

## 2.3.1 Student Centric Methods

### Experiential Learning:

1. Domain-Specific Training – Mentor Mind
2. Training on Functional Electives using Business Analytics
3. Design Thinking Workshops
4. Outbound Training
5. Venture Fest
6. Managerial Research Skills Lab: # Seminar Series
  - Identifying the Research Problem and Writing an Introduction
  - Literature Review – Hands-on Mendeley & Research Methodology
  - Data Analysis & Interpretation
7. Visit to IIMB
8. IISC Open Day Visit
9. Visit to IKEA
10. Visit to Labour Commissioner's Office
11. Audio-Video Based Learning (Session Plans)
  - Business Communication
  - Business Research Methods
  - International Business



# RV Institute of Management®

Autonomous Institution  
Affiliated to Bengaluru  
City University

Approved by AICTE.  
NAAC 'A+' Accredited



- Strategic Management

## 12. Case Based Learning







<b>Mentormind - Domain Specific Training</b>	
<b>Duration: March –April 2023</b>	<b>Venue: RVIM</b>
<b>No. of Participants: 178</b>	<b>Event Coordinators: Prof. Payal Jindal</b>
<b>Objectives:</b>  <b>It is a virtual, mentored work experience. Each menternship is co-created and co-certified by corporates to ensure that each menternship project is a challenge faced by real-world industry profesional. During the course of the menternship, each output receives personalized feedback from an industry expert to ensure that everything you deliver during a menternship meets the standards of certifying company</b>	
<b><u>Brief Report</u></b>  <b>The biggest perk is learning more about own abilities and interest. Each work experience is like a micro-career experience that brings you closer to understanding your own skills and careed goals. And, well, work experience is a must-have on any CV.</b>  <b>Mentership and Internships are both work experience - but the similarities and there. An internship is like going to a restaurant that serves only one dish, has one waiting staff and is poen for only one hour every day - you have to realign your schedule to be there, you cannot choose your experience, and you will have to vie with other customers for the staff's time and attention. A menternship is a 24x7 open buffet with a specially trained chef at every counter - you choose your experience, you can reverse your choice if the first one doesn't match your interest, you can readily access expert advice any time you need it.</b>	
<b><u>Takeaway</u></b>  <b>MentrorMind practices the new-age pedagogical principle of learning by doing - which</b>	

**means you learn a concept by trying it out. From riding a bicycle to learning how to make new friends - we have learned all of the most important things in life by doing.**

**At MentorMind, opportunity is provided to build skills by actively experimenting, failing, reflecting, improving and finally - excelling.**

**Event Co-coordinator  
Prof. Payal Jindal**



**Dr. Purushottam Bung  
Director, RVIM**



## RV INSTITUTE OF MANAGEMENT

## DOMAIN SPECIFIC TRAINING BY MENTORMIND 3RD SEMESTER

## 2021-2023 BATCH

Sl. NO	Name	MentorMind Domain	Menternship Title	OVERALL(Out of 30)
1	Abhijeeth Mashetty	Business Analytics	Identify attributes of the top-contenders for Orange Cap in IPL	29
2	Shubha R	Business Analytics	Use Power BI to analyze VC investment patterns in India	30
3	B Shashank	Business Analytics	Create a live Excel dashboard to manage volunteer data for an NGO	30
4	Syed Raihan	Business Analytics	Create an interactive Excel dashboard to manage orders in a cloud kitchen	23
5	PRAMOD K L	Business Analytics	Identify attributes of the top-contenders for Orange Cap in IPL	30
6	VIPUL VILAS NAIK	Business Analytics	Create an Excel dashboard to catalogue motorcycle brands	30
7	Manoj ns	Business Analytics	Analyse Data Through the Smart City Mission of the Govt. of India to Highlight Current Socio-Economic Problems	12
8	Pavan Kumar	Business Analytics	Analyse Data Through the Smart City Mission of the Govt. of India to Highlight Current Socio-Economic Problems	30
9	Shubiksha S	Business Analytics	Create an Excel dashboard to catalogue motorcycle brands	23
10	AKANKSH KG	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	21
11	P T Kirti	Business Analytics	Create an Excel dashboard to catalogue motorcycle brands	30
12	Nalasani Varshitha	Business Analytics	Use Power BI to design a best-selling menu for a restaurant	30
13	saahil srikant kulloli	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30
14	Akhila. H	Business Analytics	Create a live Excel dashboard to manage volunteer data for an NGO	30
15	Simranjit kaur	Business Analytics	Study customer churn analytics for the banking industry	30
16	Sheebal M S	Business Analytics	Study customer churn analytics for the banking industry	30
17	LIKITHA A	Business Analytics	Study customer churn analytics for the banking industry	30
18	M Ritish	Business Analytics	Forecast Gold Rates and Recommend Investments	30
19	Akanksh P	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30
20	Vishnu Kumar	Business Analytics	Use Power BI to design a best-selling menu for a restaurant	30
21	M Praneeth kumar re	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30
22	Mahanth Gowda K C	Business Analytics	Study customer churn analytics for the banking industry	30
23	Tanushree R	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30
24	Sachith b k	Data Science	Predict if a customer is likely to buy travel insurance using R	30
25	Richa Fernandes	Digital Marketing	Creating Digital Campaign Content for a Fashion Brand	25
26	Yogashree	Digital Marketing	Creating Digital Campaign Content for a Fashion Brand	22
27	Varun S Bharadwaj	Digital Marketing	Develop an Engaging Community Engagement and Growth Strategy for an Upcoming, Popular Caffeinated Beverage	24
28	Likhitha L	Digital Marketing	Design a Social Media Campaign & Digital Marketing Strategy for an Online B2B Marketplace	24

o of days

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21



## RV INSTITUTE OF MANAGEMENT

## DOMAIN SPECIFIC TRAINING BY MENTORMIND 3RD SEMESTER

## 2021-2023 BATCH

Sl. NO	Name	MentorMind Domain	Menternship Title	OVERALL(Out of 30)	Number of days
1	Abhijeeth Mashetty	Business Analytics	Identify attributes of the top-contenders for Orange Cap in IPL	29	8
2	Shubha R	Business Analytics	Use Power BI to analyze VC investment patterns in India	30	31
3	B Shashank	Business Analytics	Create a live Excel dashboard to manage volunteer data for an NGO	30	25
4	Syed Raihan	Business Analytics	Create an interactive Excel dashboard to manage orders in a cloud kitchen	23	34
5	PRAMOD K L	Business Analytics	Identify attributes of the top-contenders for Orange Cap in IPL	30	45
6	VIPUL VILAS NAIK	Business Analytics	Create an Excel dashboard to catalogue motorcycle brands	30	15
7	Manoj ns	Business Analytics	Analyse Data Through the Smart City Mission of the Govt. of India to Highlight Current Socio-Economic Problems	12	48
8	Pavan Kumar	Business Analytics	Analyse Data Through the Smart City Mission of the Govt. of India to Highlight Current Socio-Economic Problems	30	50
9	Shubiksha S	Business Analytics	Create an Excel dashboard to catalogue motorcycle brands	23	24
10	AKANKSH KG	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	21	67
11	P T Kirti	Business Analytics	Create an Excel dashboard to catalogue motorcycle brands	30	9
12	Nalasani Varshitha	Business Analytics	Use Power BI to design a best-selling menu for a restaurant	30	22
13	saahil srikant kulloli	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30	50
14	Akhila. H	Business Analytics	Create a live Excel dashboard to manage volunteer data for an NGO	30	55
15	Simranjit kaur	Business Analytics	Study customer churn analytics for the banking industry	30	30
16	Sheebal M S	Business Analytics	Study customer churn analytics for the banking industry	30	34
17	LIKITHA A	Business Analytics	Study customer churn analytics for the banking industry	30	6
18	M Ritish	Business Analytics	Forecast Gold Rates and Recommend Investments	30	7
19	Akanksh P	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30	15
20	Vishnu Kumar	Business Analytics	Use Power BI to design a best-selling menu for a restaurant	30	16
21	M Praneeth kumar re	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30	60
22	Mahanth Gowda K C	Business Analytics	Study customer churn analytics for the banking industry	30	60
23	Tanushree R	Business Analytics	Use Data Analytics to Study Music Streaming Patterns	30	49
24	Sachith b k	Data Science	Predict if a customer is likely to buy travel insurance using R	30	51
25	Richa Fernandes	Digital Marketing	Creating Digital Campaign Content for a Fashion Brand	25	24
26	Yogashree	Digital Marketing	Creating Digital Campaign Content for a Fashion Brand	22	41
27	Varun S Bharadwaj	Digital Marketing	Develop an Engaging Community Engagement and Growth Strategy for an Upcoming, Popular Caffeinated Beverage	24	20
28	Likhitha L	Digital Marketing	Design a Social Media Campaign & Digital Marketing Strategy for an Online B2B Marketplace	24	21



29	Isaac Jesse K	Digital Marketing	Create an Effective Strategy to Increase Brand Online Presence & Engagement on Social Media	26	40
30	Rakshith R T	Digital Marketing	Create an Effective Strategy to Increase Brand Online Presence & Engagement on Social Media	25	32
31	Paulomee Baruah	Digital Marketing	Create a Digital Marketing Strategy for a Young Patisserie	22	32
32	Anjana Kshirasagar	Digital Marketing	Create a customer journey map and a 360-degree digital marketing strategy for a product of your choosing	23	41
33	Aishwarya G	Digital Marketing	Prepare a social media communications plan for an NGO	23	21
34	Ashutosh Kumar	Digital Marketing	Create a Digital Marketing Strategy for a Young Patisserie	25	31
35	M M Jabez	Digital Marketing	Create an Effective Marketing Strategy for a Feature Film with Pre & Post Release Campaigns	26	44
36	Jatin Desai	Digital Marketing	Create an Effective Strategy to Increase Brand Online Presence & Engagement on Social Media	23	24
37	Poornima. L	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	19	17
38	Aditya U Hegde	Finance	Analyse the cash flow statements of a company	25	14
39	Pooja Vallur	Finance	Analyse the cash flow statements of a company	19	25
40	Sravani Sunil Mhalsek	Finance	Analyse the cash flow statements of a company	23	30
41	Ganesh Hegde	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	19	14
42	Chethan Kumar V A	Finance	Analyse the cash flow statements of a company	19	31
43	OLETI SAI SREENITHY	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	23	33
44	Madhan Kumar C S	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	23	23
45	Harshitha Srinivas	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	23	26
46	Vinayak Rao Gaikwad	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	23	22
47	Niveditha K Swamy	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	19	34
48	Nuthana U	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	19	34
49	POOJARANI TALAWA	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	23	18
50	Rahul Ram Bhat	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	19	41
51	Amogha Y G	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	23	49



52	Neelamma M K	Finance	Profitability	23	22
53	Srinidhi Kommula	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	23	45
54	Prajwala H	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	21	55
55	Niranjan Hegde	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	20	51
56	SHREYAS G A	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	24	24
57	Tejas HP	Finance	Analyse Market Projections to Come up with Financial Strategies for Market Expansion	19	25
58	Saurabh bhupali	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	19	45
59	Chidri Balaji	Finance	Analyse the cash flow statements of a company	19	20
60	Abhishek shenoy	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	20	49
61	Shubham Singh	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	20	42
62	Dhanya S Sharma	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	19	54
63	Bhoomika Bhat	Finance	Analyse the cash flow statements of a company	19	42
64	Aniket Revankar	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	23	24
65	Kalavala Abhishta	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	23	12
66	Akash Rachappa Khar	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	23	42
67	Nagaraj Gajanan Hegde	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	25	41
68	H V Shreevatsa	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	20	43
69	Kotha Keerthana	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	23	4
70	Bhuvanesh P	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	19	44
71	KAPARTHI BHAVANA	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	23	29
72	Ramanujam H J	Finance	Hedge the risk of an investment portfolio, by incorporating index derivatives as a strategy	19	54



73	Anirudh K	Finance	Create an effective budget model to track performance for a SAAS company	19	38
74	Neetha	Finance	Analyse the cash flow statements of a company	19	38
75	Aditi Rani	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	23	24
76	Girish N Nashi	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	25	28
77	Shivam Anvekar	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	21	31
78	Chaitanya Kamatagi B	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	24	38
79	Nikhil S Anjanalli	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	24	38
80	Pavana Hegde	Finance	Analyse the cash flow statements of a company	23	32
81	Amith Bhat	Finance	Analyse the cash flow statements of a company	19	32
82	Amith C	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	23	19
83	Abhitha K	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	24	26
84	Aishwarya P	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	24	9
85	Anusha	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	24	31
86	Syed Mussaveerulla	Finance	Market Analysis & Research for Mergers & Acquisitions	24	29
87	Divyashree M	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	19	21
88	Ankita Gajanan Naik	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	24	39
89	Prajwala	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	24	21
90	Salman Faisal Qadri	Finance	Market Analysis & Research for Mergers & Acquisitions	24	27
91	Syed Sameer	Finance	Market Analysis & Research for Mergers & Acquisitions	19	17
92	Naveen C	Finance	Analyse the cash flow statements of a company	19	29
93	Sagi Sampi	Finance	Analyse the financial risk posed to a healthcare startup, based on the analysis of its past financial performance	24	34
94	Kshitij P L	Finance	Source an insurance policy to cover sports-related liabilities and injuries of affiliate athletes	24	45
95	Gagandeep V N	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	19	22



96	Jagadish Shenoy R	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	20	20
97	Megha Joshi	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	19	42
98	Vaishnavi N	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	23	25
99	DEEPAK GIRISH KALYA	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	19	12
100	Varsha	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	23	25
101	Deepak Gopalakrishn	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	19	16
102	Yashwanth R	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	23	10
103	Bhaskar Prabhu	Finance	Build out a valuation report for a company following the discounted cash-flow method	23	20
104	PREEETHAM VARMA	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	19	27
105	Prakash	Finance	Build out a valuation report for a company following the discounted cash-flow method	23	21
106	Soumya Hegde	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	23	39
107	Mehul V Bhaskar	Finance	Source an insurance policy to cover sports-related liabilities and injuries of affiliate athletes	19	36
108	Amit Kamadollishetta	Finance	Build out a valuation report for a company following the discounted cash-flow method	23	26
109	S SHREYAS	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	23	35
110	Anvith Kumar	Finance	Build out a valuation report for a company following the discounted cash-flow method	23	28
111	Malles S	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	19	53
112	Loyston Crasta	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	19	32
113	Shashikumar R	Finance	Hedge the risk of an investment portfolio, by incorporating index derivatives as a strategy	19	55
114	Madhusudan G	Finance	Analyse the cash flow statements of a company	19	5
115	Pranith Kumar s	Finance	Analyse the cash flow statements of a company	21	49



116	Dhirajkumar Belavadi	Finance	Build out a valuation report for a company following the discounted cash-flow method	21	60
117	Nayan kumar	Finance	Analyse the cash flow statements of a company	23	44
118	Prajwal S N	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	23	28
119	Swami Samiksha Push	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	24	12
120	Poornaprajnya K	Finance	Build a Business Report in the Fields of IoT Based Security Solutions and B2B Payment Solutions	19	19
121	DINAH NEETHA NORC	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	19	24
122	Viola Pinto	Finance	Analyse the cash flow statements of a company	24	36
123	Supriya Govind Belsa	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	24	28
124	Ananya P Hegde	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	25	50
125	Rehan Faisal Qadri	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	23	34
126	Smitha M	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	19	40
127	Shri Hari L	Finance	Evaluate the Investment Potential & Perform Required Trades of Select Stock Market Shares	19	50
128	Basavaraj Poddar	Finance	Build out a valuation report for a company following the discounted cash-flow method	25	30
129	Jenisha Menezes	Finance	Create an effective budget model to track performance for a SAAS company	19	35
130	Nishanth Krishna	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	21	42
131	Ravish Hegde	Finance	Evaluate and select the most profitable investment option for an investment firm, based on capital budgeting techniques	19	56
132	NEHA H V	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	20	55
133	A. Raghvendra	Finance	Conduct Complete Financial Due Diligence of a Company for Investment Analysis	19	58



134	Bernard Fernandes	Finance	Conduct a Trend Analysis to Predict the Future Business Trends for an FMCG Company	19	30
135	Luqman Nawaz	Finance	Build out a valuation report for a company following the discounted cash-flow method	19	35
136	Shubham revankar	Finance	Analyse the Financial Health of a Company to Improve Growth & Profitability	19	37
137	Bharath ks	Finance	Market Analysis & Research for Mergers & Acquisitions	19	53
138	Guru varun G	Finance	Analyse Market Projections to Come up with Financial Strategies for Market Expansion	19	46
139	Yashaswini Prabhakar	Human Resource	Screen Applicants and Strategise a Multiple Round Selection Process for the Position of a Sales Representative at a Premium Furniture Store	17	32
140	Namratha N	Human Resource	Create a Hiring Strategy for a Leading Product Firm to Scale Their Team	24	33
141	VINIT SIDDHARTH SH	Human Resource	Prepare the Volunteer Induction & Performance Tracking Program at Teach For India	19	22
142	Sneha U	Human Resource	Build a Comprehensive Plan to Develop Employee Potential and Lower the Attrition Rate of a Company	25	33
143	Chavi	Human Resource	Build a Comprehensive Plan to Develop Employee Potential and Lower the Attrition Rate of a Company	24	18
144	Sameeksha M P	Human Resource	Develop a Strategy to Motivate Virtual Employees at Supertails	25	11
145	suchitra G	Human Resource	Develop a Strategy to Motivate Virtual Employees at Supertails	23	21
146	Anusha Prakash	Human Resource	Develop an Effective Employee Feedback System for Avetti Commerce	20	48
147	Trupthi Shetty	Human Resource	Develop a Strategy to Combat Organizational Resistance towards Building a Gender Diverse and Inclusive Workplace	24	26
148	Chetan Singh M	Human Resource	Develop an Effective Employee Feedback System for Avetti Commerce	18	49
149	Agamy Kinhal	Human Resource	Screen Applicants and Strategise a Multiple Round Selection Process for the Position of a Sales Representative at a Premium Furniture Store	19	41
150	Nayana	Human Resource	Develop a Strategy to Motivate Virtual Employees at Supertails	24	10
151	Mucheli subbaraju	Human Resource	Build a Customer Loyalty Program for a Cab Hailing Service	23	44
152	Sathya B Nayaka	Human Resource	Create a Hiring Strategy for a Leading Product Firm to Scale Their Team	19	60



174	Charana tu	Marketing Strategy	Create an Effective Marketing Strategy for a Feature Film with Pre & Post Release Campaigns	24	30
175	Dhanush kv	Marketing Strategy	Create a Marketing Campaign for an Upcoming Food E-Commerce App	18	49
176	Kaustubh Prakash	Marketing Strategy	Conduct market research to design a ground-breaking gameday experience for IPL fans	23	33
177	Manoj rakshath	Marketing Strategy	Explore Potential of Premium Motorcycles in Regional Hubs	19	49
178	B S SUSHEN	Operations	Build a Lean Management Plan to Optimise the Production Process for Starchik Foods	23	20

