS/ Advantages of Computerization of Information/ Importance of Information system/ Internal & external Information System / Functionality (IS operations)/ Automated Order Processing System, RFID, EDI/ Satellite tracking system</p>	
IV	<p>Performance Measurement Definition/Principles/Rote/Functions/Importance/Objectives Activity based/process based/ Internal/External Performance Measurement Classification of performance measures Performance Auditing / Perfect Order/ Service Levels Characteristics of ideal performance evaluation system</p> <p>(ii) Logistics Costing: Principles of Logistics Costing/ Activity Based Costing / Mission Based Costing/ Total Cost Analysis/ Steps to Be Adopted For Total Cost Approach</p> <p>(iii) Logistical Network analysis: Concepts/ definitions/ scope/ objectives/ importance Network options/ number of facilities/ Milk-runs/ RORO/ LASH.</p> <p>(iv) Modern Logistics Infrastructure Containerization/ mechanized material handling equipment/ Deep water ports/ ICDs & CFS network/ maritime logistics/ cold chain logistics Dedicated Freight Corridors/ Golden Quadrilateral and network of highways Specialized equipment/ double stack containers/ unit trains Logistics Parks Container Corporation of India Private Logistics Companies.</p>	15

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference Books:

1. Donald J. Bowersox, David J Closs, M Bixby Cooper 'Supply Chain Logistics Management', Tata McGraw-HM
2. Donald J. Bowersox, David J clooss 'Logistical management', Tata McGraw-Hill

Fundamentals of Logistics Management McGraw-Hill

3. Douglas M. Lambert, James R Stock & Lisa M. Ellram Irwin, 'The management of Business Logistics Coyle', Bardi, Langley, Thomson, South – Western
4. Stephen Lemay, Joe B, 'Logistics David J Bloomberg', Hanna Prentice Hall of India
5. M Martin Christopher, "Logistics & S C", Pearson Education
6. Chopra Meindl, Kalra, 'Supply Chain Management'.
7. Herald Dyckhoff, Richard Lacks and Joachtn Reese, 'Supply Chain Management'.
8. Anurag Saxena, Caaushik Sircar, 'Logistics and Supply Chain Management – Text and Cases' - Jaico Publishing House, Mumbai, 3rd Edn 2009.

COURSE:CMS0504

INDIAN MANAGEMENT THOUGHTS AND PRACTICES [60 LECTURES]

Learning objectives:

- To encourage the work on presupposition that Indian philosophy of life and Indian ethos give an organization a holistic work culture.
- To show that Ethics followed by Corporate Houses has its foundation in the value system
- To demonstrate how one can, excel in Personal, Family and Professional Life.

Units	Title	No. of Lectures
I	Indian Ethos Multiplicity and variety – yet have commonness • Focus on the ultimate Principle or Intelligence to whom (or which) man seeks recourse.	15
II	Personality: Personality development through yoga – the three paths/marga – bhakti, karma and Jnana • The three gunas – sattva, rajas, tamas. • Individual – a being with infinite capabilities and potentials – is a result of your own actions • Koshas: the concept of man • Meditation – the technique for development of self • Leadership: qualities of leaders with special reference to Indian thoughts. • Motivation – Indian approach vis-à-vis American and Japanese approaches.	15
III	Society and Social Groups: • Society – combination of individuals of diversity – values that reflect on social practices and customs – impact on individual and collective behaviors – uses coercion to enforce compliance – societal values. • Significance of festivals – harmony with nature. Indian concept of learning – gurukul system of learning.	15
IV	Spirituality: • The core teachings of all founders of religions. • Spirituality vis-à-vis religion • Concept of Maya (Illusion) – Advaita Vedanta • Meaning, scope and implications at work • Concept of Dharma: varna ashram dharma, svadharma • Concept of karma – meaning and importance to managers, corporate karma. • Concept of VasudhaivaKutumbakam	15

Continuous Internal Assessment :
Mid semester test

Project Work-Assignment

Reference Books:

- 1) S. K. Chakraborty, "Management by Values", Oxford Press
- 2) A. Parthasarthy, "Vedanta Treatise", Vedanta Life Institute
- 3) P. K. Ghosh, (Edt) "Indian Ethos in Management" IPR Cell, TePP. Outreach Centre
- 4) S. Balachandran and others, "Ethics, Indian Ethos and Management", Shroff Publishers and Distributors Pvt. Ltd.
- 5) G.R. Krishna, " Indian Ethos for Modern Management"
- 6) Swami Someswarananda, "Business Management Redefined- The Gita way", Jaico publishing House

COURSE :CMS0505

INTERNATIONAL FINANCE

[60 LECTURES]

Learning objectives:

- To introduce students to the Fundamentals of International Finance
- To help them understand foreign exchange rate calculation in different market conditions.
- To introduce them to the concept of risk in foreign exchange.

Units	Title	No. of Lectures
I	Fundamentals of International Finance <ul style="list-style-type: none">• Meaning and Scope of International Finance• Balance of payments as determinant of demand for and supply of currency• Exchange rate, Determinants of/factors affecting exchange rates• Current account deficit v/s Balance of trade and their implications on exchange rate Foreign Exchange Arithmetic I <ul style="list-style-type: none">• Exchange rate quotations, Direct and Indirect rates, cross currency rates, vehicle currency.• % spread, calculation of cross rates• Classification of rates in terms of settlement (cash, tom, spot and forward)• Arbitrage, Speculation and Trading (Spot rate arbitrage calculation)	15
II	Foreign Exchange Arithmetic II <ul style="list-style-type: none">• Relationship between exchange rates, interest rates, and commodity prices (through international parity conditions namely Purchasing Power Parity, and Fisher Parity)• Use of Covered Interest Parity theory in arbitrage, borrowing and investment decisions.• Calculation of forward rates through use of forward schedules, through use of formula, annualized forward margin, calculation of swap points (calculations for cash / tom rates to be excluded) Exchange Rate Regimes <ul style="list-style-type: none">• Gold Standard – Features.• Bretton Woods System – Background and Features, reasons for its failure, Smithsonian agreement, SDRs.• Flexible exchange rate system – Features, Managed float, Central Bank intervention.• Merits and Demerits of Fixed and Flexible Exchange rate systems	15

III	<p>International Foreign Exchange Markets</p> <ul style="list-style-type: none"> • Characteristics • Dealing room operations <p>Euro Currency Market</p> <ul style="list-style-type: none"> • Origin and reasons for the growth of Euro currency (off shore) markets, their characteristics and components. • A brief understanding of the Euro-currency deposit, loans, bonds and notes market. • Concept of off shore banking as a form of globalization of the Euro currency concept, its introduction in India, tax havens <p>International Equity Markets</p> <ul style="list-style-type: none"> • Concept of Depository Receipt, • Global Depository Receipt- characteristics, mechanism of issue, participants involved • American Depository Receipt – types and characteristics • Foreign Currency Convertible Bonds and Foreign Currency Exchangeable Bonds • Foreign Direct Investment and Foreign Portfolio Investment • Participatory notes 	15
IV	<p>Foreign Exchange Management in India</p> <ul style="list-style-type: none"> • Retail and Wholesale components of the Indian foreign exchange market • Capital account Convertibility • Reserve Management • Role of FEDAI in the Indian foreign exchange market. <p>Risk Management And Derivatives:</p> <ul style="list-style-type: none"> • Risk versus exposure • Transaction, Translation and Economic risks faced by Corporate entities • Transaction, Position, Pre-settlement, Settlement risks faced by commercial banks • Internal and external hedging • Foreign currency derivatives as instruments of risk management i.e. Forward contracts, Swaps, Futures and Options. • Overview of Non-deliverable forward Market (NDF market) <p>International Institutions</p> <ul style="list-style-type: none"> • Contribution of Bank for International Settlements in risk management system • European Central Bank 	15

