

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. (3+6)

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non-Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) (3+6)

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person’s coefficient of correlation and spearman’s rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. (3+6)

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P. Michael

Semester II	207	RM 02- Desk Research (DR)
2 Credits	LTP: 0:1:3	Subject Core Course – Research (Specialization Specific)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry
CO207.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real-world business organization and the relevant industry

CO207.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on a real-world business organization and the relevant industry
CO207.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
CO207.5	EVALUATING	COMPOSE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
CO207.6	CREATING	IMAGINE the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years).

- 1. Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. (5)
- 2. Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. (5)
- 3. External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any. (5)
- 4. Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. (5)
- 5. Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

1. Students working in groups of 3 to 5 each shall select of any TWO industries of their choice, under the guidance of a faculty.
2. The indepth analysis of the industry shall be carried out jointly by the students
3. Every student shall study one company within this industry independently.
4. Industries selected should be distinct from each other.
5. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL / CMIE / ACE Equity / Money Control / ET / BS database, etc.

Semester II	208	RM 03 - Field Project (FP)
4 Credits	LTP: 0:0:4	Subject Core Course – Research (Specialization Specific)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 208.1	REMEMBERING	Recall and list key management concepts and frameworks relevant to their specialization specific field project.
CO 208.2	UNDERSTANDING	Demonstrate an understanding of the specific management theories and frameworks to real-world business issues.
CO 208.3	APPLYING	Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
CO 208.4	ANALYSING	Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
CO 208.5	EVALUATING	Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain.
CO 208.6	CREATING	Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach.

A] Preamble:

1. To integrate theory and practice by providing students with the opportunity to work on real-world issues.
2. To provide experiential learning opportunities that go beyond traditional textbooks and classroom learning.
3. To provide a platform to explore the functional aspects of each specialization.
4. To deepen students' understanding of management concepts and frameworks.
5. To develop application-oriented approach by bridging the gap between theory and practice.
6. To foster the development of critical skills, a professional mindset, and a result-oriented approach.
7. To highlight the insights from the business environment of the geographical region.

B] Guidelines for the Field Projects

B - 1] Nature of the Field Project:

1. **Field project must be related to the specialization of the student.**
2. Field projects must be done individually. Group projects are not permitted.
3. The project should involve fieldwork; **online projects are not permitted.**
4. Primary data collection is mandatory.
5. Field projects can be quantitative / qualitative in nature or even use mixed approaches.
6. Field projects can involve surveys, interviews, case studies, visits or observation studies.
7. For surveys, the sample size should be between more than or equal to 100 participants.
8. For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants.
9. **Total Hours of Effort Expected:** 160 Hours, (This can be completed during the Semester, Saturdays, Sundays, Public holidays, Winter vacation in between Sem-I and Sem-II)

B - 2] Permissible Partner Organizations:

Students have the flexibility to conduct their field projects with any of the following organizations:

- a) Companies listed on either NSE or BSE in India /abroad
- b) Unlisted subsidiaries of Listed Companies.
- c) Government / Semi-Government Undertaking / PSU
- d) Government Offices
- e) Consultancy Firms
- f) Start Ups with an existence of 3 years or more and manpower more than 25.
- g) Family managed businesses with an existence of 5 years or more and manpower more than 25.
- h) Cooperative Societies

NOTE: Students can also carry out the Field Work without being associated to a specific organization. Such projects may involve **quantitative / qualitative fieldwork** related to

- a) Contemporary issues of businesses
- b) Specialization specific concepts
- c) Local or regional concerns
- d) Matters of national importance.

B - 3] Linkage with specialization: The field project topic must be aligned with the specialization chosen and specialization electives offered in Semester II.

It can address local, national, or global issues relevant to the specialization, as guided by the faculty guide / mentor.

B – 4] Selecting a Relevant Topic: Consider current trends, issues, or challenges within the domain / specialization across various business (industry) sectors when conducting their project.

B – 5] Identifying the Scope: Define the project's scope to ensure it is manageable within the given timeframe and resources. Set realistic expectations regarding the project's depth and breadth.