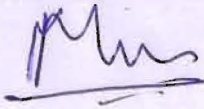


<b>Analytics - Domain Specific Training</b>	
<b>Duration: 15<sup>th</sup> February 2023-15<sup>th</sup> April 2023</b>	<b>Venue: RVIM</b>
<b>No. of Participants: 178</b>	<b>Event Coordinators: Prof. Mithun Prof. Payal Jindal</b>
<b>Objectives:</b>  To Conduct domain specific certification courses on the following topics:  <ol style="list-style-type: none"><li>1. HR Analytics</li><li>2. Marketing Analytics</li><li>3. Financial Analytics</li><li>4. Advanced Analytics</li></ol>	
<p>The sessions will focus on practical exercises, quizzes and case studies to ensure that our students receive comprehensive training on the topics. Students will be graded on classroom attendance, participation and project. The course involves 12 hours of Lab session and 8 hours of project on a dataset.</p> <p>The HR Analytics certification course will focus on the below mentioned topics</p> <ol style="list-style-type: none"><li>1. Employee retention</li><li>2. Staff productivity analysis</li><li>3. workforce planning</li></ol> <p>The Marketing Analytics certification course will cover below mentioned topics</p> <ol style="list-style-type: none"><li>1. Customer Segmentation</li><li>2. Marketing Mix modeling</li><li>3. Customer Churn Analytics</li></ol> <p>The Financial Analytics certification course will cover the below mentioned topics</p> <ol style="list-style-type: none"><li>1. Stock Market Price Prediction</li><li>2. Bank loan default prediction</li><li>3. Credit risk analytics.</li></ol> <p>The Advanced Analytics certification course will cover the below mentioned topics.</p> <ol style="list-style-type: none"><li>1. Image analytics using Transfer Learning</li><li>2. Customer Sentiment analysis using VADER</li><li>3. Deep Learning for Real Estate Price Prediction.</li></ol>	
<b>Takeaway</b>	



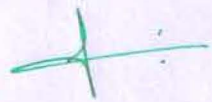
- This course will give the resources to learn python and effectively use it analyze and visualize data
- Add this credential to LinkedIn profile, resume, or CV
- Have a portfolio of various data analysis projects
- Have an intermediate skill level of Python programming.
- Learn how to work with various data formats within python, including: HTML, and MS Excel Worksheets

Event Co-coordinator



Prof. Mithun

*Payal Jindal*  
Prof Payal Jindal



Dr. Purushottam Bung

Director, RVIM

### List of Advanced Analytics

VIPUL VILAS NAIK
M PRANEETH KUMAR REDDY
AKANKSH P
SACHITH B K
SHEEBAL M S
VISHNU KUMAR
AKHILA H
B S SUSHEN
AKANKSH K G
SHUBIKSHA S
P T KIRTI
SHUBHA R
PRAMOD K L
B SHASHANK
TANUSHREE R
M RITISH
NALASANI VARSHITHA
PAVAN KUMAR M
MANOJ N S
ABHIJEETH MASHETTY
MAHANTH GOWDA K C
SYED RAIHAN
SAAHIL SRIKANT KULLOLI
SIMRANJIT KAUR



Advanced Business Analytics				
Day	Schedule	Topic	Techniques	Software
Day1	5:45 PM -7:15 PM	<u>Introduction to Analytics</u> 1. Application of Analytics in the organization. 2. <u>Framework for Analytics:</u> 360 degree perspective into analytics using CRISP DM Methodology: 1. Business Understanding 2. Data Understanding 3. Data Preparation 4. Data Understanding 5. Modelling 6. Evaluation	Descriptive Analytics Predictive Analytics Prescriptive Analytics	PowerPoint
Day2	5:45 PM -7:15 PM	<u>Consumer Sentiment Analysis:</u> VADER Text blob Flair Custom Model	Compute the overall polarity score, Neutral Score, Negative score, Positive score for the corpus.	Python
Day3	5:45 PM -7:15 PM	<u>Market Basket Analysis:</u> ECLAT Algorithm CN2 algorithm	Understand the below concepts: Data Sparsity Long Tail Problem	R Studio Orange
Day4	5:45 PM -7:15 PM	<u>Recommendation Engine for online customers:</u> User Based Collaborative Model (UBCF Model) Item Based Collaborative Model(IBCF Model) Hybrid Models	Long Tail Problem Cold Start Problem Data Sparsity Problem <u>Model Diagnostics:</u> Root Mean Square Error (RMSE) Mean Square Error (MSE) Mean Absolute Error (MAE)	R Studio
Day5	5:45 PM -7:15 PM	<u>Transfer Learning:</u> Inception v3 SqueezeNet VGG-16 VGG-19 Painters DeepLoc Open face	Accuracy Precision Recall F1 Score	Orange
Day6	5:45 PM -7:15 PM	Quiz		



## List of Financial Analytics

Sl. NO	Name	Sl. NO	Name
1	NIKHIL S ANJANALLI	52	RAMANUJAM H J
2	AMITH C	53	MALLESH S
3	CHAITANYA KAMATAGI B	54	SRINIDHI K
4	AKASH RACHAPPA KHANAGAVI	55	NAGARAJ GAJANAN HEGDE
5	NISHANTH KRISHNA	56	CHETHAN KUMAR V A
6	MEHUL V BHASKAR	57	NAYAN KUMAR
7	SHUBHAM RAJENDRA REVANKAR	58	DEEPAK GOPALAKRISHNAN
8	HARSHITHA SRINIVAS	59	POORNAPRAJNYA K MANGALVEDI
9	SAGI SAMPI	60	JENISHA MENEZES
10	NEETHA KAMATH	61	SRAVANI SUNIL MHALSEKAR
11	ADITYA UDAY HEGDE	62	DHANYA S SHARMA
12	SHREYAS G A	63	PREETHAM D VARMA
13	PRAJWAL S N	64	DHIRAJKUMAR BELAVADI
14	ANIKET SANJAY REVANKAR	65	MEGHA U JOSHI
15	M LUQMAN NAWAZ	66	DINAH NEETHA NORONHA
16	H V SHREEVATSA	67	HEGDE PAVANA GANAPATHI
17	GIRISH N NASHI	68	LOYSTON CRASTA
18	ANKITA GAJANAN NAIK	69	GANESH HEGDE
19	ANANYA P HEGDE	70	JAGADISH SHENOY R
20	NIVEDITHA K SWAMY	71	MADHAN KUMAR C S
21	RAHUL RAM BHAT	72	TEJAS H P
22	AMIT KAMADOLLISHETTARU	73	SWAMI SAMIKSHA PUSHPARAJ
23	POOJARANI TALAWAR	74	AMITH BHAT
24	ABHITHA K	75	NUTHANA U
25	S SHREYAS	76	KSHITIJ P L
26	ABHISHEK SHENOY	77	BHUVANES P
27	PRAJWALA H	78	KOTHA KEERTHANA
28	VAISHNAVI N	79	SHASHI KUMAR R
29	DEEPAK GIRISH KALYANI	80	YASHWANTH R
30	SUPRIYA GOVIND BELSARE	81	KALAVALA ABHISHTA
31	VINAYAK RAO GAIKWAD K	82	NAVEEN C
32	BHASKARA PRABHU	83	KAPARTHI BHAVANA
33	PRAKASH SHIVAKUMAR	84	MADHUSUDAN G
34	AMOGHA Y G	85	ANNASAGARAM RAGHAVENDRA
35	BHARATH K S	86	SYED MUSSAVEERULLA
36	BERNARD FERNANDES	87	SYED SAMEER
37	AISHWARYA P	88	SHIVAM GANAPATI ANVEKAR
38	VIOLA PINTO	89	SHUBHAM SINGH
39	CHIDRI BALAJI	90	GURU VARUN G
40	GAGANDEEP V N	91	PRANITH KUMAR S
41	PRAJWALA	92	LIKITHA A
42	POORNIMA L	93	REHAN FAISAL QADRI
43	ANUSHA	94	SMITHA M
44	BASAVARAJ	95	ANIRUDH K
45	ADITI RANI	96	SALMAN FAISAL QADRI
46	DIVYA SHREE M	97	RAVISH RAMACHANDRA HEGDE
47	NEELAMMA M K	98	POOJA VALLUR
48	ANVITH KUMAR	99	BHUPALI SAURABH PRAKASH
49	BHOOMIKA BHAT	100	SHRI HARI L
50	SOUMYA GANAPATI HEGDE	101	NEHA H V
51	OLETI SAI SREENITHYA	102	NIRANJAN JANARDHAN HEGDE
		103	Varsha



## Financial Analytics

Day	Schedule	Topic	Techniques	Software
Day1	5:45 PM -7:15 PM	<b>Introduction to Analytics</b> 1. Application of Analytics in the organization. <b>2. Framework for Analytics:</b> 360 degree perspective into analytics using CRISP DM Methodology: 1. Business Understanding 2. Data Understanding 3. Data Preparation 4. Data Understanding 5. Modelling 6. Evaluation	Descriptive Analytics Predictive Analytics Prescriptive Analytics	PowerPoint
Day2	5:45 PM -7:15 PM	<b>Credit Risk Analysis using Decision tree Model:</b> Chi Square Automatic Interaction Detection (CHAID). Classification and Regression tree (CART)	CHAID Algorithm C50 Model Variable Importance analysis	IBM SPSS
Day3	5:45 PM -7:15 PM	<b>Bank Loan Default Prediction analysis</b> Logistic Regression Decision tree	Identify Risk factors for payment default: Stepwise Regression Forward Selection method Backward elimination Method	IBM SPSS
Day4	5:45 PM -7:15 PM	<b>Stock market Price Prediction:</b> Time Series ARIMA Model	Estimate the share prices of important stocks for the next quarter. Perform Out of time validation.	IBM SPSS
Day5	5:45 PM -7:15 PM	<b>Price Elasticity Model:</b> Log-Log Ordinary Least Squares (OLS) Model	Demand Forecasting. Classify the products as highly elastic products, moderately elastic and inelastic products.	Python
Day6	5:45 PM -7:15 PM	Quiz		

## List of HR Analytics

SHETTY TRUPTHI CHANDRAHAS
SUCHITRA G
SAMEEKSHA M P
NAMRATHA N
CHAVI JAGADEESH
YASHASWINI P
ANUSHA PRAKASH
CHETAN SINGH M
SANKALP V
HEMA S
RAMANABOINA ANAND KUMAR
SNEHA U
SHAH VINIT SIDDHARTH
NAYANA G C
D SURIYA PRIYASREE
SATHYA B NAYAKA
AGAMYA A KINHAL



HR Analytics				
Day	Schedule	Topic	Techniques	Software
Day1	5:45 PM -7:15 PM	<u>Introduction to Analytics</u> 1. Application of Analytics in the organization 2. <u>Framework for Analytics:</u> 360 degree perspective into analytics using CRISP DM Methodology: 1. Business Understanding 2. Data Understanding 3. Data Preparation 4. Data Understanding 5. Modelling 6. Evaluation	Descriptive Analytics Predictive Analytics Prescriptive Analytics	PowerPoint
Day2	5:45 PM -7:15 PM	<u>Employee Productivity analysis:</u> Identify four Employee Segments 1. Top Performers 2. High Potential Employees 3. Low Potential Employees 4. Niche Finders	<u>Exploratory Data Analysis</u> Descriptive Statistics Boxplot Scatterplot	Microsoft Excel IBM SPSS
Day3	5:45 PM -7:15 PM	<u>Employee Satisfaction Analysis:</u> Key Drivers of Overall Employee Satisfaction	<u>Introduction to Hypothesis Testing:</u> 1. Correlation Analysis-Karl Pearson's Correlation 2. One Way Anova 3. Chi Square Test of association 4. Independent Samples T Test	IBM SPSS
Day4	5:45 PM -7:15 PM	<u>Employee Attrition Analysis:</u> Supervised Machine Learning Model to identify the risk factors of employee attrition.	<u>Introduction to Predictive Models:</u> Binary Logistic Regression Forward Selection Method Backward elimination Method	IBM SPSS
Day5	5:45 PM -7:15 PM	<u>Pofu Analysis:</u> Post offer Follow up analysis to build a Renege model.	<u>Introduction to Machine Learning Models:</u> Decision Tree Models CHI SQUARE Automatic Interaction Detection (CHAID) Classification and Regression Technique(CART)	IBM SPSS
Day6	5:45 PM -7:15 PM	Quiz		

## Marketing Analytics

Day	Schedule	Topic	Techniques	Software
Day1	5:45 PM -7:15 PM	<p><b><u>Introduction to Analytics</u></b>                      1. Application of Analytics in the organization</p> <p><b><u>Framework for Analytics:</u></b>                      360 degree perspective into analytics using CRISP DM Methodology:                      1. Business Understanding                      2. Data Understanding                      3. Data Preparation                      4. Data Understanding                      5. Modelling                      6. Evaluation</p>	Descriptive Analytics Predictive Analytics Prescriptive Analytics	PowerPoint
Day2	5:45 PM -7:15 PM	<p><b><u>Market Basket Analysis for Retail Data</u></b>                      Apriori Algorithm                      ECLAT Algorithm</p>	Identify cross selling and Upselling opportunities. <b><u>Model Diagnostics:</u></b> Support Lift Rule Support Coverage	R
Day3	5:45 PM -7:15 PM	<p><b><u>Customer Segmentation:</u></b>                      Recency Frequency Monetary Analysis (RFM Analysis)</p>	Classify the Customers into following Groups: 1. Best Customers. 2. Loyal Customers. 3. Big Spender. 4. Recent customer. 5. Lost customer 6. Lost and 7. Cheap customer.	Excel IBM SPSS
Day4	5:45 PM -7:15 PM	<p><b><u>Customer Profiling:</u></b>                      Logistic Regression                      Decision Tree</p>	Identify the risk factor of customer churn Build a propensity model for customer churn	Excel, IBM SPSS




Day5	5:45 PM -7:15 PM	<b>Recommendation Engine in ecom sector:</b> User Based Collaborative Filtering (UBCF Model) Item Based Collaborative Filtering (IBCF Model) Jaccard Index	<b>Data Challenges:</b> Long Tail Problem Data Sparsity Cold Start Problem <b>Model Diagnostics:</b> Mean Square Error(MSE) Mean Absolute Error(MAE) Root Mean Square Error(RMSE)	R Cloud
Day6	5:45 PM -7:15 PM	Quiz		

## LIST OF Marketing Analytics

KARTHIK P SHETTY
AISHWARYA G
SOURAV SADANAND SWAR
PAULOMEE BARUAH
SRUJANA S
SANKET SURESH SHIRSAT
MADHURA A
LILIMA DASH
KUMAR ASHUTOSH
RAHUL S SANGOLLI
GURUBASAVARAJ K M
LIKHITHA L
ISAAC JESSE K
SUTOPA DEB
KAVYAPRIYA J
RAKSHITH R T
MANOJ RAKSHATH B S
VARUN S BHARADWAJ
S KARTHIK
SHREEKRISHNA
DESAI JATIN ARUN
YOGASHREE C N
CHARANA T U
NIKITHA J SHANBHOG
FERNANDES RICHA
FLORINDA
ANJANA KSHIRASAGAR
DHANUSH K V
KAUSTUBH
LACHAPPANAVAR
KOKILA K
MUCHELI SUBBARAJU
NANDAGOPAL B R
VISHAL SHIVARAJ
M M JABEZ
NAVEEN SETTY N A





 GPS Map Camera



36th Cross Rd  


## Bengaluru, Karnataka, India


Ganpati, R.v.institute Of Management, 36th Cross Rd, 4th T Block East,  
Jayanagara 9th Block, Jayanagar, Bengaluru, Karnataka 560041, India  
Lat 12.922866°

Long 77.592599°

15/02/23 04:50 PM GMT +05:30

HR Analytics 2023



 GPS Map Camera



36th Cross Rd  


## Bengaluru, Karnataka, India

Ganpati, R.v.institute Of Management, 36th Cross Rd, 4th T Block East,  
Jayanagara 9th Block, Jayanagar, Bengaluru, Karnataka 560041, India  
Lat 12.922866°

Long 77.592597°

15/02/23 04:50 PM GMT +05:30

HR Analytics 2023







P18FW21M0105	DEEPAK GOPALAKRISHNAN	24	21	20
P18FW21M0093	DESAI JATIN ARUN	24	23	20
P18FW21M0125	DHANUSH K V	25	19	20
P18FW21M0110	DHANYA S SHARMA	25	22	12
P18FW21M0112	DHIRAJKUMAR BELAVADI	25	24	20
P18FW21M0116	DINAH NEETHA NORONHA	25	22	20
P18FW21M0080	DIVYA SHREE M	25	22	20
P18FW21M0113	FERNANDES RICHA FLORINDA	23	20	20
P18FW21M0067	GAGANDEEP V N	24	20	16
P18FW21M0119	GANESH HEGDE	23	22	20
P18FW21M0036	GIRISH N NASHI	25	21	20
P18FW21M0157	GURU VARUN G	24	22	16
P18FW21M0038	GURUBASAVARAJ K M	20	20	20
P18FW21M0032	H V SHREEVATSA	25	23	12
P18FW21M0018	HARSHITHA SRINIVAS	25	22	16
P18FW21M0117	HEGDE PAVANA GANAPATHI	24	23	16
P18FW21M0149	HEMA S	21	23	16
P18FW21M0052	ISAAC JESSE K	25	22	16
P18FW21M0122	JAGADISH SHENOY R	25	22	20
P18FW21M0107	JENISHA MENEZES	23	22	20
P18FW21M0142	KALAVALA ABHISHTA	25	23	20
P18FW21M0146	KAPARTHI BHAVANA	25	23	20
P18FW21M0004	KARTHIK P SHETTY	25	18	16
P18FW21M0130	KAUSTUBH LACHAPPANAVAR	24	20	20
P18FW21M0074	KAVYAPRIYA J	24	22	20
P18FW21M0134	KOKILA K	24	20	16
P18FW21M0135	KOTHA KEERTHANA	25	23	20
P18FW21M0131	KSHITIJ P L	24	22	16
P18FW21M0034	KUMAR ASHUTOSH	25	20	16
P18FW21M0041	LIKHITHA L	23	22	20
P18FW21M0160	LIKITHA A	23	11	16
P18FW21M0033	LILIMA DASH	25	14	20
P18FW21M0118	LOYSTON CRASTA	23	24	20
P18FW21M0030	M LUQMAN NAWAZ	25	20	16
P18FW21M0141	M M JABEZ	24	22	16
P18FW21M0002	M PRANEETH KUMAR KEDDY	24	23	12
P18FW21M0109	M RITISH	22	22	16
P18FW21M0123	MADHAN KUMAR C S	23	15	20
P18FW21M0031	MADHURA A	25	19	20
P18FW21M0150	MADHUSUDAN G	23	20	15
P18FW21M0169	MAHANTH GOWDA K C	22	22	16
P18FW21M0094	MALLESH S	25	23	20
P18FW21M0147	MANOJ N S	25	16	16
P18FW21M0078	MANOJ RAKSHATH B S	23	22	16
P18FW21M0114	MEGHA U JOSHI	24	22	16
P18FW21M0013	MEHUL V BHASKAR	25	23	16
P18FW21M0136	MUCHELJ SUBBARAJU	24	21	16