Continuous Internal Assessment :

Mid semester test

Project Work-Presentation

Reference Books:

1. Adrian Buckley – “Essential International Money” (Pearson Education)

2. Adrian Buckley – “International Finance” (Pearson Education)
3. Alan Shapiro – “Foundations of Multinational Finance” (Wiley)
4. Alan Shapiro – “Multinational Financial Management” (Wiley)
5. B.K.Chaudhuri, O.P.Agarwal – “A Text book of Foreign Trade and Foreign Exchange” (Himalaya Publishing House)
6. C. Jeevanandam – “A brief course in Foreign Exchange Arithmetic” (Sultan Chand & Sons)
7. C. Jeevanandam – “Foreign Exchange and Risk Management” (Sultan Chand & Sons)
8. C. Jeevanandam – “Foreign Exchange Practice, concepts and Control” (Sultan Chand & Sons)
9. G. Shailaja - “International Finance” (Universities Press , Hyderabad)
10. Geert Bekaert& Robert Hodrick – “International Financial Management” (Pearson Education)

COURSE :CMS0506

FINANCIAL RESOURCE RAISING (ELECTIVE I) [60 LECTURES]

Learning Objectives:

- To give brief introduction of what are difference sources of finance.
- To understand how to use these sources to raise finance in business
- To help them understand how to do valuation of sources of finance.

Units	Title	No. of Lectures
I	<p><u>Capital Markets</u></p> <ul style="list-style-type: none">• Define ‘financial system’ and describe its three main components—financial assets/instruments, financial intermediaries/institutions and the two key financial markets, namely, capital and money markets <p><u>Equity/ Ordinary Shares</u></p> <ul style="list-style-type: none">• Discuss the general features of equity/ordinary shares, the important aspects of preemptive rights of shareholders and the merits and demerits of ordinary share financing• IPO, ESOP, Bonus share, Right Issue, Sweat equity. <p><u>Term Loans, Debentures/ Bonds and Preference shares</u></p> <ul style="list-style-type: none">• Characteristics of term-loans, positive and negative covenants in a loan agreement, loan amortisation and the procedure associated with a term-loan• Describe the basic characteristics of corporate debentures/bonds/notes, general features of a debenture issue, bond refunding options, innovative debt instrument, the procedure of issuing debt instruments and rating of debt instruments	15
II	<p><u>Leasing and Hire-Purchase</u></p> <ul style="list-style-type: none">• Define leasing, describe its main features and classification of leasing—finance lease, operating lease, sale and lease back, single investor and leveraged lease, domestic and international lease—and the significance and limitations of leasing• Review and illustrate financial evaluation of leasing both from lessee’s perspective and lessor’s perspective• Describe the general features of hire-purchase, comparison of hire-purchase with leasing and installment payment, and financial evaluation of hire-purchase transaction from the viewpoint of the hirer as well the finance company	15
III	<p><u>Venture Capital Financing</u></p> <ul style="list-style-type: none">• Discuss the basic features of venture capital: selection of investments, stages of financing, financial analysis, structuring the deal/financing instruments; investment monitoring/nurturing in terms of style, objectives of after care and techniques; portfolio valuation; structure and legal framework; and exit of investments• Review of Indian venture capital scenario in terms of the SEBI regulations	15
IV	<p><u>Dividend and Valuation</u></p> <ul style="list-style-type: none">• Describe the Modigliani-Miller (MM) approach to the irrelevance of dividends	15

	<p>and evaluate its validity</p> <ul style="list-style-type: none"> • Explain and illustrate the two models—Walter’s and Gordon’s—according to which dividends are relevant and affect the value of the firm <p><u>Determinants of Dividend Policy</u></p> <ul style="list-style-type: none"> • Describe the general factors that affect dividend policy • Review and evaluate the three basic types of dividend policies—constant dividend per share, constant payout ratio and stable dividend plus extra dividend • Contrast the basic features of bonus shares and share splits • Understand the legal, procedural and tax aspects of dividend policy 	
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Continuous Internal Assessment:
Mid semester test
Project Work-Assignment