B – 6] Project Objectives - Clearly outline the objectives of your field project.

B – 7] Project Planning and Proposal: Students shall define the scope and objectives of the specialization-specific field project, develop a project proposal, and gain approval from the institute.

B –8] Reporting and Presentation: Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below. Your report should be clear, well-structured, visually appealing & the presentation must be delivered professionally.

Presentation could be through any of the enlisted formats: (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

B – 10] Indicative break up of hours (160 hours)

1. 120 hours - On fieldwork (The field project shall be spread throughout the second semester, can be start immediatly after Sem-I exam Winter vacation)
2. 40 hours – Pre and post-field work including proposal making, analysis, report writing, etc.

C] Field Project Proposal Outline

The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:

1. **Field Project Introduction:** Provide an overview of the project, including its context and scope.
2. **Statement of the Problem:** Clearly define the problem the project aims to address.
3. **Purpose of the Project:** Explain the main objectives and goals of the project.
4. **Significance of the Project:** Discuss the importance and potential impact of the project.
5. **Plan for Developing / Executing the Project:** Describe the approach and steps to be taken in developing / executing the project.
6. **Review of the Literature:** Include an initial literature review of one or two pages.

D] Field Project Report Outline

The field project report includes the components mentioned below.

1. Title Page
2. Declaration by student
3. Acknowledgement by student
4. Certificate by the Guide on Institutional Letter Head
5. Certificate by the Partner Organization on Letter Head (if applicable)
6. Table of Contents
7. List of Tables (if needed)
8. List of Figures (if needed)
9. Abstract

D – 1] Chapter I - Introduction:

1. Statement of the Problem
2. Purpose /Objectives of the Project
3. Theoretical Framework
4. Significance of the Project
5. Definition of Terms (optional)

D-2] Chapter II - Review of the Literature:

1. Review the existing body of knowledge available on the problem or topic.

D -3] Chapter III Method:

1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,

D-4] Chapter IV – Data Collection and Analysis:

1. Collecting relevant data from primary and secondary sources.
2. Analyzing data using appropriate analytical tools and techniques.

D – 5] Chapter V – Results / Findings & Suggestions:

1. Identifying key issues, opportunities, trends etc. based on data analysis.
2. Develop / propose feasible solutions or recommendations.
3. Reflect on the experience, lessons learned, and scope for further work / improvement.

D - 6] Annexures

1. Questionnaires
2. Observation Sheets
3. Field Maps
4. Exhibits
5. Geo Tagged Photos with Sample respondents
6. Any other relevant documents

E] Evaluation Pattern:

Total Marks: 150

Formative Assessment: 50 Marks

Summative Assessment: 100 Marks

E – 1] Formative Assessment Weightage (50 marks):

1. Project Proposal - 5 marks
2. Interim Progress review I / Report I - 5 marks
3. Final Project Report - 10 marks
4. Final Presentation (30 marks with break up as indicated below)
 - a) Project Objectives - 5 marks
 - b) Quality of Analysis and Research - 5 marks
 - c) Problem Solving and Decision Making - 5 marks

- d) Innovation and Impact - 5 marks
 e) Documentation and Reporting - 5 marks
 f) Reflection - 5 marks

E – 2] Summative Assessment Weightage (100 marks):

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiner
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a 15 minutes presentation about their field project.
6. The panel will evaluate the presentation for 50 marks and the viva-voce shall have a weightage of 50 marks.
7. The presentation & the External viva voce shall evaluate the Field Project on:
 - a) Project Objectives
 - b) Quality of Analysis and Research
 - c) Problem Solving and Decision Making
 - d) Innovation and Impact
 - e) Documentation and Reporting
 - f) Reflection

Semester II	209	GE 08 - Business Communication
2 Credits	LTP: 0:2:2	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 209.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO 209.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO 209.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO 209.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO 209.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

1. **Written Communication:** Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. (5)
2. **Writing Techniques:** Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing - What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension. (7)
3. **Recruitment and employment correspondence:** Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. (6)
4. **Internal Communications:** Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. (6)