P18FW21M0099	NAGARAJ GAJANAN HEGDE	25	22	20
P18FW21M0133	NALASANI VARSHITHA	25	20	20
P18FW21M0085	NAMRATHA N	24	22	12
P18FW21M0137	NANDAGOPAL B R	25	21	16
P18FW21M0144	NAVEEN C	25	22	16
P18FW21M0161	NAVEEN SETTY N A	24	19	16
P18FW21M0104	NAYAN KUMAR	25	22	20
P18FW21M0175	NAYANA G C	21	21	16
P18FW21M0083	NEELAMMA M K	24	22	16
P18FW21M0021	NEETHA KAMATH	25	15	20
P18FW21M0178	NEHA H V	24	15	16
P18FW21M0003	NIKHIL S ANJANALLI	25	23	20
P18FW21M0100	NIKITHA J SHANBHOG	23	23	20
P18FW21M0181	NIRANJAN JANARDHAN HEGDE	24	22	16
P18FW21M0012	NISHANTH KRISHINA	25	24	20
P18FW21M0040	NIVEDITHA K SWAMY	25	23	20
P18FW21M0128	NUTHANA U	25	23	16
P18FW21M0090	OLETI SAI SREENITHYA	25	23	20
P18FW21M0072	P T KIRTI	25	23	20
P18FW21M0020	PAULOMEE BARUAH	24	21	20
P18FW21M0145	PAVAN KUMAR M	22	21	16
P18FW21M0167	POOJA VALLUR	25	20	16
P18FW21M0044	POOJARANI TALAWAR	25	23	16
P18FW21M0106	POORNAPRAJNYA K MANGALVEDI	23	23	20
P18FW21M0069	POORNIMA L	25	21	20
P18FW21M0025	PRAJWAL S N	24	23	16
P18FW21M0068	PRAJWALA	25	23	20
P18FW21M0049	PRAJWALA H	25	22	20
P18FW21M0058	PRAKASH SHIVAKUMAR	24	23	16
P18FW21M0084	PRAMOD K L	22	23	16
P18FW21M0159	PRANITH KUMAR S	23	20	20
P18FW21M0111	PREETHAM D VARMA	23	21	16
P18FW21M0042	RAHUL RAM BHAT	25	22	20
P18FW21M0035	RAHUL S SANGOLLI	20	20	16
P18FW21M0075	RAKSHITH R T	25	21	16
P18FW21M0154	RAMANABOINA ANAND KUMAR	25	22	16
P18FW21M0091	RAMANUJAM H J	23	24	16
P18FW21M0166	RAVISH RAMACHANDRA HEGDE	23	15	20
P18FW21M0162	REHAN FAISAL QADRI	25	23	16
P18FW21M0082	S KARTHIK	25	19	16
P18FW21M0046	S SHREYAS	23	23	20
P18FW21M0179	SAAHIL SRIKANT KULLOLI	25	21	20
P18FW21M0008	SACHITH B K	22	22	8
P18FW21M0019	SAGI SAMPI	25	23	20
P18FW21M0165	SALMAN FAISAL QADRI	24	22	16
P18FW21M0073	SAMEEKSHA M P	25	20	12
P18FW21M0143	SANKALP V	21	17	16



P18FW21M0027	SANKET SURESH SHIRSAT	24	19	16
P18FW21M0177	SATHYA B NAYAKA	24	22	16
P18FW21M0174	SHAH VINIT SIDDHARTI	24	21	20
P18FW21M0139	SHASHI KUMAR R	23	23	16
P18FW21M0016	SHEEBAL M S	25	23	20
P18FW21M0015	SHETTY TRUPTHI CHANDRAHAS	25	23	20
P18FW21M0155	SHIVAM GANAPATI ANVEKAR	23	23	20
P18FW21M0089	SHREEKRISHNA	24	19	16
P18FW21M0023	SHREYAS G A	25	22	16
P18FW21M0172	SHRI HARI L	20	23	16
P18FW21M0076	SHUBHA R	25	21	16
P18FW21M0014	SHUBHAM RAJENDRA REVANKAR	20	20	16
P18FW21M0156	SHUBHAM SINGH	20	21	12
P18FW21M0070	SHUBIKSHA S	25	18	16
P18FW21M0180	SIMRANJIT KAUR	25	22	16
P18FW21M0163	SMITHA M	25	22	16
P18FW21M0173	SNEHA U	24	22	20
P18FW21M0088	SOUMYA GANAPATI HEGDE	23	23	20
P18FW21M0011	SOURAV SADANAND SWAR	25	25	16
P18FW21M0108	SRAVANI SUNIL MHALSEKAR	25	23	20
P18FW21M0095	SRINIDHI K	25	22	16
P18FW21M0024	SRUJANA S	24	20	16
P18FW21M0026	SUCHITRA G	21	22	16
P18FW21M0053	SUPRIYA GOVIND BELSARE	25	23	16
P18FW21M0055	SUTOPA DEB	25	20	15
P18FW21M0126	SWAMI SAMIKSHA PUSHPARAJ	25	22	20
P18FW21M0152	SYED MUSSAVEERULLA	23	23	16
P18FW21M0171	SYED RAIHAN	25	20	16
P18FW21M0153	SYED SAMEER	24	21	16
P18FW21M0102	TANUSHREE R	25	18	16
P18FW21M0124	TEJAS H P	24	21	16
P18FW21M0050	VAISHNAVI N	23	23	16
P18FW21M0065	VARSHA	24	24	16
P18FW21M0081	VARUN S BHARADWAJ	25	19	16
P18FW21M0054	VINAYAK RAO GAIKWAD K	25	22	20
P18FW21M0064	VIOLA PINTO	23	22	20
P18FW21M0001	VIPUL VILAS NAIK	25	22	16
P18FW21M0138	VISHAL SHIVARAJ	24	20	16
P18FW21M0017	VISHNU KUMAR	25	23	8
P18FW21M0101	YASHASWINI P	25	23	16
P18FW21M0140	YASHIWANTH R	25	20	16
P18FW21M0097	YOGASHREE C N	25	22	16



From,  
Mithun DJ,  
Coordinator BAP,  
RVIM,  
Bangalore-560041

14 Feb 2023

To,  
The Director,  
RVIM,  
Bangalore-560041

**SUBJECT: Request for Approval of domain specific certification courses for 3<sup>rd</sup> Semeseter2021-23**

Respected Director,

I am writing to request your approval for the conducting domain specific certification courses on the following topics:

1. HR Analytics (15<sup>th</sup>, 16<sup>th</sup>, 17<sup>th</sup>, 20<sup>th</sup>, 21<sup>st</sup>, 22<sup>nd</sup>, February 2023)
2. Marketing Analytics (23<sup>rd</sup>, 24<sup>th</sup>, 25<sup>th</sup>, 27<sup>th</sup>, 28<sup>th</sup> February 2023, 1<sup>st</sup> March 2023)
3. Financial Analytics –Batch 1-(2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup> March 2023)
4. Financial Analytics –Batch 2-(9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, 15<sup>th</sup> March 2023)
5. Advanced Analytics (16<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup>, 20<sup>th</sup>, 21<sup>st</sup>, 23<sup>rd</sup> March 2023)

These courses are designed to provide our students with specialized knowledge and skills in their respective fields, which will help them gain practical exposure into analytics.

The class details are mentioned below

1. Training Venue: Ground floor computer laboratory
2. Training Time: 5:45 PM to 7:45 PM.
3. Software's used: IBM SPSS, R Studio, Python and Orange
4. Duration: 2 hours per day
5. Total number of Day: 6
6. Total Marks (Quiz): 20 marks
7. Attendance and class participation:10 marks
8. Project (Group of 5):20 marks

The sessions will focus on practical exercises, quizzes and case studies to ensure that our students receive comprehensive training on the topics. Students will be graded on classroom attendance, participation and project. The course involves 12 hours of Lab session and 8 hours of project on a dataset.

The HR Analytics certification course will focus on the below mentioned topics

1. Employee retention
2. Staff productivity analysis
3. workforce planning

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The Marketing Analytics certification course will cover below mentioned topics

1. Customer Segmentation
2. Marketing Mix modeling
3. Customer Churn Analytics

The Financial Analytics certification course will cover the below mentioned topics

1. Stock Market Price Prediction
2. Bank loan default prediction
3. Credit risk analytics.

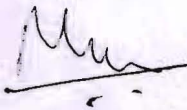
The Advanced Analytics certification course will cover the below mentioned topics.

1. Image analytics using Transfer Learning
2. Customer Sentiment analysis using VADER
3. Deep Learning for Real Estate Price Prediction.

We request your approval to proceed with the implementation of these certification courses. We are confident that this initiative will benefit our students.

Thank you for your time and consideration.

Yours Sincerely,



Mithun DJ





## Two Day Workshop on Design Thinking and Innovation

Date: 5th to 6th April 2023

Time: 9.00 am to 5.00 pm

Venue: Seminar Hall, Conference Hall, Workshop Hall

Event : Workshop on Design Thinking and Innovation

No. of Participants: 180

Event Coordinators: Prof. Ankita S., Prof. Pooja T, Prof. Ramya, Prof. Sowmya, Prof. Uma & Prof. Mithun

### Objectives

- To immerse students into the world of innovation as a systematic process of tackling relevant business and/or social problems.
- To provide a social and thinking space for the recognition of innovation challenges and the design of creative solutions. An innovation new ventures, value propositions, new products or services.
- Using a practical hands-on approach, this workshop will support student in the sketching, conception and early development of an innovation challenge, which is a critical input for the innovation course.
- To exercise their foresight and insight muscles in the process of opportunity identification/creation

### Outcome Achieved/ Attained:

A two day workshop on Design Thinking & Innovation was conducted on the 5th and 6th April, 2023 at RV Institute of Management in the Seminar hall, Conference hall and Workshop hall. The workshop started in the morning around 09:00am. Total 180 students of 3<sup>rd</sup> Semester participated in this session. The resource person for the workshop was Dr. Purushottam Bung, Director, RVIM, Dr. Tamizharasi and Dr. Padmalini Singh. All the 5 steps of design thinking were explained and students then worked in teams to identify a suitable problem statement and a suitable solution. The best solution was awarded in each room with a cash prize of Rs. 5000 and a certificate of Excellence was awarded to the participants of the winning team. The students also submitted a Report of the solution given by them for their problem statement.

### Feedback & Coordinator Comment:

In the entire program, all the participants actively participated and the workshop was well received by all the participants and lots of appreciation to resource person and RVIM team from the participants.



## TOPICS FOR DESIGN THINKING WORKSHOP

Sl No.	TOPICS	TEAM NUMBER
1	Problems related to Traffic Congestion in Metro Cities	3
2	Problems related to Waste Management	1
3	Problems related to Energy Management	2
4	Problems related to Soil Management	6
5	Problems related to Water Management	5
6	Problems related to Health and Hygiene	4
7	Problems related to Climate Change	10
8	Problems related to Financial Illiteracy among unorganised sector	12
9	Problems related to Work life Balance	11
10	Problems related to Women Security	7
11	Problems related to Road Accidents	9
12	Problems related to Waste Disposal in EV Sector	8
13	Problems related to Higher Education Absenteeism and Dropouts	15
14	Problems related to Primary Education in India.	18
15	Problems related to Garbage Disposal of a city.	17
16	Problems related to Stray Animals and their rehabilitation.	13
17	Problems related to Urbanization	14
18	Problems related to Gig Economy	16





Latitude: 12.922762  
Longitude: 77.692008  
Elevation: 94512m  
Accuracy: 15.5m  
Time: 05/04/2023 12:59:0  
Note: Design Thinking Day













<b>Outbound Training Program- An Experiential Learning (As part of Principles of Management Subject)</b>	
<b>Date:</b> April 18 <sup>th</sup> , 19 <sup>th</sup> and 20 <sup>th</sup> , 2023	<b>Venue:</b> Area 83 <b>Address:</b> 313, Bannerghatta Road Shanbhoganahalli, Bilwaradahalli, Karnataka 560083
<b>Time:</b> 8:30 a.m. to 6:30 p.m.	<b>Semester &amp; Section/:</b> I semester (All Sections)
<b>No. of Participant:</b> 180	<b>Event Coordinator:</b> Prof. Ramya S and Prof. Sowmya DS
<b>Objectives</b> <ul style="list-style-type: none"><li>▪ To understand the importance of principles of management and being a Team Player</li><li>▪ To demonstrate effective leadership and team management skills</li><li>▪ To ignite the creative thinking and situation handling skills in students.</li><li>▪ To make learning fun and understanding concepts through team building games.</li></ul>	
<b>About the event:</b> <p>In today's era, it becomes very important for an MBA Graduates to develop leadership skills, critical thinking and problem solving skills, Team building and collaboration, communication, negotiation, etc. In this regard as part of Principles of Management and Team Building subject, RV Institute of Management planned an Outbound Training Program at Area 83.</p> <p>Area 83 is a nature-based adventure park located on the outskirts of Bangalore. The park offers a wide range of outdoor activities, including archery, rope courses, and other adventure sports. The park is designed to provide visitors with an immersive nature experience while promoting teamwork, leadership, and communication skills. The day-long trip organized by RVIM to Area 83 aimed to provide students with an opportunity to practice leadership and team management skills while enjoying nature. The trip began with an introduction to the park and its activities. The students were then divided into groups and given a set of activities to complete. The activities included games that focused on communication, problem-solving, and decision making.</p> <p>The activities were designed to challenge students and encourage them to work collaboratively towards a common goal. Each activity was followed by a debriefing session, where the facilitators discussed the challenges and successes of each group, and how they could improve their performance in the next activity.</p> <p>The list of activities are as follows:</p> <ul style="list-style-type: none"><li>• Pyramid Builder</li><li>• Key Punch</li><li>• Pipe Line</li><li>• Magic Turtle</li></ul>	



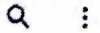
- Adventurous games like kayaking, Boating, Bubble Soccer, Archery Tag, Giant Swing, Rocket Ejector, Human Foosball, Tree Climbing, Sky swing, Superman and Paintball
- Access to Swimming Pool
- Access to common games like cricket, football, volleyball, etc.

### Circular copy:



RVIM MBA 2022-24

Anitha, Ankita, Anupama, Anupama, Ashok, Chethan, Dileep, Jagriti, Jahnavi, Kirana, Manjunath, Mithun, Nikhita, Nikitha, Noor, Padmalini, Payal, Pearl, Pooja, Pr...



2:45 pm

17/04/2023

Dear students,

Instructions for outbound training program:

1. Dress code- Track pant, collared t-shirt, sports shoes
2. Food and refreshments- Arrangements are made for lunch and high tea (Have proper breakfast and be on time)
3. Bring necessary things like water bottle, cap, medicines if required etc
4. Take an active part in all the activities organised by Area 83 (Active participation and report writing will carry the majority of the marks).
5. Reporting time- 8:30 a.m. at RVIM. (Be on-time, as no personal commutation is encouraged).
6. Maintain discipline and follow the instructions of the faculty coordinators.

Happy and fun-filled learning to all

Coordinators

Principles of Management and Team Building

5:13 pm ✓

### Outcome Achieved/ Attained:

Students displayed leadership skills, team dynamics and teamwork as part of their outbound training program. It was a fun filled learning as part of Principles and Management and Team building subject. Every student appreciated the initiative and suggested that such kind of programs should be organized atleast once in a semester for students.

### Photo Gallery

#### Section A Group Photo





**Section B Group Photo**



**Section C Group Photo**



**Event Coordinator**

**Director**





## **RVIM Centre for IEI REPORT ON VENTURE FEST 4.0 2k22**

Date: November 14 and 15

Venue: Jayanagar Park

Faculty In-Charge: Dr. Rashmi Shetty, Prof. Uma Sharma, Prof. Anitha D'Silva

About The Activity: RVIM Centre for Entrepreneurship Incubation and Innovation and General Management Department has organized the Venture Fest Activity as an annual program to encourage student's entrepreneurial venture. 2022 Venture fest is the fourth edition of the program.

Objective of the activity:

- Experiential Learning Module Conducted for Second Semester MBA Students (batch 2021-23). The activity aims at providing students the platform for planning and presenting their business plan and executing their business idea for a day.

Design of the Activity: This IS an experiential activity providing students the ability to plan and execute their business based the business plan. It is a group activity where a team of 12 students. Each team work on the business idea and propose their business plan. A total of 18 teams participated.

Each team executed their business for two days and made profits.

The fest is conducted in two rounds o First round is idea generation and finalisation round. And the o Final round-presentation round (This year the final round was stipulated only to presenting the business plan as against every other year students would set up stalls of their enterprise and sell the products. • Winners are picked based on their stall sales.





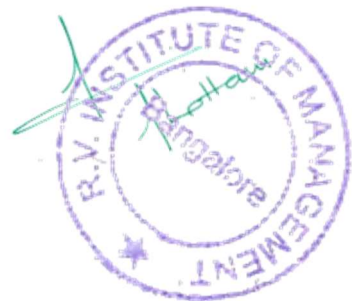




President: Dr. Rashmi Shetty

Date: December 30, 2022

Place: Bangalore







## Research Seminar on 'identifying the research problem' and writing an introduction'

Date: 4th February 2023	Venue: Webinar / Zoom meeting
Time: 10:20-11:20 am	Event : Research Seminar
No. of Participant: 180	Event Convener: Dr. Padmalini Singh

### Objectives

- The webinar was organized to provide an understanding of identifying the research problem and writing an introduction.

### Agenda/Flow of the Event



#### Resource Person:

**Dr. Padmalini Singh**  
Associate Professor  
RVIM

The Research Seminar on 'Identifying the Research Problem and Writing an Introduction' was organized to provide researchers, scholars, and students with a comprehensive understanding of the critical initial stages of the research process. The seminar aimed to address the challenges researchers face in formulating a clear research problem and crafting an effective introduction. This report encapsulates the key components of the seminar, the topics covered, and the benefits derived from attending.

The seminar spanned for an hour and comprised a presentations, interactive workshops, and discussions led by the speaker. The sessions were designed to be both informative and practical, allowing participants to engage actively in the learning process.

#### Key Topics Covered:

##### Understanding the Research Problem:

Defining what constitutes a research problem.

Exploring the significance of a well-defined research problem.

Identifying gaps in existing literature as potential research problems.

##### Crafting the Introduction:

The purpose and importance of the introduction in a research paper.



Components of an effective introduction.

Techniques for engaging readers and establishing the research's context.

Refining Research Objectives:

Translating a research problem into clear research objectives.

Ensuring alignment between research problem, objectives, and introduction.



**Feedback & Coordinator Comment:**

The Research Seminar on 'Identifying the Research Problem and Writing an Introduction' successfully provided participants with a comprehensive toolkit for initiating their research projects effectively. By addressing the critical stages of research problem formulation and introduction writing, the seminar offered valuable skills that researchers can apply to produce impactful and well-structured research papers. The benefits derived from this seminar are expected to extend beyond the event, enriching the research endeavors of participants and contributing to the advancement of various academic disciplines.