Reference Books

1. Financial Management Chandra Prasana Tata McGraw
- 2 Financial management Khan, M and Jain,P Tata McGraw
- 3 Financial management and policy Jams, C Prentice Hall of India
- 4 Financial Management Pandey, I.M Tata McGraw

COURSE :CMS0507

INTERNATIONAL BUSINESS (ELECTIVE II) [60 LECTURES]

Learning Objectives:

- To introduce students to the Global Dimensions of management
- To educate them on the international business theories, the environment, policies and marketing.

Unit No.	TOPICS	No. of Lectures
I	Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial Perspectives- International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization. Globalization- Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spill over, Rationale for globalization, Liberalization and Unification of World economics, International Business theories, Trade Barriers- Tariff and Non Tariff Barriers. WTO and Doha round.	15
II	Socio cultural Environment- Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Need for risk evaluation; Corporate governance, globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications. Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.	15
III	Meaning and importance of International marketing International Marketing Strategies of product development, IPLC, role of packaging and pricing policy in international markets. Overseas market selection: methods of market entry and selecting potential markets. Segmentation of markets, evaluating potential markets.	15
IV	Selection of overseas distribution channels, types of foreign intermediaries. Constraints in entering global territories. Export – Import documents, Import and Export procedures. INCOTERMS and breakeven pricing. Government initiatives for Export Promotion.	15

Continuous Internal Assessment:
Mid semester test
Project Work-Presentation

Reference Books

1. Bhalla, V.K. and S. Shivaramu; International Business: Environment and Management, Anmol Publication Pvt. Ltd., 2003 Seventh Revised Edition.
2. Rao, P. Subba; International Business, Himalaya Publishing House, 2002 Second Revised Edition.
3. Goldsmith, Arthur A; Business Government Society, Erwin Book Team.
4. Berry, Brian J L, Edgar C Conkling & D Michael Ray; The Global Economy in Transition, Prentice Hall International Ltd.

COURSE:CMS0508

TRAINING &DEVELOPMENT (Elective III) **[60 LECTURES]**

Learning Objectives:

In the context of global competition, Organisations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D). The broad objectives of the course are as follows:

- To enable you understand the concepts, principles and process of training and development
- To develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- To familiarize students with the levels, tools and techniques involved in evaluation of training effectiveness.

Sr no.	Title	No. of Lectures
I	-Introduction -Learning and development in organisations today -Understanding learning and the learners	15
II	-Promoting workplace knowledge and learning -enhancing performance management -Six stage training cycle for co-creating value	15
III	-The T&D agenda. - Shaping and managing the T&D function - Producing & Implementing the T&D strategy - Developing T&D partnerships.	15
IV	-Adding Value - Tackling challenges of change - Promoting Talent and career development - Challenges for the profession.	15

Continuous Internal Assessment: Project Work-Assignment

Reference Books

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
8. Rolf, P., and UdaiPareek, Training for Development, Sage Publications Pvt. Ltd.
9. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
10. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
11. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.
12. Rosemary Harrison, Learning &Development ,CIPD .
13. [B. Janakiram](#), [Training & Development \(Indian Text ed\)](#), Biztantra.

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER V

COURSE: CMS0509PJ

MANAGEMENT RESEARCH PROJECT

This course is a Dissertation that the students submit by way of a hard bound report at the end of Semester V. The students work on a project which could be either primary or secondary research based as approved by the guide. The study is done during the course of the semester in consultation with the guide at regular intervals.

The entire report is run through the anti-plagiarism software Turnitin to check for originality and only after the required standards are met can the reports be printed and bound for final submission. All citations are in the APA format.

Evaluation:

Internal

Evaluation by the guide: 40 marks

External

Evaluation by an external examiner (from another college): 60 marks

(specific parameters are laid down for for both internal and external evaluation as decided by the Board of Studies for BMS)

Ext