*Padmalini*



**Event Convener: Dr. Padmalini Singh**





## Research Seminar on ‘literature review and Hands-on - Mendeley and ‘Research Methodology’

Date: 4th February 2023

Venue: Webinar / Zoom meeting

Time: 1:00-3:00 pm

Event : Research Seminar

No. of Participant: 180

Event Convener: Dr. Tamizharasi D

### Objectives

- The webinar was organized to provide an understanding of “literature review and Hands-on - Mendeley and ‘Research Methodology’

### Agenda/Flow of the Event



#### Resource Person:

**Dr. Tamizharasi D**  
Professor  
RVIM

The Research Seminars encompassing 'Literature Review,' 'Hands-on Mendeley,' and 'Research Methodology' was designed to equip researchers and students with comprehensive skills and tools crucial for conducting effective research. Expert speaker, who are well-versed in the respective fields, led engaging sessions, interactive workshops, and discussions to ensure participants gained a thorough understanding of the subject matter. This report provides an overview of the key topics covered in each seminar and outlines the myriad benefits participants gained from attending.

#### Seminar Content:

##### Literature Review:

- Understanding the purpose and significance of a literature review.
- Techniques for searching and selecting relevant literature.
- Organizing and synthesizing information to build a coherent review.
- Identifying gaps and debates in existing literature.
- Avoiding plagiarism and maintaining proper citation practices.

##### Seminar on Hands-on Mendeley:

- Introduction to Mendeley as a reference management software.



- Importing, organizing, and managing references in Mendeley.
- Generating citations and bibliographies effortlessly.
- Collaborative features and group work functionalities.
- Integrating Mendeley with word processors for seamless manuscript writing.

#### Seminar on Research Methodology:

- Understanding different research paradigms and approaches.
- Designing research questions and hypotheses.
- Selecting appropriate research methods and data collection techniques.
- Ensuring research validity, reliability, and ethical considerations.
- Data analysis techniques and tools.

#### **Benefits of the Research Seminars:**

**Comprehensive Literature Review Skills:** Attendees gained a deep understanding of the literature review process, enabling them to critically analyze existing research, identify gaps, and contribute to the scholarly discourse effectively.

**Efficient Reference Management:** The 'Hands-on Mendeley' seminar equipped participants with practical skills to manage references, citations, and bibliographies efficiently, enhancing their workflow and ensuring accurate citations.

**Enhanced Research Methodology Knowledge:** The 'Research Methodology' seminar empowered attendees to design rigorous research projects by choosing appropriate methodologies, formulating research questions, and ensuring ethical considerations.

**Practical Application:** Interactive workshops in all seminars provided hands-on experience, allowing participants to apply the concepts learned immediately, fostering confidence in using literature review techniques, Mendeley software, and research methodologies.

**Networking Opportunities:** The seminars brought together researchers and scholars from various disciplines, facilitating networking and potential collaborations.

**Access to Expertise:** Participants benefited from the expertise of experienced speakers who shared real-world insights, best practices, and emerging trends in literature review, reference management, and research methodology.





### Feedback & Coordinator Comment:

The Research Seminars on 'Literature Review,' 'Hands-on Mendeley,' and 'Research Methodology' collectively provided participants with a well-rounded understanding of critical aspects of the research process. The seminars' benefits extended beyond theoretical knowledge, empowering attendees with practical skills that they can readily apply to their ongoing and future research projects. The comprehensive nature of the seminars ensured that attendees left with enhanced capabilities in literature review, reference management, and research methodology, setting them on a path towards producing impactful and well-structured research work.

*Padmalini*

**Event Convener: Dr. Padmalini Singh**

**Director**







### Research Seminar on ‘Data analysis and interpretation’

Date: 25th April 2023	Venue: Webinar / Zoom meeting
Time: 1:00-3:00 pm	Event : Research Seminar
No. of Participant: 180	Event Convener: Dr. Tamizharasi D

#### Objectives

- The webinar was organized to provide an understanding of ‘Data analysis and interpretation’

#### Agenda/Flow of the Event



**Resource Person:**  
**Dr. Tamizharasi D**  
**Professor**  
**RVIM**



**Mr. Mithun**  
**Expert – Business Analytics**

The Research Seminars encompassing ‘data analysis and interpretation’ are fundamental processes in the field of research, aiding in the extraction of valuable insights from raw data. It played a pivotal role in enhancing researchers' skills and understanding of these critical processes. The seminar was designed to equip researchers and students with comprehensive skills and tools crucial for data analysis and interpretation are that is a fundamental processes in the field of research, aiding in the extraction of valuable insights from raw data. Research seminars on data analysis and interpretation play a pivotal role in enhancing researchers' skills and understanding of these critical processes. The seminar included the data analysis tools used in HR, Marketing and Finance domain and its interpretation.

#### Seminar Content:

The seminar is designed to offer participants a comprehensive understanding of data analysis tools specific to HR, Marketing, and Finance, and how to effectively interpret the results. The content included



fundamentals of variables, hypothesis development, hypothesis testing using ANOVA, Chi-square etc., GARCH and ARCH models.



**Feedback & Coordinator Comment:**

The Data Analysis Tools and Interpretation Seminar tailored to the HR, Marketing, and Finance domains is a valuable resource for analyzing data. By focusing on domain-specific tools and their interpretation, the seminar equips participants with the skills needed to navigate the complex landscape of data analysis in their respective fields. As data continues to drive success in various industries, this seminar proves essential to stay relevant and effective in the field of research.

*Padmalini*

**Event Convener: Dr. Padmalini Singh**

**Director**





RASHTREEYA SIKSHANA SAMITHI TRUST  
**RV INSTITUTE OF MANAGEMENT**  
CA 17, 26 Main, 36th Cross, 4th T Block, Jayanagar  
Bengaluru, Karnataka 560 041

## Centre for Knowledge Resources

### Organization Visit

### Indian Institute of Management, Bengaluru

Date: 24<sup>th</sup>, 25<sup>th</sup> & 27<sup>th</sup> Jan 2023

Day: Tuesday, Wednesday & Friday

Time: 2.00pm to 5.00pm

Semester- III

Section: A, B & C

No. of Participant: Students 150 and Staff Members 8

#### Objectives

- To visit the IIMB campus and understand the structure, departments and library resources available, Student Exchange Programme, center of excellence etc.
- To analyse the institution and social impact using technology-enabled education.

#### Agenda / Flow of the Event

**Visited to Library, Behavioural Science Lab, Bloomberg Lab, MOOC Online Training Centre & NSR Cell (Incubation, Startup Consultancy and Women Empowerment).**

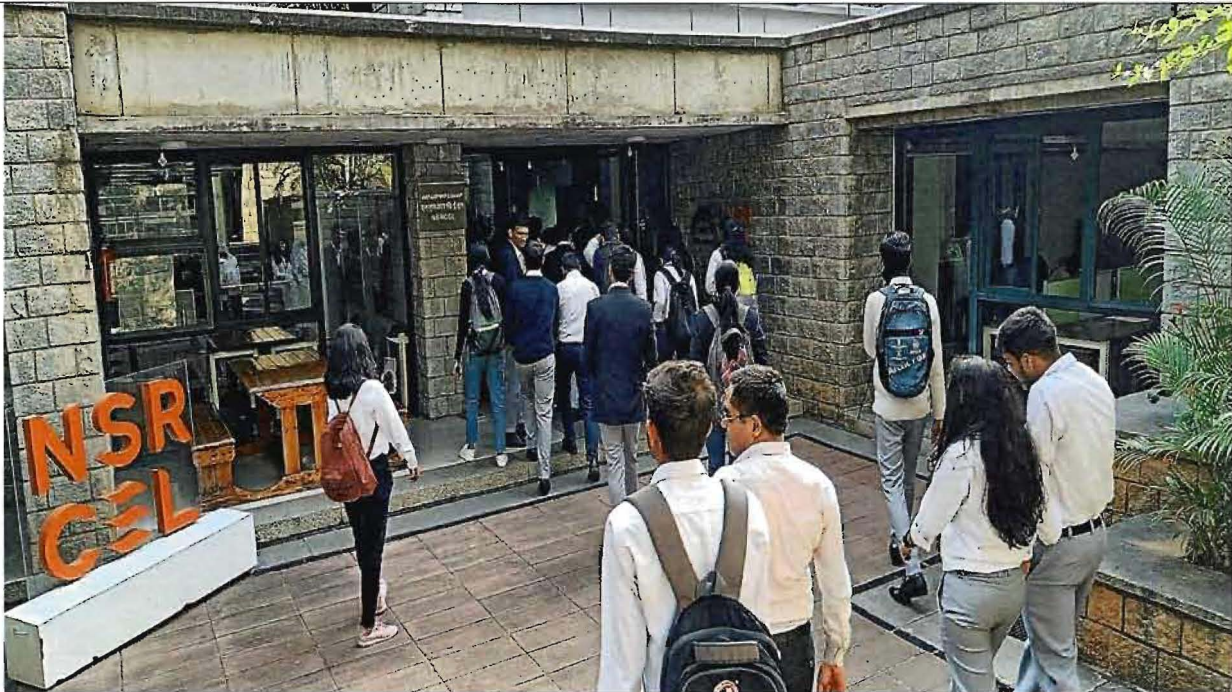
#### About IIM B

A prestigious educational institute, Indian Institute of Management, Bangalore (IIMB). A 100-acre oasis in south Bengaluru, the Indian Institute of Management Bangalore (IIMB), with its all-stone architecture designed by Mr VV Joshi, lush verdant woods and landscaped gardens, provides an idyllic environment to engage in management studies, academics and learning. It was established way back in 1973. We came to know that IIM B offer the Mahatma Gandhi National Fellowship (MGNF) programme. MGNF is a Certificate Programme in Public Policy and Management offered by IIMs. It has been designed at the initiative of the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India (GoI), and implemented in collaboration with State Skill Development Missions (SSDMs). IIM B library data base features thousands of text books, journals, dissertation working papers, key business, periodicals, etc. massive library with lot of space for student's movement. **Visited to Library, Behavioural Science Lab, Bloomberg Lab, MOOC Online Training Centre & NSR Cell (Incubation, Startup Consultancy and Women Empowerment).**



## Session on "Crypto currency Price determinants and Price Efficiency"

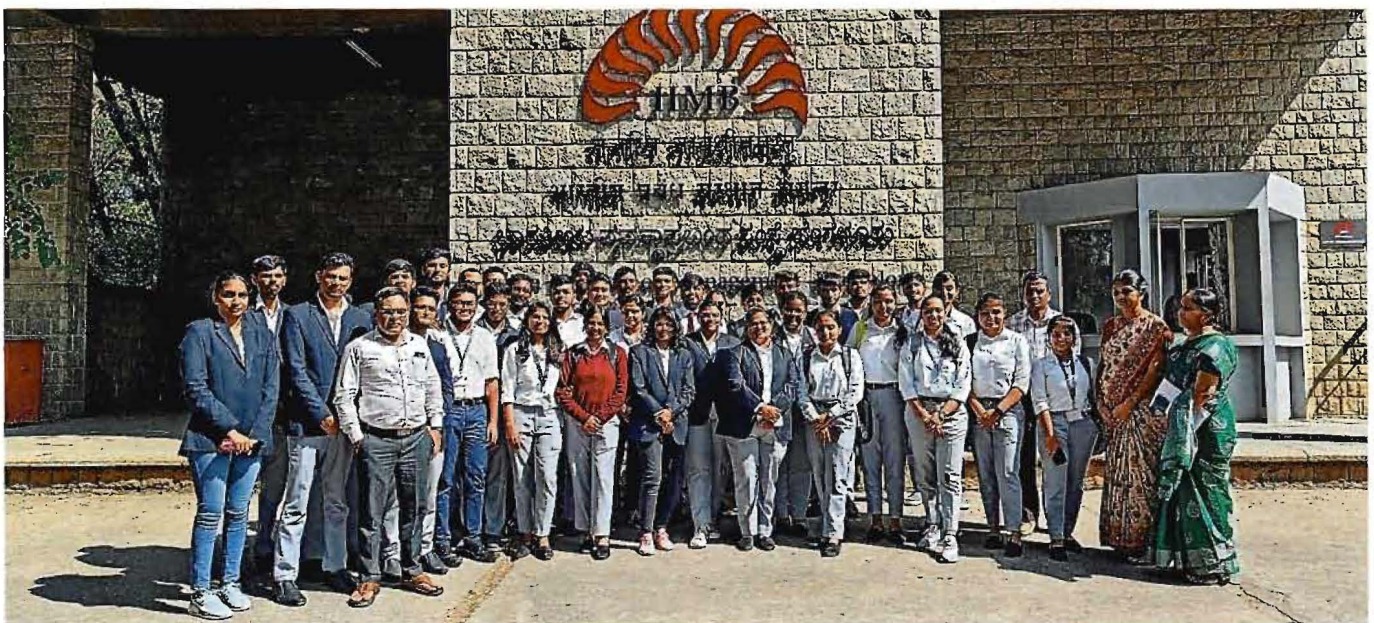
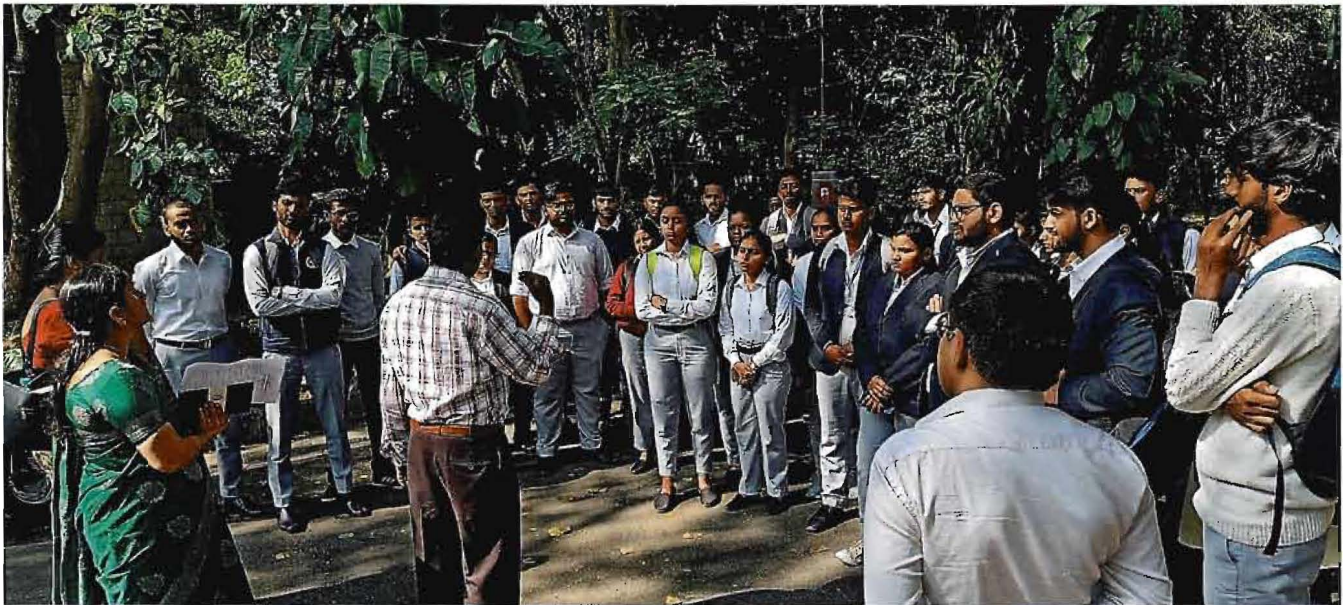
The session was on Crypto currency prices and its determinants where the Praveen Pathak presented 2 different papers.















Faculty Coordinator

Mrs. Anitha D'Silva - *Anitha*

Dr. Vinay K S - *Vinay*

Mrs. Uma Sharma - *Uma*

Mr. Vidyadhara Hegde -

Mr. Manjunath S K - *S.K. Manjunath*

Mrs. Anupama S M - *Anupama*

Mr. Mathias S A - *Mathias SA*

*Mathias*  
Director





**RASHTREEYA SIKSHANA SAMITHI TRUST**  
**RV INSTITUTE OF MANAGEMENT**  
CA 17, 26 Main, 36th Cross, 4th T Block, Jayanagar  
Bengaluru, Karnataka 560 041

## Centre for Knowledge Resources

### Organization Visit Indian Institute of Science, Bengaluru- 'OPEN DAY'

Date: 04-03-2023

Day: Saturday

Time: 9.00 am onwards

Semester : I

Section: A, B & C

No. of Participant: Students 150 and Staff Members 7

#### Objectives

- To visit the IISc campus and understand the structure & Departments
- To analyse the institution and social impact using Science & Technology-Enabled Education.

#### Agenda / Flow of the Event

Session 1 : 9.00 a.m to 12.30 pm visit to the Departments

Session 2 : 11.30 am to 12.00 Attended the quiz

Session 3: Q & A, Interactions.

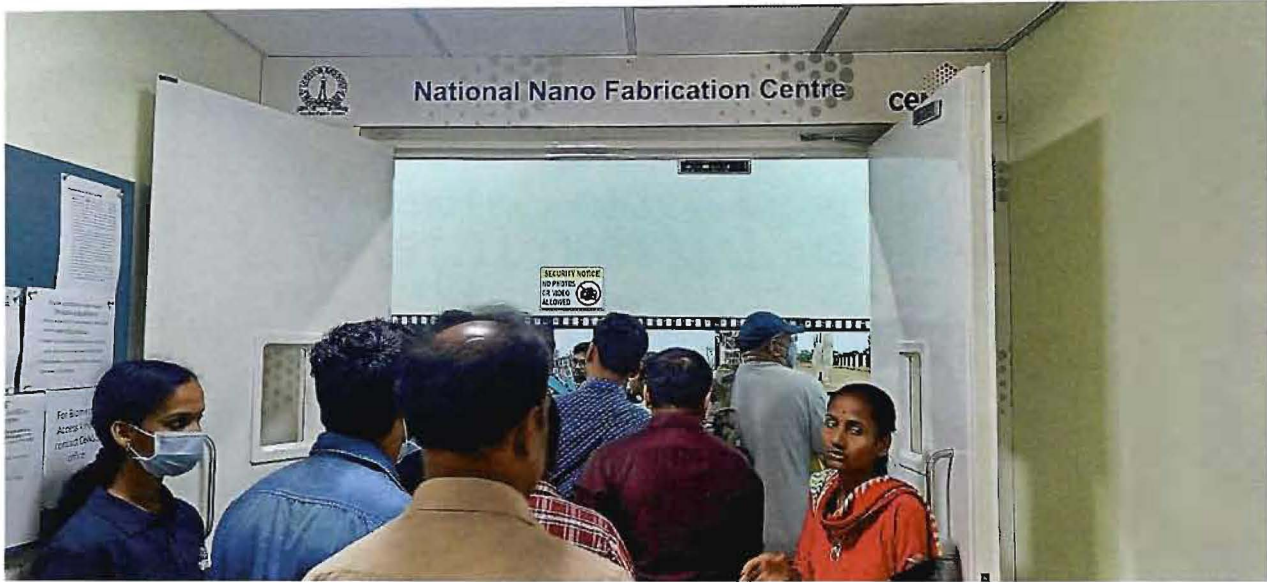
#### About Indian Institute of Science

A prestigious educational institute, Indian Institute of Science, Bangalore (IISc). A 500-acre oasis in North Bengaluru. as in previous years, was organized an "OPEN DAY" event to show case its activities to the student community and the general public on Saturday on 04th March, 2023 from 9.00 to 5.00 p.m. On this day students, Science and technology enthusiasts, and the public had a n opportunity to the visit the institute and go around the campus to explore the exciting science and technology initiatives and activities of the Institute. The Open day had special features like popular lectures , experimental demos, poster presentation, quiz contests, scientific competitions and exhibitions that has showcases Indian Institute of Science Bangalore (IISc), landscaped gardens, provides an idyllic environment to engage in science and technology studies, academics and learning. Students visited super computer department with huge hard Disc, and visited Nano technology department.









Faculty Coordinator

Dr. Vinay -

Mrs. Ramya S -

Mr. Manjunath S K -

Mrs. Anupama S M -

Mr. Mathias S A -

Director





RASHTREEYA SIKSHANA SAMITHI TRUST  
**R V INSTITUTE OF MANAGEMENT**

CA 17, 26 Main, 36th Cross, 4th T Block, Jayanagar  
Bengaluru, Karnataka 560 041

**VISIT TO IKEA SHOWROOM  
AS A PART OF SERVICES AND RETAIL MARKETING**

<b>Date: 28 March, 2023</b>	<b>Venue : Ikea Show room, Bengaluru</b>
<b>Time: 9.00am to 3.00pm</b>	<b>Semester &amp; Section : III Semester Marketing Major</b>
<b>No. of Participant: 34</b>	<b>Event Coordinator: Prof. C S Venkatesh and Prof. Anitha B.M. Dsilva</b>

**Objectives:**

- To visit Ikea and understand store concept, low pricing and **Scandinavian Designs**
- To understand the feel IKEA India experience, strategies and future plans

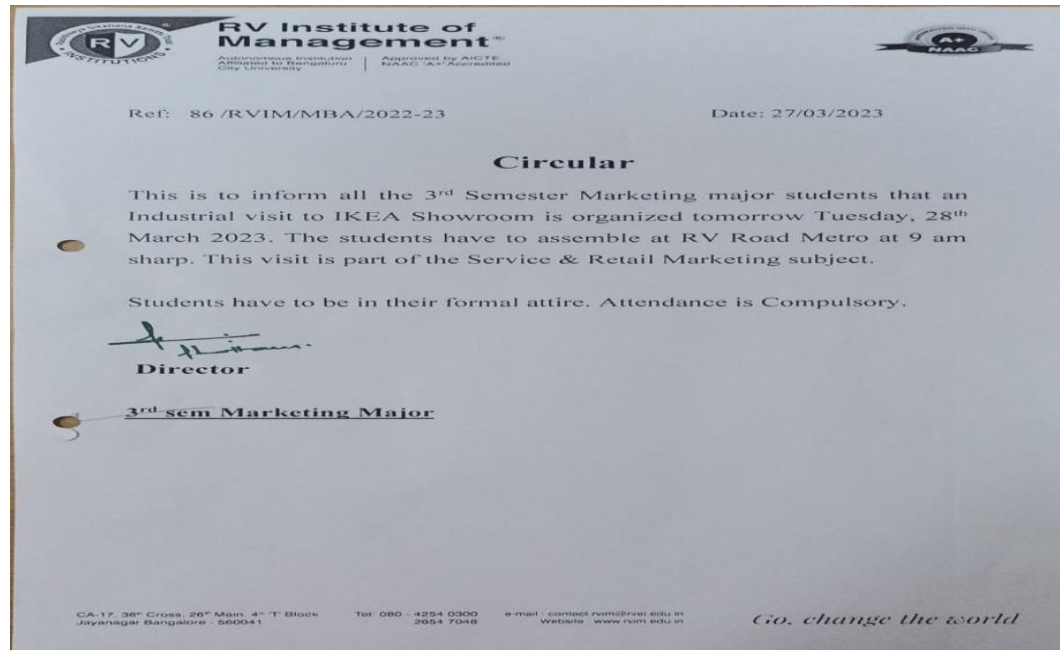
Spread over 12.2 acres, the 460,000sq ft IKEA Nagasandra store has feature over 7,000 affordable, good quality, sustainable and well-designed home furnishing IKEA products along with inspiring home sets to instill creative ideas to decorate the home. One brand, many companies, and many, many people – that’s us in a nutshell. Spread all over the world, we have a passion for home furnishing and an inspiring shared vision: to create a better everyday life for the many people. This, together with our straightforward business idea, shared values, and a culture based on the spirit of togetherness, guides us in everything we do.

- Storage & organisation
- Furniture
- Home Textiles
- Decoration
- Lighting
- Kitchen & appliances
- Smart Home
- Beds & mattresses
- Baby & children
- Bathroom products
- Outdoor products
- Working from home



Enrich the elegance, coziness, and comfort of your home by adding storage, decorating the guest room with a range of things that fit your budget, and creating a more welcoming vibe for your guests.

## Circular



## Photographs of the Visit to Ikea





**Feedback/ Coordinators Comment:**

The visit needed a full day as the store was huge and vast. It is a good way to get nice looking furniture for a decent price. Students collected every details of stores, merchandise, furniture etc for their project. They interacted with the employees too. A good research is necessary to get right things as the warehouse is huge. They are using many sustainable sources, and they are giving good conditions for the vendors. Some of the items are extremely heavy!! IKEA is taking the transport, its additional charges. Students were very particular of checking the prices of products, store layout, etc Lots of queries related to products from China, designs of furniture from various places of the world, employee motivation and benefits, replacement of non-moving furniture etc was discussed.

**Outcome achieved/ attained:** The following were the outcome of the session

- **A shared culture**-The circle of co-workers grew slowly but steadily with other local people, who shared the same spirit and liked to work together.
- **Growing IKEA and keeping the culture strong**
- Building network with the employees
- Interactions with other customers.



- Team building, listening, noticing, note taking etc

**Prof. Anitha BM D'silva**  
**Event Coordinators**

**Director**







RASHTREEYA SIKSHANA SAMITHI TRUST

## R V INSTITUTE OF MANAGEMENT

CA 17, 26 Main, 36th Cross, 4th T Block, Jayanagar

Bengaluru, Kamataka 560 041

### Visit to Additional Labour Commissioner's Office - Experiential Learning as part of Industrial Relations and HR Audit - 4.4.3

**Date:** July 11, 2022

**Venue:** Karmika Bhavana, Dairy Circle, Bannerghatta, Bangalore

**Time:** 9:00 am. to 12:00 pm.

**Semester & Section/:** IV semester HR Specialisation

**No. of Participant:** 26

**Event Coordinator:** Dr. Anupama K Malagi & Prof. Sowmya D S

#### Objectives

- To understand the practical aspects of labour legislations and labour welfare activities
- To gain insights about the impact of labour laws on the Indian Organisations
- To understand the functioning of Department of Labour and its role in the labour welfare

#### About the event:

The Department of Labour is a major department of the government. It is the responsibility of the Department to maintain smooth industrial relations with labour welfare activities. The implementation of labour laws and activities that promote industrial peace are run by the department at one time. This will enable the objectives of industrial growth and labour welfare.

Dr. G Manjunath, Additional Labour Commissioner [ADLC-IR], briefed about the department. The Labour department has three field departments under the control of Labour Minister, with assistance and coordination of the Secretary to Government, Department of Labour.

The major 3 field departments are:-

**Labour Department:-** Implementation of various Labour Laws, labour acts, working conditions and industrial relations and implementation of welfare measures for laborers.

**Department of Factories, Boilers, Industrial Safety and Health:-** Implementing Industrial Safety, Health Care, Occupational Diseases and Factories Functions under Factories Act 1948 and Boilers Act 1923.

**Employees State Insurance Scheme (Medical) Services Department:-** Managing and Running of Hospitals and Pharmacies for workers who are members of the ESI scheme

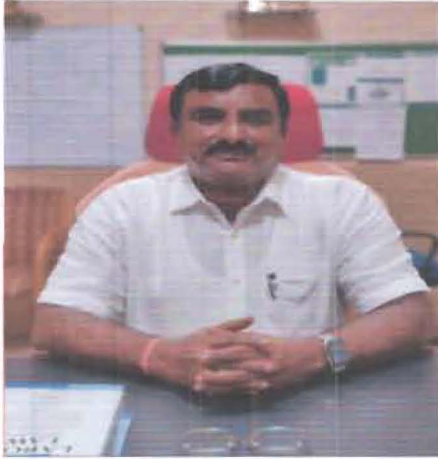
All the 3 departments are working independently & take care of their departments, the Secretary of the State



Labour Secretariat will directly report to the Labour Minister.

The activities of the Department naturally reflect the labour policy, implementation of labour legislations and social security/welfare measures.

### **Profile of the Guest Speaker**



### **Additional Labour Commissioner (Industrial Relations) - Government of Karnataka**

Presently, Additional Labour Commissioner (Industrial Relations)-Government of Karnataka. Academically he is PhD from National Law School of India University, Master of Women's Studies, M.A in Economics & B.A – Double Gold Medalist and First Rank holder from Bangalore University. I have been awarded with many national and international fellowships. I am specialized in Law against Sexual Harassment, Industrial Relations and Labour Law Jurisprudence, Informal Labour & Social Security, Corporate Social Responsibility.

### **Outcome Achieved/ Attained:**

The students were able to understand the structure and functioning of the Labour Department. They were informed about the realities of managing the labour challenges and problems were discussed with different case examples. The students got the overview of the labour legislations and welfare activities initiated by the department.

Photo Gallery







**Event Coordinator**





RASHTREEYA SIKSHANA SAMITHI TRUST

## R V INSTITUTE OF MANAGEMENT

CA 17, 26 Main, 36th Cross, 4th T Block, Jayanagar

Bengaluru, Karnataka 560 041

### Visit to Additional Labour Commissioner's Office - Experiential Learning as part of Industrial Relations and HR Audit - 4.4.3

**Date:** March 9, 2023

**Venue:** Karmika Bhavana, Dairy Circle, Bannerghatta, Bangalore

**Time:** 9:00 am. to 12:00 pm.

**Semester & Section/:** IV semester HR Specialisation

**No. of Participant:** 37

**Event Coordinator:** Dr. Anupama K Malagi & Prof. Ramya S

#### Objectives

- To understand the practical aspects of labour legislations and labour welfare activities
- To gain insights about the impact of labour laws on the Indian Organisations
- To understand the functioning of Department of Labour and its role in the labour welfare

#### About the event:

The Department of Labour is a major department of the government. It is the responsibility of the Department to maintain smooth industrial relations with labour welfare activities. The implementation of labour laws and activities that promote industrial peace are run by the department at one time. This will enable the objectives of industrial growth and labour welfare.

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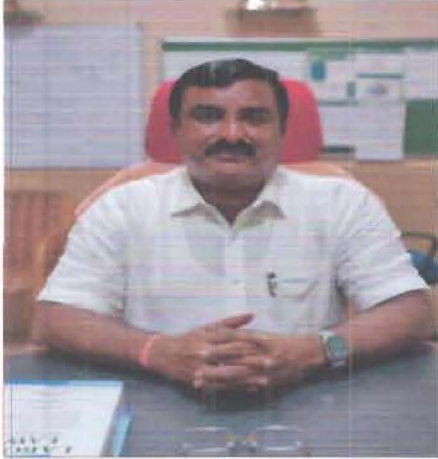
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Photo Gallery







**Event Coordinator**

**PART B  
SESSION PLAN**

**FIRST SEMESTER  
211-Business Communication**

Name of Faculty:

**Prof. Sowmya D.S  
Prof. Rashmi Shetty  
Prof. Uma Sharma**

Total Hrs. - 36

Section: A, B and C

Module	Session (1hr per session)	Topic	Method Of Teaching	Reference/Additional reading
01	2 hrs	Introduction To Communication  Role and Nature of Communication	Group Activity- Icebreaker – activity 'chain introduction.  Class lecture- Video explainer-	Business Communication, Cases and Concepts - Chaturvedi and Chaturvedi Pearson Publishing  PPT for Concept explanation (to be provided by faculty)
	1 hr	Theory of communication Elements of communication	Class Lecture	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing  PPT for Concept explanation (to be provided by faculty)
	1 hr	Process of Communication Types of Communication	Class Lecture	C.R. Reddy Business Communication, Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003
	1 hr	Barriers of Communication  Characteristics of Communication	Class Lecture  Case Study: Communication Failure	C.R. Reddy Business Communication, Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003 Additional reference material_- <a href="http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15">http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15</a>
	1hr	Importance of Communication in Management. Need for Communication in management,	Video explainer- Importance of Effective communication <a href="https://youtu.be/kf-q1hQhiyU">https://youtu.be/kf-q1hQhiyU</a>	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing  PPT for Concept explanation (to be provided by faculty)



			<b>Class Activity:</b> Role play – (Conducting pick n speak between two member student groups).	
02	3hrs	Business Letters and Memos (Writing Persuasive Letters, Pleasant, Letters and Memo).-	Class lecture and activity- Letter writing Using templates ( <a href="https://www.thebalancecareers.com/search?q=letter+templates+">https://www.thebalancecareers.com/search?q=letter+templates+</a> ) Case Study: Reply Sent to an Erring Customer	Guffey, Mary Ellen. Essentials of Business Writing. Ohio: South-western College Pubg., 2000  Reference resource: My English BBC online. And The balance career
	3hrs	Business Report Writing (What is Report, Purpose of Report, Objective of Report, Elements of Long and Formal report.)	Class lecture and activity: Business Report writing (Report writing using available data).	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Oral Communication – Effectiveness and Application.	Class Lecture Video: Explaining Org Communication <a href="https://youtu.be/kaH4xfodN3w">https://youtu.be/kaH4xfodN3w</a>	C.R. Reddy Business Communication, Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003
	1hr	Non –Verbal Communication – Classification of Non-Verbal Communication	Class Lecture Video explaining - Non Verbal Communication ( <a href="https://www.coursera.org/lecture/powerpoint-presentations/non-verbal-communications-liucn?utm_source=link&amp;utm_medium=page_share&amp;utm_content=vlp&amp;utm_campaign=top_button">https://www.coursera.org/lecture/powerpoint-presentations/non-verbal-communications-liucn?utm_source=link&amp;utm_medium=page_share&amp;utm_content=vlp&amp;utm_campaign=top_button</a> )  In-class - reading: ( <a href="https://www.thebalancecareers.com/nonverbal-communication-skills-2059693">https://www.thebalancecareers.com/nonverbal-communication-skills-2059693</a> )	C.R. Reddy Business Communication, Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003 Pease, Allan. Body Language. Delhi: Sudha Publications, 1998.  Reference resource: The balance career

03	1Hr	Communication Application - Negotiation Skill –Nature of Negotiation,	Class Lecture: Class Activity: Role Play – Competition on	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing PPT for Concept explanation (to be provided by faculty).
	1hr	Factors that affect Negotiation, Stages for Negotiation Strategies.	Class Lecture:  In-class reading material: <a href="https://www.thebalancecareers.com/negotiation-skills-list-2063760#toc-jobs-that-require-negotiation-skills">https://www.thebalancecareers.com/negotiation-skills-list-2063760#toc-jobs-that-require-negotiation-skills</a>	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing Supplementary Reading:
	1Hr	Presentation Skill –What are Presentations, Elements of Presentation,	Class Activity: Lab Session Practice of the Presentation preparation.	Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990
	3hrs	Designing Presentation,- Giving the Presentation.	Class Activity: Lab Session Practice of designing the presentation using - MS Office –PPT, Google slides, Prezi.	Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990
	1Hr	Project Report Writing Skills	Class Lecture: Use of Sample reports	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	2hr	Business Project Report - Method of Project Report writing.	Class Lecture: Use of Sample reports	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	2hr	Academic Project Report - Method of Project Report writing.	Class Lecture: Use of Sample reports	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Preparing CV's-Resume- Significance of Resume Types of Resume	Class Lecture:  In –Class reference for templates: <a href="https://www.thebalancecareers.com/resume-formats-with-examples-and-formatting-tips-2063591">https://www.thebalancecareers.com/resume-formats-with-examples-and-formatting-tips-2063591</a>  Case Study: Employment Interview of RP Sinha.	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing



	2 hr.	Preparing CV's-Resume- Preparing a Resume/Video Resume	Class Activity : Preparing resume Tips for Effective Resume Writing: <a href="https://www.thebalancecareers.com/how-to-write-a-targeted-resume-2063193">https://www.thebalancecareers.com/how-to-write-a-targeted-resume-2063193</a>  Video Resume: <a href="https://www.thebalancecareers.com/tips-for-creating-a-video-resume-2064219">https://www.thebalancecareers.com/tips-for-creating-a-video-resume-2064219</a>	Business Communication, Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Group Discussion And Personal Interview-	Mock Interview-Demo Mock Group Discussion - Demo How to prepare for Interview: <a href="https://www.thebalancecareers.com/how-to-prepare-for-a-job-interview-2061361">https://www.thebalancecareers.com/how-to-prepare-for-a-job-interview-2061361</a> Monster.com resume review	Prasad, H. M. How to Prepare for Group Discussion and Interview. New Delhi: Tata McGraw-Hill Publishing Company Limited, 2001.
04	1hr	Communicative English and Grammar – Appropriate Form of Sentences	Class Lecture	Business Communication Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Use of Tense- Incorrect and correct form of tense in a sentence	Class Lecture  Video for use of action words <a href="https://youtu.be/_2ZDNgtAsbw">https://youtu.be/_2ZDNgtAsbw</a>	Business Communication Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Use of Punctuations and Capitalization	<b>Class Lecture</b>	Business Communication Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Use of Infinites and Prepositions	<b>Class Lecture</b>	Business Communication Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Use of Gerunds and Participles	<b>Class Lecture</b>	Business Communication Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
	1hr	Use of Idioms and Phrases	<b>Class Lecture</b>	Business Communication Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing

05	1hr	Communication Skills For all Digital Communication Importance of Digital Media in Todays Communication.	<p><b>Class Lecture</b></p> <p><b>Video Explainer-</b>  <a href="https://youtu.be/UV46n44jnoA">https://youtu.be/UV46n44jnoA</a>            Doc:  <a href="https://youtu.be/8HE43CFLIag">https://youtu.be/8HE43CFLIag</a>            (12mins Documentary on need for up skilling )</p> <p><b>In class-reading:</b>  <a href="https://www.thebalancecareer.com/digital-media-skills-2062387">https://www.thebalancecareer.com/digital-media-skills-2062387</a></p>	Lesikar, Raymond V and Marie E. Flatley. Basic BusinessCommunication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
	1hr	Types Digital Media.	<p><b>Class of Lecture</b></p> <p>In-class reading:  <a href="https://www.thebalancecareer.com/list-of-the-best-skills-for-resumes-2062422">https://www.thebalancecareer.com/list-of-the-best-skills-for-resumes-2062422</a></p>	Lesikar, Raymond V and Marie E. Flatley. Basic BusinessCommunication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
	1hr	Mode of Building Communication on Digital Media-Personal and Corporate.	<p><b>Class Activity:</b> Lab session on use of social media for corporate – LinkedIn. Personal – Facebook, Instagram</p>	Lesikar, Raymond V and Marie E. Flatley. Basic BusinessCommunication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
	1hr	Effective writing style for the Digital Media	<p><b>Class Lecture</b></p>	Lesikar, Raymond V and Marie E. Flatley. Basic Business Communication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
	1hr	Networking through Digital media	<p><b>Class Activity:</b> Lab session on use of social media for networking through - LinkedIn. Personal – Facebook, Instagram</p>	Lesikar, Raymond V and Marie E. Flatley. Basic Business Communication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
	1hr	Profile Building for Digital Media	<p><b>Class Activity:</b> Lab session on building profile for social media</p>	Lesikar, Raymond V and Marie E. Flatley. Basic Business Communication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002





**BUSINESS RESEARCH METHODS - 21MBA214**  
**Part B**

**Course Contents and Session Plan**

Session No	Coverage of Topics	Pedagogy	Pre-class reading/ Additional reading
1	<b>Module 1</b> Nature and role of Business Research, Types of Research based on Purpose, Process, Outcome	Introduction Case Classroom Discussion	PPT shared with Students Add resource: Website for Research Reports – www.ibef.org
2	Features of a good Research Study, Research Process, Internet and research	Lecture Case study discussion Video on research process- <a href="https://study.com/academy/lesson/writing-research-questions-purpose-examples.html">https://study.com/academy/lesson/writing-research-questions-purpose-examples.html</a> ✓	Text Book for Reference Research Methodology Uma Shekaran Add reading Sample of Research Paper circulated to students
3	Theory Building – constructs, propositions, variables and hypotheses	Lecture Video for Class <a href="https://study.com/academy/lesson/research-variables-dependent-independent-control-extraneous-moderator.html">https://study.com/academy/lesson/research-variables-dependent-independent-control-extraneous-moderator.html</a>	Text Book for Reference Research Methodology Uma Shekaran
4	<b>Module 02:</b> Definition and Statement of the Problem, Evaluation of the Problem, Criteria	Lecture	Text Book for Reference Research Methodology Uma Shekaran
5	Primary Data Collection, Classification of Survey methods,	Lecture Video link for class <a href="https://study.com/academy/lesson/strategies-for-choosing-a-data-collection-technique.html">https://study.com/academy/lesson/strategies-for-choosing-a-data-collection-technique.html</a>	Text Book for Reference Research Methodology Uma Shekaran
6	Evaluation Criteria for Survey Methods; Observation Techniques	Lecture	Text Book for Reference Research Methodology Uma Shekaran
7	Classification of Observation Methods, Advantages and Limitations of Observation Techniques,	Lecture	Text Book for Reference Research Methodology Uma Shekaran
8	Benefits and Drawbacks of Secondary data. Qualitative methods	Lecture	Text Book for Reference Research Methodology Uma Shekaran
9	.Observational Methods, Focus Group Method, Personal Interview Method and Projective, Techniques	<a href="https://study.com/academy/lesson/the-literature-review-process.htm">https://study.com/academy/lesson/the-literature-review-process.htm</a>	Text Book for Reference Research Methodology Uma Shekaran
10	Scales of Measurement Criteria for Good Measurement	Lecture	Text Book for Reference Research Methodology Uma Shekaran
11	Types of Questionnaire; Questionnaire	Lecture Video <a href="https://study.com/academy/lesson/the-literature-review-process.html">https://study.com/academy/lesson/the-literature-review-process.html</a>	Text Book for Reference Research Methodology Uma Shekaran Sample google form for class use :https://docs.google.com/forms/d/e/1FAIpQLSdli-WaC6XWIZko3Dghk5UadEdPYyhOziePnpE

			ZsA64yA8SeA/viewform?usp=sf_link
12	Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbach's alpha, interview schedule.	Lecture	Webinar on Business Research Text Book for Reference Research Methodology Uma Shekaran
13	Sampling, Concept of Sample and Target Population	Lecture	Text Book for Reference Research Methodology Uma Shekaran
14	Census and Sampling, Sample frame, Sample unit and sample element, Sample size, Determination of Sample Size,	Lecture	Text Book for Reference Research Methodology Uma Shekaran
15	Probability and Non Probability, Sampling v/s Non-Sampling Error Data Preparation,	Lecture	Text Book for Reference Research Methodology Uma Shekaran
16	Data Preparation, Field Validation, Data editing, Coding, Content Analysis, Classification and Tabulation of Data, data transformation	Lecture	Text Book for Reference Research Methodology Uma Shekaran
17	Basic data analysis: Descriptive Statistics, Univariate and Bivariate, Parametric & Non-Parametric	Lecture	Webinar on Decision Making for Business Research Text Book for Reference Research Methodology Uma Shekaran
18	Hypothesis, Error in Testing of Hypothesis, Critical Region, Degrees of Freedom, One Tailed & Two Tailed Tests, Standard Error;	Lecture	Text Book for Reference Research Methodology Uma Shekaran
19	Degrees of Freedom, One Tailed & Two Tailed Tests, Standard Error;	Lecture	Text Book for Reference Research Methodology Uma Shekaran
20	Procedure for Testing of Hypothesis. Parametric test,	Lecture <a href="https://study.com/academy/lesson/using-existing-statistics-to-college-social-research-data.html">Video for class <u>https://study.com/academy/lesson/using-existing-statistics-to-college-social-research-data.html</u></a>	Text Book for Reference Research Methodology Uma Shekaran
21	Non parametric test (Conditions for applicability, practical applicability)	Lecture	Text Book for Reference Research Methodology Uma Shekaran
22	Types of Research Report, Report Format, Report Writing	Case report writing discussion	Sample report discussion in class
23	Report Writing – Insight from the communication models, Report Formulation,	Lecture	Text Book for Reference Research Methodology Uma Shekaran
24	Research Briefing –Oral Presentation, reports on the internet	Case report writing discussion	Text Book for Reference Research Methodology Uma Shekaran
25	Report Formulation,	Lecture	Text Book for Reference Research Methodology Uma Shekaran
26	Report Summary	Lecture	Text Book for Reference Research Methodology Uma Shekaran
27	Lab Session	Workshop	Resource Person-External
28	Lab Session	Workshop	Resource Person-External
29	Lab Session	Workshop	Resource Person-External
30	Lab Session	Workshop	Resource Person-External
31	Lab Session	Workshop	Resource Person-External



32	Lab Session	Workshop	Resource Person-External
33	Lab Session	Workshop	Resource Person-External
34	Lab Session	Workshop	Resource Person-External
35	Lab Session	Workshop	Resource Person-External
36	Lab Session	Workshop	Resource Person-External





Rashtreeya Sikshana Samithi Trust

# **R V Institute of Management**

CA – 17, 36<sup>th</sup> Cross, 26<sup>th</sup> Main, 4<sup>th</sup> T Block Jayanagar, Bangalore – 41

## **COURSE DOCKET**

### **1V SEMESTER MBA**

#### **4.1 INTERNATIONAL BUSINESS DYNAMICS**

**2021-2022**

**Prof. Anitha BM D'silva  
Senior Assistant Professor  
Department of Marketing**

The articles and reading materials contained in this docket are for  
classroom discussion only





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## **Part-1**

### **INTRODUCTION:**

World Trade Organization established by the administration of various nations is one of the major contributory factors to the expanded connections and the business relationship among the countries. The national economies are dynamically getting borderless and fused into the world economy as it is clear that the world has today come to be known as a 'global village'. Numerous more organization is making passage into a worldwide business which presents them with opportunities for development and tremendous benefits.

Business across nations are growing so also it a big challenge for the firms. International Business concerns those firms that do not restrict their processes to a single state or populace. International business dissects the reasons for the existence of firms engaged in International business, how they flourish in the intricate and unpredictable international environment, and what their undertakings mean for the countries in which they do business. Culture, language, political systems, geography, and socio-economic factors all influence a company's business practices.

Therefore, expanses of study comprise of the challenges of managing international companies, whether enormous or diminutive; the rudiments of strategic management; cross-cultural management; globalization; and the regulation and politics of international business. Students who aspire to intensify their understanding of global markets need to study international business, since it delivers insights into the global economic and business climates. International business studies encompass topics across a spectrum of business fields, from finance and marketing to management, HR and accounting.

Nations that were away from each other, because of their geological separations and financial and social contrasts are now connecting with each other.

### **Why study International Business:**

Understanding international business operations is therefore increasingly important for today's business graduates and that's where postgraduate courses come in useful. International business dynamic subject gives the student an understanding of the different business management practices found all over the world and prepare them for graduate careers working abroad or in organisations that are engaged in business on a global scale.

### **Course Objectives**

- To create a platform for the students to learn how business organizations operate in an international environment.
- To understand the impact of international institutional policies on domestic business.
- To help students to plan a career in Global organisations

### **Module Wise Key concepts**

#### **MODULE 1: INTRODUCTION TO THE INTERNATIONAL ENVIRONMENT :**

- Evolution of IB
  - IB as compared to Domestic Business
  - National and organizational competitive advantage over the world
  - Active players in multinational business.
  - The International environment of IB
  - Political & Legal environment,
  - Technological, Cultural, Demographic and Economic environment.
- 
- Cross-cultural management,
  - Levels of culture.

#### **MODULE 2 GLOBALIZATION-**

- Routes of globalization
- Modes of International Business
- Factors influencing choice of a design
- Issues in organization design.
- Conflict management & Reconciliation, adjudication and arbitration
- Supporting Institutions for Negotiations.



### **MODULE 3 WTO AND TRADING BLOCKS-**

- WTO and LPG policies
- Regional Trade Blocks
- Integration between countries
- Levels of integration and impact of integration.
- International strategic alliances & Nature of alliances
- Pitfalls and scope of alliances

### **MODULE 4 GLOBAL TRADE AND INVESTMENT**

- Theories of global trade and investment
- Mercantilism
- Theory of absolute advantage
- Theory of comparative advantage
- Factor endowment theory
- Product life cycle theory
- Porter's national competitive advantage.
- FDI- in World Economy
- Types and Benefits of FDI
- EXIM TRADE and Export and Import financing,
- Export marketing & policy,
- Balance of payments & roles of Institutions connected with EXIM trade

### **MODULE 5 GLOBAL ETHICS AND E-COMMERCE**

- Social responsibility and ethical issues in international business
- National differences in ethics and social responsibility
- Codes of conduct for MNC's.
- Global E-Business
- Advantages and Disadvantages of E-Business
- E-Commerce in India.

### **MODULE 6 GLOBAL BUSINESS OPERATIONS**

- Global- Operations management and competitive advantage
- Strategic issues in operations management
- Logistics Management and Procuring
- Technology transfers
- Marketing Management & Benefits of international markets
- Major activities in international marketing
- Human Resource Management: Approaches, Expatriation and Repatriation Process,
- Training, Compensation, Industrial Relations.

### **MODULE WISE OUTCOMES:**

#### **MODULE 1: INTRODUCTION TO THE INTERNATIONAL ENVIRONMENT**

**MO 1:** Understand and identify the functioning of domestic business in the Global scenario.

**MO 2:** Critically examine the international environments which are influencing on the business.

#### **MODULE 2 : GLOBALIZATION**

**MO3:** Differentiate the key drivers and strategies for Globalisation

**MO4:** Compare and Contrast the modes of entry into International business

#### **MODULE 3 : WTO AND TRADING BLOCKS**

**MO5:** Recognise and translate the functioning of World trading organisation

**MO6:** Appraise the impact of International strategic alliance on Indian Business

#### **MODULE 4 GLOBAL TRADE AND INVESTMENT**

**MO7:** Understand and Identify the theories affecting International business

**MO8:** Differentiate the importance of EXIM documents in International trade

#### **MODULE 5 GLOBAL ETHICS AND E-COMMERCE**

**MO9:** Appraise the importance of social responsibility and ethical issues in E-commerce business

**MO10:** Evaluate the impact of E-commerce business in Indian Economy

#### **MODULE 6 GLOBAL BUSINESS OPERATIONS**

**MO11:** Understand the global business operations in Marketing, HR and Financial Management

**MO12:** Interpret the role of Modern Manager in Global Business operations

### **INSTRUCTIONS METHODS/ PEDAGOGY/ TOOLS USED:**



1. Visual presentation & Demonstrations
2. Class Discussions and case-lets
3. Live projects of online survey
4. Visual Case studies
5. Articles review/ Project based work
6. Industry interaction- guest lectures

**\*Contribution to the Learning Process – Written case study :**

Ten designated case-based on modules would be used to assess the participation in class discussion and contribution to the learning process. Students will get cases in hand before the session to be prepared thoroughly. Additional readings, book chapters and try to make connections between these and the topic being discussed.

**PRESCRIBED TEXT BOOK:**

**Reference Books Recommended:**

1. Francis Cherunilam; International Business, Prentice Hall Of India
2. Hill; International Business; Mcgraw-Hill
3. Shukla, International Business, Excel Books
4. Francis Cherunilam- International Business Environment – HPH
5. S.N.Charry, Elements of International Business, Biztrantra
6. Harrison Et Al; International Business; Oxford
7. Daneils Et Al; International Business; Pearson
8. Hodgetts And Luthans, International Management; Mcgraw-Hill
9. Sundaram & Balck, International Business Environment, Prentice Hall Of India
10. Sumathi Varma, International Business, Pearson

**MINISTRY OF GOVERNMENT REFERENCES**

1. Foreign Trade policy 2015-2020 from Director General of Foreign Trade
2. Export and Import documents by EXIM policy

**WEBSITE:**

1. <http://www.rbi.org>
2. <http://www.cbic.gov.in/htdocs-cbec/customs/cs-acts-botm>
3. <http://eximbankindia.in/>
4. World trading organization- <http://wto.org/>

**Video**

Video 1: <https://youtu.be/YDUq0DINhYk>

Video2: <https://youtu.be/JP61OewE2Go>

Video3: <https://www.youtube.com/watch?v=FCojpFwWuG0>

Video4: <https://youtu.be/IHdqPqWle04>

Video 5 <https://www.youtube.com/watch?v=GSyYo4ph3hM>

Video 6 <https://www.youtube.com/watch?v=D8-PkFgw2Yk>

Video 7: <https://www.coursera.org/lecture/global-studies/the-emergence-of-new-international-conflicts-2Gnwf>

Video 8- <https://www.youtube.com/watch?v=bDJhrP7r-uM>

Video-9 <https://www.youtube.com/watch?v=qx39edZnefk>

Video 10: <https://www.youtube.com/watch?v=OVi5B7P7Yw4>

**COURSE FACILITATOR:**

Prof . Anitha B. M. Dsilva  
Department of Marketing,  
RVIM, Bangalore.

Director





# Course Docket for III Semester



R V Institute of  
Management,  
Bangalore

## **Strategic Management and Corporate Governance (3.1)**

### **Course Facilitators**

**Dr.Purushottam Bung-Director, Professor,**

**Prof. Rashmi Shetty Assistant Professor,**

**Prof. Uma Sharma Assistant Professor,**

**R V Institute of Management**



RashtreeyaSikshanaSamithi Trust

## R. V. Institute of Management

### Strategic Management and Corporate Governance Course Docket

<b>Programme:</b>	MBA
<b>Batch:</b>	2019-2021
<b>Term:</b>	2
<b>Subject Name:</b>	Strategic Management & Corporate Governance
<b>Subject Code:</b>	3.1
<b>Credits:</b>	4 (40 sessions)
<b>Course Instructors:</b>	<b>Dr.Purushottam Bung-Director, Professor,</b> <b>Prof. Rashmi Shetty Assistant Professor,</b> <b>Prof. Uma Sharma Assistant Professor,</b> (III semester Sec B, C)

#### SESSION PLAN

<b>Name of the Faculty:</b> UMA SHARMA
<b>Subject code /Title :</b> 3.1 STRATEGIC MANAGEMENT and CORPORATE GOVERNANCE <b>Course / Branch:</b> MBA <b>Semester / Academic Year:</b> III(A) Batch: 2019-21/Section-A
<b>Objectives of Course :</b> <ul style="list-style-type: none"><li>To study the usage and applications of Strategic management</li><li>To acquire knowledge on Strategic management</li><li>To understand the basic concepts, principles of Strategic management</li></ul>

#### LESSON PLAN

Module / Unit	Topic	Teaching method	Books Referred/Material used in class
Module 01	1/1 Meaning and Nature of Strategic Management	Case based discussion- Opening case	<i>Text Book for Reference: Crafting and executing Strategy Arthur Thompson</i> <i>Opening Case: Robin hood</i>



	1/2	Characteristics of Strategic Management, Process importance & role	<b>Class Lecture</b>	<i>Text Book for Reference VSP Rao 17,14,20</i>
	2/3	Relationship between Company's Strategy and Business Model.	<b>Class Lecture</b> Discussion of Mini experiential learning project-Strategic Human League	<i>Text Book for Reference VSP Rao 56-73</i>
<b>Mo dule 02</b>	3//4	Strategy formulation- Strategic vision and Mission	<b>Lecture</b> With use of RVIM Vision statement	<i>Text Book for Reference VSP RAO</i>  <i>Additional Reading:</i> <i>RVIM PRISM-Case</i> <i>Article strategy for new india@75</i>
	4/5	Setting Objectives – Balanced score card	<b>Lecture:</b> Use balance score card- Video for students understanding <a href="https://hbr.org/video/3633937148001/the-explainer-the-balanced-scorecard">https://hbr.org/video/3633937148001/the-explainer-the-balanced-scorecard</a>	<i>Text Book for Reference Strategic Management VSP Rao 11</i>  <i>Additional Video:</i> Use balance score card- <a href="https://www.linkedin.com/posts/activity-6716985696114110464-uPFN">https://www.linkedin.com/posts/activity-6716985696114110464-uPFN</a>
	5/6	The hierarchy of Strategic Intent – Strategy into a Strategic Plan.	<b>Lecture:</b>	<i>Text Book for Reference VSP Rao 10, 32</i>  <i>Additional Reading Material : Article by CK Prahalad</i>
<b>Mo dule 03</b>	5/7	Analyzing a company's External Environment -	<b>Lecture</b>  <b>Class Discussion:</b> With Use of Industry data-For analysis of external environment	<i>Example of industry data:</i> <i>Gem and Jewellery industry.</i> <a href="https://www.ibef.org/industry/gems-and-jewellery-presentation">https://www.ibef.org/industry/gems-and-jewellery-presentation</a>
	6/8	Porter's dominant economic features – Competitive Analysis	<b>Lecture</b> with Learning Video: <a href="https://hbr.org/video/embed/3590615226001/the-explainer-porters-five-forces">https://hbr.org/video/embed/3590615226001/the-explainer-porters-five-forces</a>	<i>Text Book for Reference: Crafting and executing Strategy</i> <i>ArthurThompson</i>
	6/10	Porter's five force model, key success factors concept and implementation		<i>Additional Video for learning:</i> <a href="https://www.youtube.com/watch?v=mYF2_FBCvXw">https://www.youtube.com/watch?v=mYF2_FBCvXw</a>
7/11	Analyzing a company's resources and	<b>Lecture</b> With case data analysis – Airtel (PPT provided to class)	<i>Text book for Reference: Strategic Management -Fred David</i>	

		competitive position	<b>Class Discussion</b> with use of template of SWOT with Airtel Company data <a href="https://app.creately.com/diagram/L37ODLWcZSp/edit">https://app.creately.com/diagram/L37ODLWcZSp/edit</a>	<b>Additional reading:</b> <i>Strategy that works</i> <a href="https://youtu.be/n-akeozQnZk">https://youtu.be/n-akeozQnZk</a>
	8/12	Analysis of the company's present strategies – SWOT Analysis		
	9/13	Value chain Analysis	<b>Lecture</b>  With Video of Porter value chain analysis  <b>Class Discussion:</b> use of Airtel Company data for VCA	<b>Text book for Reference:</b> <i>Strategic Management -Fred David</i>
<b>Module 04</b>	10/14	Generic Competitive Strategies – Low cost	<b>Lecture</b>  <b>Class Discussion:</b> Low-cost leadership strategy at Walmart and IKEA	<b>Text book for Reference:</b> <i>Strategic Management -Fred David</i>  <b>Additional Reading material:</b> <i>Strategies for beating Low cost rivals-Prof. Nrmalaya Kumar</i>
	11/15	Differentiation, Best cost	<b>Lecture</b>  <b>Class Discussion:</b> Best value strategy used at Samsung. Differentiation used at Bajaj Auto.  Case Study on Video and Class Discussion <a href="https://hbsp.harvard.edu/product/7653-AVO-ENG">https://hbsp.harvard.edu/product/7653-AVO-ENG</a>	<b>Text book for Reference:</b> <i>Strategic Management -Fred David</i>
	12/16	Bench marking. Focused Strategies.		
	13/17	Strategic alliances, Collaborative partnership	<b>Lecture</b>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy-Arthur Thompson</i>
	14/18	Joint Ventures Strategies – Outsourcing Strategies	<b>Lecture</b>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy-Arthur Thompson</i>
	15/19	Strategic alliances Mergers and acquisition	<b>Lecture</b>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy-Arthur Thompson</i>
	16/19	<b>Case Discussion</b>	<b>Case Discussion:</b> Flipkart vs Amazon vs Snapdeal	<b>Text book for Reference:</b> <i>Crafting and executing Strategy-Arthur Thompson</i>



	17/21	International Business level strategies	<b>Case Discussion:</b> TCS in China	<b>Text book for Reference:</b> <i>Crafting and executing Strategy- Arthur Thompson</i>
<b>Module 05</b>	18/22	Formulating long term and Grand Strategies	<b>Lecture:</b> Explanation of concept followed by <b>Class Activity</b> :Exercise on building a Grand Strategy (text book exercise –pg-209 )	<b>Text book for Reference:</b> <i>Strategic Management -Fred David.</i>
	19/23	Tailoring grand Strategy to fit specific Industry and company situation	<b>Lecture with Video on</b> : <a href="https://youtu.be/WAJORLE9KQ">https://youtu.be/WAJORLE9KQ</a> <i>Fit for Growth</i>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy- Arthur Thompson</i>
	20/24	Long term objectives for Grand Strategies- Innovation	<b>Lecture:</b>	<b>Text book for Reference</b> <i>Strategic Management, Charles Hill</i>
	21/25	Integration and diversification, Retrenchment,	<b>Lecture:</b> <b>Class Discussion:</b> Discuss retrenchment or turnaround strategy used in India in Three PSU's –Air India, BHEL and	<b>Text book for Reference:</b> <i>Crafting and executing Strategy</i>
	22/26	Restructuring and turnaround – GE nine cell	<b>Lecture:</b> Use of the GE nine cell matrix tool explain choice of strategy  Template from Creatively <a href="https://creately.com/diagram/exam-ple/jne3wmr24/GE-%20McKinsey%20Matrix">https://creately.com/diagram/exam-ple/jne3wmr24/GE-%20McKinsey%20Matrix</a>	<b>Text book for Reference</b> <i>Strategic Management, Charles Hill</i>
	23/27	Planning grid and BCG Matrix.	<b>Class Activity:</b> build BCG for a case company data by Using of BCG template in <a href="http://www.strategyclub.com">www.strategyclub.com</a>	<b>Text book for Reference</b> <i>Strategic Management, Charles Hill</i>
	24/28	Strategy Implementation – Operational zing strategy	<b>Lecture</b> Video: capability assessment <a href="https://www.youtube.com/watch?v=qFxb6dIyY_8&amp;feature=youtu.be">https://www.youtube.com/watch?v=qFxb6dIyY_8&amp;feature=youtu.be</a>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy ArthurThompson</i>

25/29	Developing Functional strategies	<b>Lecture</b>	
30/31	Developing and communicating concise policies.	<b>Lecture</b>	
31/32	Institutionalizing the strategy-Structure.	<b>Class Discussion on the Video</b> <a href="https://youtu.be/WAJFORLE9KQ">https://youtu.be/WAJFORLE9KQ</a> <i>Fit for Growth</i>	
32/33	Leadership and Culture.	<b>Class Discussion on Enron case-Video:</b>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy -ArthurThompson</i>
33/34	Ethical Process	<a href="https://www.youtube.com/watch?v=https://www.journalofaccountancy.com/issues/2002/apr/theriseandfallofenron.html">https://www.youtube.com/watch?v=https://www.journalofaccountancy.com/issues/2002/apr/theriseandfallofenron.html</a>	
34/35	Strategic review and audit		
35/36	Strategic control guiding and evaluating strategies	<b>Lecture:</b> Link for strategic planning for unpredictable times: <a href="https://youtu.be/pRAIPsic0Tc">https://youtu.be/pRAIPsic0Tc</a>	
36/37	Challenges of strategy Implementation		
37/38	Strategic thinking among managers		
37/39	Strategic Audit	Case study -Case on Dabur India	
38/40	Operational Control Systems	Class with Video for learning	<b>Text book for Reference:</b> <i>Crafting and executing Strategy -ArthurThompson</i>  Lecture/Video: capability assessment  <a href="https://www.youtube.com/watch?v=qFxb6dIyY8&amp;feature=youtu.be">https://www.youtube.com/watch?v=qFxb6dIyY8&amp;feature=youtu.be</a>
39/41	Managing Technology and Innovation- Strategic issues for Non Profit organizations,	<b>Lecture</b> <i>Video for Class Discussion:</i> <a href="https://youtu.be/Eksc2igFvjs">https://youtu.be/Eksc2igFvjs</a>	<b>Text book for Reference:</b> <i>Crafting and executing Strategy -ArthurThompson</i>



	40/42	Blue Ocean Strategy,	<b>Lecture</b>  <b>Video for Explaining Strategy:</b> <a href="https://hbr.org/video/6089366740001/the-explainer-blue-ocean-strategy">https://hbr.org/video/6089366740001/the-explainer-blue-ocean-strategy</a>  <b>Video for class discussion:</b> <a href="https://youtu.be/sYdaa02CS5E">https://youtu.be/sYdaa02CS5E</a>	<i>Text book for Reference: Crafting and executing Strategy -ArthurThompson</i>
	41/43	Managing In An Economic Crisis, New Directions In Strategic Thinking	<b>Lecture</b>	<i>Text book for Reference: Crafting and executing Strategy -ArthurThompson</i>
	42/44	Small Scale Industries, New Business	<b>Lecture</b>	<i>Text book for Reference: Crafting and executing Strategy -ArthurThompson</i>
	43/45	Models and strategies for Internet Economy	<b>Lecture</b>  <b>Case of Netflix -Class Discussion</b>	
	44/46	Internet Economy	<b>Lecture</b>	<i>Text book for Reference: Crafting and executing Strategy -ArthurThompson</i>
<b>Module -06</b>	45/47	Defining Corporate Governance,	<b>Lecture</b>	<b>Text book for Reference</b> Business Policy and Management Gupta
	46/48	Exploring Corporate Governance	<b>Lecture</b>	<b>Text book for Reference</b> Business Policy and Management Gupta
	47/49	Relationships between Internal and External Stakeholders	<b>Lecture</b>	<b>Text book for Reference</b> Business Policy and Management Gupta
	48/50	The organization's Responsibility and Accountability to Its shareholders, The Organization's	<b>Lecture</b>	<b>Text book for Reference</b> Business Policy and Management Gupta

	Accountability to Its Board of		
49/50	Directors, Role and Responsibilities of the	<b>Lecture</b>	<b>Additional Reading: Article</b> Role of Corporate Board
50/51	Board, Integrity and Ethical Behaviour	<b>Simulation:</b> Game to learn role of Board	





## **SAMPLE CASE STUDIES**

### **LEGAL ENVIRONMENT**

Foxconn was the target of an earlier Labour Start campaign at its factory in China, where the Apple iPhone is produced; there was a rash of worker suicides. Now the same company is employing ruthless union-bashing tactics in India.

Foxconn is having three units in Kancheepuram district in Tamil Nadu. Around 7500 workers are employed in these 3 units out of which only 1400 are regular; others are designated as probationers, trainees and contractor workers.

Workers joined a union affiliated to CITU and submitted their charter of demands; management refused to talk to the union and threatened the workers to leave the CITU union; on 22nd September 2010, workers went on strike en masse demanding the right to join the organisation of their choice and the right to collective bargaining; the state labour department assured the union of discussions on 27th September; workers resumed work on 23rd; however, on that day, 23 office bearers and leaders of the union were suspended and penal wage cut of 8 days' wages, was imposed for the strike on 22nd; the management announced that they have come to a settlement with a union belonging to the ruling party in the state which had no support at all among the workers.

Protesting against this all the workers went on strike from 24th September. On 9th October around 500 workers along with A Soundararajan, general secretary of Tamil Nadu state committee of CITU, E Muthukumar, secretary of the Kancheepuram district committee of CITU were arrested and put in prison. They have been charged under non-bailable sections of the Criminal Proceeding Code.

#### **Questions:**

1. Do you agree with the labour practices at Foxconn? Why?
2. What do you think are the chances of establishing harmonious IR in this establishment and why?



## BUSINESS COMMUNICATION

### Crisis Communication: Lessons from 9/11, Paul A. Argenti –

#### INTRODUCTION

At 8:45 am on September 11, 2001, John Murphy, the CEO of Oppenheimer Funds, was out for a run in lower Manhattan's Battery Park. He was thinking about the company's reorganization plan, which he had announced the day before, when suddenly he saw an explosion near the top of the north tower of the World Trade Center. He stopped to watch black smoke pour from the place of impact—an awful lot of smoke, it seemed, for what was probably a small plane that had lost its way. He thought of his own employees in the neighboring south tower and made a mental note not to renew Oppenheimer's lease in that building. "First the bombing in 1993 and now a plane accident," he thought. "What's next?" He continued jogging, now in the direction of the office.

At the same moment, some 1,600 miles away, Timothy Doke was fighting rush-hour traffic on his way to American Airlines headquarters in Dallas. His pager went off at the same time his cell phone started ringing. As Doke, American's vice president of corporate communications, scrambled to answer the phone and fish the pager out of his pocket, a sinking feeling came over him—a feeling made worse by a voice on the phone informing him that one of American's flights out of Boston had been hijacked. Doke passed the exit to his office and headed for the next one, which would take him to American's strategic command center, the company's hub for handling crisis situations.

Back in New York City, Mary Beth Bardin was in a cab on the traffic-snarled streets of midtown Manhattan on her way to a breakfast meeting when she, too, saw smoke billowing into the otherwise clear blue skies. "Something must be on fire downtown," she thought. The cabdriver turned on the radio, and Bardin was stunned to hear that a jetliner had crashed into one of the World Trade Center's towers. Traffic ground to a halt, and Bardin, executive vice president of public affairs and communications at Verizon, jumped out of the cab and headed on foot to her company's offices at 42nd Street and Sixth Avenue. She immediately thought about the 2,200 Verizon employees working in lower Manhattan, especially those located in the World Trade Center and in Verizon Wireless's store there. Could they have been hurt? Her pace quickened, and she reached for her cell phone to let headquarters know she was on her way in. • • •



Many companies have faced disasters in the past. What was unique about the events of September 11 was the breadth of their impact on business. Some companies lost scores of employees. Many others saw key components of their infrastructure destroyed, at least temporarily. A still larger group had to struggle with secondary effects—customers requiring heroic levels of service, suppliers unable to fill orders, breakdowns in transportation and communication, collapses in demand. And every company in the country had to deal with traumatized and bewildered workers. Suddenly, crisis management was every executive's job.

I've spoken with many managers about their experiences and how they responded to the events of 9/11. Some of them, like John Murphy and Mary Beth Bardin, were near Ground Zero. Others, like Tim Doke, were far away from the site of the attacks but were nevertheless buffeted by their impact. What I discovered is that, in a time of extreme crisis, internal communications take precedence. Before any other constructive action can take place—whether it's serving customers or reassuring investors—the morale of employees must be rebuilt. In the words of Ray O'Rourke, managing director for global corporate affairs at Morgan Stanley in New York, "We knew within the first day that, even though we are a financial services company, we didn't have a financial crisis on our hands; we had a human crisis. After that point, everything was focused on our people."

Before any other constructive action can take place—whether it's serving customers or reassuring investors—the morale of employees must be rebuilt.

In my conversations with a range of executives, I was able to distill five lessons that I think can serve as guideposts for any company facing a crisis that undermines its employees' composure, confidence, or concentration. Many of these lessons relate to preparation—to establishing plans and mechanisms for emergency action. But if 9/11 taught us anything, it's that we can't anticipate every contingency. Sometimes, we have no choice but to improvise. Here, too, the experiences I uncovered can serve as useful models. Improvisation, after all, is most effective when a strong corporate mission and vision are already in place to inform and guide it.

## **Get on the Scene - GROUP 1 : Swati**

In a move that would soon attain legendary status, New York City Mayor Rudolph Giuliani arrived at the World Trade Center within minutes of the first attack to take charge of the rescue operation. In the days and weeks that followed, he would conduct several press conferences in the vicinity of the destroyed towers, attend many funerals and memorial services, and maintain what seemed like a ubiquitous presence in the city. His visibility, combined with his decisiveness, candor, and compassion, lifted the spirits of all New Yorkers—indeed, of all Americans.

During the crisis, the most effective managers maintained similarly high levels of visibility in their own organizations. They understood that a central part of their job is political and that their employees are, in a very real sense, their constituents. In periods of upheaval, workers want concrete evidence that top management views their distress as one of the company's key concerns. Written statements have their place, but oral statements and the sound of an empathic human voice communicate sincerity. And if the voice belongs to a company leader, the listener has reason to think that the full weight of the company stands behind whatever promises and assurances are being made. In the words of Rob Densen, Oppenheimer's director of corporate affairs and a survivor of the 1993 bombing of the World Trade Center, most people engulfed in a crisis "want to be led and accordingly need to trust that you are going to lead them."

As the local telephone service provider to much of New York, Verizon faced enormous business and operational challenges in the wake of the Trade Center attacks. The 2,200 Verizon employees who were situated in the vicinity of the Center were involved in running the densest knot of cables and switches anywhere in the world. The attack knocked out 300,000 voice access lines and 4.5 million data circuits and left ten cellular towers inactive, depriving 14,000 businesses and 20,000 residential customers of service. Within hours, Larry Babbio, the head of the company's telecom business, traveled to the site to inquire after the safety of employees and inspect the damage. The CEO, Ivan Seidenberg, during the week following the attack, worked closely and at length with the communications team to craft and record voice mails addressed to employees who could still be reached outside the area of devastation. These messages went out daily until the stock market reopened the following Monday. "This was a time for leadership, and employees wanted to hear directly from the leader," Bardin says. The messages focused on employee safety, those unaccounted for, the



condition of the network, and how Verizon was going to get the New York Stock Exchange open for business. In addition, senior managers toured various facilities to meet with employees, and Seidenberg himself inspected the damage to Verizon's building at 140 West Street.

Employees at the *New York Times* faced a particularly harrowing challenge after the attacks. They were as traumatized as other New Yorkers—the company's main offices are on West 43rd Street, about three miles from Ground Zero, close enough for them to see the smoke. But it was their job to cover the attacks with the clear headedness and distance of professional journalists. The sheer scale of the event, and its effect on friends and neighbors, shook even the most hard-bitten news-room veterans. Russell Lewis, CEO of the New York Times Company, realized that the leadership team had to be seen acting “calmly, rationally, and humanely”—indeed, to be seen smiling—“so that our staff would mirror our behavior.” One of the first things he did was to go to the building's fire command station and use its emergency public-address system to assure the staff that, until more was known about the attack, the safest place to be was within the *Times*' fortress-like headquarters. He would use the system frequently over the next several days to reassure and update employees.

“When people heard us on the speakers, they listened. Your voice must sound calm, in control and, most important, earnest,” says Lewis, thinking back. He, Chairman and Publisher Arthur Ochs Sulzberger, Jr., and *Times* newspaper President Janet Robinson became the crisis management team, walking throughout the building each day to answer employees' questions concerning such matters as building security and to thank them for their dedication. “Most of all, we wanted people to know we were all in the same boat,” Lewis says.

Communicating with the people actually covering 9/11 was far from unnecessary. “If anything,” he says, “journalists needed more information [than other *Times* employees] about what the company was doing in response to the crisis. They are paid to be skeptical of authority, and if you can't adequately explain and defend what it is you're telling them, they won't go along.”

The presence of senior management wasn't just important for companies in Manhattan—all around the country, bewildered and frightened employees were hungry for leadership. Think of Dell. It's headquartered in Texas, and

its people suffered little direct impact from the terrorism. Yet they were devastated emotionally. Within a few days of 9/11, CEO Michael Dell and Kevin Rollins, Dell's president and chief operating officer, out of a simple desire to be involved and heard, decided they would meet with all of their directors and vice presidents, who were encouraged to talk about how they and their teams were holding up. To keep the meetings small and personal, three were held. The meetings were also taped and put on the company intranet for the benefit of every employee. In a stark departure from business as usual, Dell and Rollins said the focus should not be on sales or margins but rather on Dell's people and helping affected customers rebuild.

### **Choose your Channels Carefully – GROUP 2: Saher**

Whether natural or man-made, disasters often disrupt normal flows of communication. Phone lines and power lines may be destroyed. Computer networks may go down. Groups of employees may be stranded or isolated. This was certainly the situation many companies faced after 9/11. To reach their people, managers often had to be creative in using unusual communication channels. Many, for instance, used the mass media to communicate with employees. Oppenheimer Funds, which occupied five floors at Two World Trade Center, wanted to send a message to both its employees and its customers that it would be operational as soon as the markets reopened. So CEO John Murphy appeared on CNBC's *Squawk Box* to deliver that message. In fact, its contingency site in New Jersey was ready for trading before the markets reopened.

Normally, of course, the news media and corporate America have what may best be described as an adversarial relationship—one that communications officers are asked to “manage.” However, as the events of 9/11 unfolded, many of them realized that they needed to start thinking of the media as allies—in part because their failed communications systems left them no other choice. At Morgan Stanley, the voice mail system serving its 2,700 employees based in Two World Trade Center and another 1,000 in Five World Trade Center, a smaller structure, had been disabled, as had the internal Web site for its broker network.

But affected companies did not view the media channel as merely a default communications system. Ray O'Rourke of Morgan Stanley explains: “[Our employees] take real-time news feeds on their desktops. They are very news sensitive. They read it, analyze it, question it.



The media were critical for communicating with our employees.”

Oppenheimer’s Rob Densen concurs: “Employees take their cue from the external media, so you need to demonstrate your functionality through the media.” One way Oppenheimer did so was by publishing a full-page letter from Murphy to his employees in the *Wall Street Journal*, *USA Today*, and the *New York Times*.

Some employees will trust a message that has been mediated by independent gatherers and distributors of the news more than one that comes directly from the company or appears as a paid advertisement. This filtering effect is especially useful at companies where employees tend to be suspicious of statements from management. American Airlines, for instance, has had a history of troubled relations with two of its unions, the Association of Professional Flight Attendants and the Allied Pilots Association. According to Tim Doke, “In a crisis, we usually end up relying on news media to get our message out... [CEO] Don Carty speaking directly to employees through media outlets such as CNN’s *Larry King Live* and the network morning shows has built bridges and created understanding between management and labor.” In the aftermath of 9/11, both unions waived a number of the rights of their rank and file to help American Airlines get its planes back in the air.

Although some companies have put computer kiosks on factory floors, the continuous nature of manufacturing operations and the distance of some workers from on-line hookups make communicating via e-mail in such venues difficult. American Airlines found a way around this by using its reservation system to reach as many employees as possible. “[Carty’s] voice mails were transcribed and sent to the SABRE machines—those machines that print your itineraries and tickets—as well as posted on the Internet and e-mailed to employees,” says Doke.

The machines are scattered all over airports, including employee lounges. While their major function is to receive messages, they do have a module permitting the company to communicate with employees, especially those in the field. “The SABRE machines meant that even maintenance people on tarmacs, who might not have Internet access at work, could be kept informed,” Doke says. American Airlines also recorded Carty’s messages on Internet hot lines and posted transcripts of them on its Web site.

To confirm that they were safe, Morgan Stanley's employees could call one of the toll-free numbers that fed into the company's Discover Card call centers. The firm also put the number on the ticker display that wraps around its Times Square building. Here, too, the TV networks played a role by broadcasting the number. Quickly, the Discover Card call center became *the* call center during the crisis, even routing calls from non-Morgan Stanley employees looking for information.

### **Stay Focused on the Business – GROUP 3: Rachel**

“Everyone wanted to know what they could do in the wake of 9/11,” says Russell Lewis. “At the New York Times Company, no one had to even ask that question. Our mission is to put out the best newspaper we can so that readers can be as informed as possible. Just like a trauma surgeon, this is what we train for. There was no question that our employees felt that their job had meaning. And in the end, the *Times* received Pulitzer Prizes for its 9/11 reporting.”

A focus on work, in fact, can be enormously helpful to employees in a time of crisis. It provides an outlet for their desire to help, gets them back into a normal routine, fosters their pride in the company and what they do, and builds strong bonds between themselves and their customers, many of whom desperately need the company to keep their products and services flowing.

According to Elizabeth Heller Allen, vice president of corporate communications at Dell, “the key was finding an outlet for our employees’ desire to help.” The urgency of getting some 75 of Dell’s customers at Ground Zero and others in the DC area back in business pulled the staff together. At the same time, the senior leadership knew that only a revitalized staff would be able to deliver on Dell’s strong reputation for customer service. A Dell document stated that the objective of its response plan was “to increase employee understanding of how the September 11 terrorist attacks affected Dell’s customers and business and how Dell would respond.” But, other company documents showed, top management knew that Dell’s employees could assist affected customers only if they had a sense of security themselves.

Dell’s business model, which dispenses with the middleman, puts the firm directly in touch with its thousands of customers. Because of that direct contact, employees know exactly what



these customers need and want. “We have complete records of what we’ve sold to every customer, so we knew what they had lost,” said Allen. “While it meant working around the clock to get the computers configured with the correct software, it was our way of giving back.”

Other employees worked those hours to pack and ship systems to the affected customers, who could place orders 24/7. Dell also established service and response teams that customers could reach through dedicated phone lines and the company’s Web site, which gave instructions for obtaining immediate assistance.

“Reaching out to employees struggling with shock, grief, and anger with a more family-like tone enabled us to focus those feelings on responding to our customers’ urgent needs. Maintaining that tone with regular updates more firmly than ever linked our customer-experience strategy to our teams’ everyday work,” says Rollins.

Months after 9/11, the company tried to measure how effective these strategies were. It determined that Dell Helping Rebuild America, an internal Web site, received 54,947 hits in its first two months. The site averaged 603 hits per day, and had 11,016 unique visitors during that period, almost a third of the workforce. In addition, the company asked for feedback from employees and found that 90% thought that Web casts from the CEO and COO during the crisis were helpful and relevant to their jobs and the organization.

Starbucks displayed a similar mixture of head and heart. The chain of coffee shops had a total of 250 branches in New York City’s five boroughs, four of them adjacent to Ground Zero. “A major part of what’s helped us through this was engaging in the relief effort,” Marty Annese, a senior vice president, told a trade publication. The initial “instinctive” response of the company’s crisis management team, according to Chairman Howard Schultz, was to close all company-owned stores in North America so that employees “could return home to be with family and friends,” according to a company statement. Headquarters conveyed this message by voice mail and e-mail to all the stores.

But with the exception of 15 or so stores at the southern end of Manhattan, the New York City branches reopened on September 13. Several served food and coffee to rescue workers at Ground Zero, to people at blood donation centers, and to those at the Jacob Javits Convention Center, the command center for volunteer operations during the crisis.

#### **Have a Plan in Place – GROUP 4: Kusum**

While many companies have crisis contingency plans and disaster recovery plans in place, few had been tested as rigorously as they were on September 11. As Gregor Bailar, then chief information officer of Nasdaq, commented, “People will have to look very carefully at their backup strategies and see whether they can communicate with everybody easily, whether [critical data] are stored in that same building that could experience [a] disaster.”

Having contingency plans means, among other things, establishing contingency work sites. Soon after a truck bomb exploded in the garage of the World Trade Center in 1993, the New York Board of Trade began planning them. By 1995, it had built two sites in the borough of Queens. For six years, they sat empty, costing NYBOT \$300,000 annually in rent and utilities. After September 11, 2001, however, these remote trading pits proved to be one of the best investments NYBOT had ever made.

Web-based communications require their own version of contingency planning. When the destruction of Oppenheimer’s Trade Center offices knocked out its intranet Web server, staff moved quickly to post crisis communications on a newly created employee section of the company’s Web site. Many other companies also took that approach so that employees who had Internet access at home could stay connected.

Although operations during a crisis should be decentralized, decision making should not be. Airlines have some of the better-developed crisis command centers. At American, the strategic command center is a vast room featuring a large, horseshoe-shaped table with fully equipped workstations and a conference call line that can accommodate as many as 200 outside callers. Large-screen televisions set up to receive satellite broadcasts allow command center employees to monitor all news coverage of the crisis.



Operations during a crisis should be decentralized, but decision making should not be.

Messages should also be sent from a centralized source. At Oppenheimer Funds, Bob Neihoff, then manager of contingency planning, called a designated number within moments of the attack, punched in some information, and activated the company's crisis plan. Employees already knew to call into the Denver operation, which assumed control of the technology running the Web sites and voice mail systems. However, the substance of all communications came from Densen, the corporate affairs director, and CEO Murphy in New York City.

A widely circulated toll-free number can help ensure that employees obtain information from a single authorized source. Because Verizon had such a number, its 250,000 employees nationwide were able to access recorded messages containing the latest information about the crisis. Morgan Stanley's toll-free number was televised as early as 11:00 am on September 11, making it, according to President and COO Bob Scott, "the first national emergency number of any organization, including the federal government." By 1:30 pm that day, the firm's crisis center had received more than 2,500 calls.

Finally, many executives I spoke with emphasized how important it was to have experienced communications professionals on board. These people were panic proof, executives said. "The advantage of communications veterans," adds American Airline's Tim Doke, "is that they have done everything, so in a crisis you can easily pull them out of one job and put them in another."

### **Improvise, but from a Strong Foundation – GROUP 5: Kritika**

"All of the planning that you do for a crisis helps you get through the basics," says the New York Stock Exchange's Robert Zito, its executive vice president for communications. Still, "people need to think on their feet and make quick decisions. Until the crisis comes, in whatever form, you don't really understand how valuable all the preparation was."

There is more to preparation than training. As important is instilling in employees the firm's values. Although Starbucks ordered its 2,900 North American stores closed within a few hours of the attacks, the managers of several undamaged stores near the disaster site decided on their own initiative to stay open, a few all night, to provide coffee and pastries to hospital staffs and rescue workers. Others served as triage centers for the injured. People who had been

wandering the streets of lower Manhattan in a daze were grabbed by Starbucks employees and pulled inside—and in some cases, lives were saved when nearby buildings collapsed.

One of the eight precepts recited in Starbucks' mission statement is, "Contribute positively to our communities and our environment." Many of Starbucks' outlets are, even in Manhattan, neighborhood-gathering places, full of comfortable chairs in which customers may linger for hours. Essentially, they had helped bring together the community they served.

Goldman Sachs's neighborhood is, in the abstract, the global marketplace, but its employees' dedication to this community couldn't have been fiercer. In one of his regular voice mails, Goldman Sachs CEO Henry Paulson saw something of the typical bond trader's agility and coolness under fire in his employees' ability to cope with a disabled transportation system. "Getting to work remains very difficult," he said. "Many routes are sealed off or closed. But that hasn't stopped you... The police stepped in and stopped the buses [you chartered]. So one of you had the clever idea to secure ferryboats. What you couldn't do by land you did by sea. Today, the idea of special buses with police escorts was a winner. And every colleague who needed to be in the office was here."

That may have been due, in part, to other remarks Paulson had made. "Our assets will always be our people, capital, and reputation, with our people being the most important of the three... And the lesson here is that our principles will never fail us as long as we do not fail to live up to them."

Goldman Sachs employees weren't the only ones using nautical approaches to get to the office. At the *New York Times*, Russell Lewis told us that one reporter kayaked across the Hudson River to get to work.

Many of the executives we spoke with emphasized that a company cannot start communicating its mission and vision during a crisis. Employees will know what to do only if they have been absorbing the company's guiding principles all along. Two of Oppenheimer's shared values, according to an internal document, are "dedication to caring" and "team spirit." Thinking back to 9/11, CEO John Murphy says, "If you have a strong culture, you have the ability to maintain focus. On 9/11, we had a structure, a belief system, and a



hierarchy all in place. That helped us to get through the crisis, and we haven't skipped a beat since."

Employees will know what to do in a crisis only if they have been absorbing the company's guiding principles all along.

The company had one more advantage: a communications strategy, which succeeded in reminding its employees and the world of those assets. When the markets reopened, Oppenheimer, the only mutual fund manager in the towers, had one of the largest net inflows of any broker-sold fund family in the United States.

The most forward-thinking leaders realize that managing a crisis communications program requires the same dedication and resources they typically give to other dimensions of their business. They also realize that a strong internal communications function allows them not only to weather a crisis but to strengthen their organization internally.

Just as a death in the family often brings people closer together, so did the catastrophe on 9/11. Many of the executives I interviewed talked about how their companies sustained that sense of community long after 9/11 by keeping the lines of communication open. At the *New York Times*, the strength of these bonds was tested soon after the terrorist attacks when a reporter received an envelope containing a white powder suspected to be anthrax. Once again, Russell Lewis and other senior executives went on the public address system. "For that time period," he recalls, "we were a family, and that doesn't wear off, as long as you are consistent in your concern for coworkers."

## COMPENSATION MANAGEMENT

Some employees want a higher salary, others company car. Still others want a great insurance plan. Then you have those employees who care about less tangible things than compensation and benefits. They want to work for a company that really cares about them, and that shows it cares by offering great training opportunities, a positive corporate culture and open communication.

The hallmarks of motivated workplace are worth considerate. There is no secrets or hidden agendas lie under the surface. People know what's going on. Employees aren't blindsided with unexpected information. In turn, they don't conceal information or mislead their managers. Motivated employees are exceptionally loyal to their employers. Employees feel motivated when they know that they can be part of a solution or when they're encouraged to experiment with approaches, they themselves develop. Lively, productive interaction among employees is another sign of motivation in action. Rather than toiling away in isolation or trying to outdo their coworkers, motivated employees enjoy working in teams and cooperating with one another. Motivated employees provide the best service they can, helping internal customers i.e., their coworkers, as well as external ones. Even if they never interact directly with the public, employees with high motivation realize that they can impact customer satisfaction by doing their jobs well.

To achieve this, employees should feel as if they're trusted and valued and that they make a difference to the company. Input and feedback from managers are what motivates employees to do their jobs effectively and confidently. And when their stellar performance is recognized and rewarded, employees' motivation increases even more. If the approach to motivation is haphazard, sporadic, or inconsistent, the results will be as well. A few employees may be motivated, but not for long. Although it's true that compensation is an important factor in motivating workers, money is not the be-all and end-all. Nonmonetary benefits motivate in ways money cannot.

Today's employees are likely to be individuals who possess specialized skills, extensive industry-specific expertise, or a unique depth of experience that is impossible to duplicate. Rather than punching in, performing their duties, and punching out, employees today are looking to make a contribution. As a result, they are a major source of your company's ideas and the bearers of your company's reputation. You rely on your staff to design and build the



best possible product or deliver outstanding service. The profitability and success of your business depends on having employees who are motivated to be efficient, thorough, and competent. A good manager makes his or her employees feel valued and encourages strong performance.

**Questions:**

- a) Do you think that money is not the be-all and end-all?
- b) In your opinion, is monetary or nonmonetary compensation the most suitable option to get the best out of you as an employee?
- c) If you were the HR director, how would you maintain the 'motivation equation' right in your organization?



## HUMAN RESOURCE MANAGEMENT

Feel-Safe Elevators Private Limited was a company setup by four entrepreneurs, who left a leading elevator organisation to achieve their goals.

In an industry like elevators, customer-service is of prime importance. High rise building occupants suffer if the maintenance and service of elevators are not proper. At the same time, technicians, service mechanics have a safety dimension. They get affected from due to risky nature of job. Many a times, the operation of the elevator is not proper because the service mechanic fears the safety and does not reach out to unsafe parts of the elevator.

Contract labour exploitation and sub-standard material are the business practices committed by unscrupulous service and maintenance agencies. However, Feel-Safe Elevators Private Limited decided that they would build their organization on proper ethics and morals to keep the established practices away.

A service which could turn fatal for passengers as well as technicians had to be provided on a solid moral ground and ethics. Hence, the group set about the 4-way test, that of truth, justice, friendliness and helpfulness to others. Within a short span, name of Feel-Safe was across suburbs and interiors because of the practices and name-sake proving real.

Now, the group is doing a turnover of Rs. 30.00 crores and the funded equity of the promoters stands at Rs. 5.00 crores. Very recently, it has been approached by a German elevator manufacturer, who has offered to buy the equity of promoters and requested the promoters to run the company as before.

Salary, perquisites and incentives are much more than the Entrepreneurial benefits, so far. However, the philosophy of Feel-Safe would have to change. The 4-way test would soon be replaced by competitive and contemporary philosophy of opportunism. Nevertheless, the promoters can make merry with Rs. 1.25 crores each simply by compromising their own philosophy, allowing exploitation of labour, living off staff and substituting the same with contract labour. All that it would need is accepting change.

### Questions:

- (a) Can they give up the ethics and morals, responsible for business growth, for personal benefit?
- (b) In today's context, where competition, outsourcing and profiteering are prevalent, are the



practices of promoters the right practices? In case, the company continues to remain with promoters, what change should the promoters pursue?

(c) Entrepreneurship is a child sized by entrepreneur. So, giving away the child for personal benefit may not fulfill obligations of entrepreneurship. Comment



## ORGANIZATION BEHAVIOR

The T Aerospace Company is in the early stages of planning the development of its latest commercial jet, the 007. The aircraft industry is a fiercely competitive one, dominated by a few large global players who operate at the forefront of technology. In this industry, competitors quickly copy and advance in technology or new management technique that might provide them with competitive edge. Some of the T Aerospace Company's competitors have adopted team working as means of speeding up their development and production processes.

The T Aerospace company is thus considering the adoption of team working in its operations, but some of the traditionalists in the company are doubtful. They are concerned that the benefits of work specialization will be lost. Some of the managers have had negative experiences with team working and so have strong reservations about the proposed changes.

### Questions:

1. Identify the benefits that the T Aerospace Company can expect to gain from the adoption of team working.
2. Describe the difficulties that the company is likely to encounter in the management of its teams and recommend ways to turn individuals into team players.



## Case Study- MRTP act 1969

**Colgate Palmolive (India) Limited vs M/s. Hindustan Lever** The first respondent, Colgate-Palmolive (India) Ltd. manufactures Colgate Dental Cream. The appellant too has various brands of tooth paste but we are concerned here with the New Pepsodent' toothpaste introduced by the appellant recently into the market. The appellant had given advertisement in the print, visual, and boarding media, claiming that its toothpaste "new Pepsodent" was "102 % better than the leading toothpaste". The advertisement contains a 'schematic' picture supposedly of samples of saliva. It depicts on one side of the advertisement a pictorial representation of the germs in a sample taken from the mouth of a person hours after brushing with "the leading toothpaste." And another pictorial representation is of the germs from a similar sample taken from the mouth of another person using the "New Pepsodent". The former shows large number of germs remaining in the sample of saliva where the leading toothpaste is used and the latter shows almost negligible quantity of germs in the sample of saliva where New Pepsodent' is used. The advertisement also speaks of tests conducted at the Hindustan Lever Dental Research Centre and says that the appellant's product is based on a Germ check formula which is twice as effective on germs as the leading toothpaste and that it was, in fact, 102% better in fighting germs. In the TV advertisement of the appellant, two boys are asked the name of the toothpaste with which they had brushed their teeth in the morning. The advertisement shows Pepsodent 102% superior in killing germs which is being used by one of the boys. So far as the other boy is concerned, who is using another toothpaste which is inferior in killing germs, the lip movements according to the respondents, indicated that the boy was using "Colgate " though the voice is muted. Additionally, when this muting is done there is a sound of the same jingle as is used in the usual Colgate- advertisement, leaving, according to the complainants, doubts in the minds of the viewers that "pepsodent" was being compared with Colgate. On these and other allegations, the complaint was filed by the respondents before the Commission relying upon Sections 10, 36A and 36B of the Act and in particular upon Section 36A (viii) and (x) of the Act. Facts of the Plaintiff company : Colgate Palmolive (India) Limited , manufacturers of Colgate Dental Cream.

Defendant : M/s. Hindustan Lever Limited manufacturers of New Pepsodent dental cream  
Allegation : Advertisement campaign of the defendant regarding its dental cream New pepsodent disparaging the leading toothpaste namely Colgate Dental Cream manufactured



by Plaintiff.

A jingle used in the background of the ad which closely resembled that of Colgate Palmolive India's jingle.

In the ad when the child using the leading toothpaste is questioned, he mouthed out the words Colgate which was clearly visible.

HLL claimed 102% anti-bacterial superiority over the leading brand, however their advertisements gave an overall impression of being better than the leading brand in dental care.

Questions for discussion-1.

### **Questions**

1. Discuss whether you will apply MRTP act 1969 to the above case?
2. What terms and conditions under MRTP are being violated according to you?

