

Manual for MBA Internship Programme



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MANUAL FOR INTERNSHIP TRAINING PROGRAMME

1. Introduction

After completion of compulsory courses for MBA, MBA (Banking & Finance) and MBA-IT, the students are required to undertake internship training programme in an organization for a period of 6-8 weeks. The approach for students in the selection of Internship organization coinciding with specialization is given in the following table:

Programme	Type of Organisation	No. of compulsory courses qualified
MBA (Open and Distance learning System)	Business/Commercial organisation*	15
MBA-Banking & Finance	Financial Institutions/ Stock Exchanges/Insurance Companies	15
MBA-IT	Business/Commercial/NGOs	20

** for HRM specialization non-profit organizations can also be selected.*

The internship enables the students to understand, how the theoretical knowledge can be applied to the practical situations. The organization selected should be well established and preferably have 15 employees at the strength of its specific department/section to be studied by the students. If a student selects his own organization then it must fulfill the required conditions. The students should follow the format as emulated in subsequent paragraphs. Verbatim copy/reproduction of any report or document shall not be accepted. In such cases the student will have to repeat the whole activity in some other organization assigned by the department. As such copy of any other report will not be accepted. In such cases, the student will be strictly penalized. For the purpose of internship the students are required to select any commercial or business concern. It is mandatory For MBA (Banking and Finance that the students should undertake internship training in any Bank or Financial Institution. If required, the university may provide them an introductory letter addressed to the organization.

After completion of the internship, the students are required to submit a draft copy of internship report to the Department of Business Administration. In case the report is not up to the prescribed standard the students would be asked to improve it as per comments of the faculty member and resubmit. The students who submit pass result cards of all the required courses and approved copy of the internship report would be allowed to appear in viva voce examination.

1.1 Internship

Internship is a scheme of arrangements, requiring a student to work in an organization for a specific period of time after completing requisite number of degree courses. Internship has certain specific objectives such as to:

- Training in genuine understanding
- Apply management knowledge to practice,

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- Improve personal skills i.e. organizational analysis, financial analysis, marketing analysis etc.
- Improve report writing skills,
- Help develop concrete plans, including long and short-term action plans, along with financial details.

1.2 Selection of an organization for internship

A student is advised to select an organization for internship pertaining to the field of specialization. A student can focus his/her study in the field on specialization such as finance, marketing, and general organization need to do an overall management/organizational review. An Internee should try to select an organization which will be emerging in future such as:

- a) companies listed under stock exchange,
- b) brokerage houses,
- c) small entrepreneur organizations high tech organizations such as computer related hardware, software, training companies, NGOs, service industries such as hotels, local government institutions, private schools colleges, and professional institutions etc.

1.3 Working in an organization as an internee

An internee will spend 8weeks in an organization. The organization provides its support to a student free of cost. An Internee should acknowledge the fact that the staff of an organization helps a student as a courtesy besides doing their routine work. For an internee, it will be an exercise to know he/she can utilize this opportunity. In the best way this will be a test of an internee to get maximum support form the staff through his/her human relation skills.

It is better not to interface in the regular work of staff of the organization or to find faults with them. An internee is there to observe and not to offend society, He/she can get some background material such as reports pertaining to that organization by following the proper procedure of permission from the concerned persons. People in an organization generally get offended when an outsider tries to get hold of some documents without permission. An internee can sometimes help staff in their work but not as a regular feature. He/he must be very diplomatic in handing situation, if asked to work for the staff in the organization.

The internee should be well organized while working in an organization. He/she should record it in the table of persons consulted. Whenever an internee reviews a document it should be recorded in the list of "Documents Consulted". Some of the required information may be of confidential nature, and the organization will not be willing to part with it therefore, an internee should not insist on obtaining such documents. At the end of internship, the students will have to enclose these tow tables as annexure to reports. An internee is supposed to be in office during working hours unless there is an

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emergency. He/she can read course books or other relevant material, if not otherwise busy.

1.4 Focus of Work

Work must be focused and well directed to the subject he/she has selected. One will be expected to give more emphasis on analysis and recommendations. Therefore, an internee should select a section or unit of a big organization only, in case of a large organization one can select only a section on finance or marketing for work. An internee should do extensive work on this section and prepare concrete recommendations for its improvement. One is expected to give concrete and implementable recommendations along with completion and financial plans. In short internship report must give all necessary information to a person who is interested to implement recommendations of the report. In case of a small sized organization, it should be reviewed as a whole. Focus of work should be on a small unit with more emphasis on analysis and recommendations.

1.5 Pre-internship readings

The internee is required to read relevant material and recent reports concerning the selected organization for internship. For example, if a student intends to do internship in a branch of a bank then before proceeding for internship, the/she should read the relevant reports to get an understanding of the functioning of that organization.

1.6 Work Plan

An internee may develop work plan to pursue while doing internship, as given below:

Internship Work Plan (8 weeks)

Time	Activities
Week One:	<ol style="list-style-type: none">i) Introduction to staffii) Getting an orientation of the overall organizationiii) Visiting different sections/unitsiv) Collecting all relevant written material on the organization.
Week two:	<ol style="list-style-type: none">i) Starting work in specific section, for example Finance Section, for the remaining 7 Weeks.ii) Getting all relevant written materials on that section and reading it.iii) Studying each aspect of the assigned section.iv) Doing practical assignment in that section such as preparing balance sheets, etc.
Week three:	<ol style="list-style-type: none">i) Interviewing concerned people based on review of material collected so far.ii) Taking notes of all interviews.iii) Collecting any missing information.

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- Week four:**
- i) Writing a draft chapter on existing situation in the assigned section.
 - ii) Collecting and incorporating any missing information.
- Week five & six:**
- i) Analyzing strengths and weaknesses or using other analytical tools to analyze working of section/system etc.
 - ii) Finding gaps, shortcomings etc based on academic background.
 - iii) Recording all observations with a view to write chapter on analysis.
- Week seven & eight:**
- i) Working on recommendations.
 - ii) Meeting informed people to get their viewpoint on recommendations and their ideas about practicability of recommendations.
 - iii) Taking down all notes with a view to write concrete recommendations, alternate plan, time frame for implementations, and financial costs etc.

1.7 Volume of report

Internship report should contain 100-150 typed pages (excluding annexes). A report would not be evaluated by its thickness but by quality of work especially its analysis and recommendations. A good report is supposed to be very comprehensive in terms of presentation of its substance. (A colorful report is not a guarantee of securing top score). Substance and organized presentation of report improves the quality of report. There is no need to attach organization's brochures and pamphlets with internship report.

II. Main body of report

The main body of a report can be divided into 4 sections/parts, with each part having appropriate number of chapters according to the requirement of material. A general outline of these parts is as follows:

Part-1: Introduction of the report

Part 1 should include some basic information regarding the process of preparation of report. This part should have one chapter of not more than 4 pages with the following topics:

1.1 Background of study

This part should give some basic information regarding topic of the study.

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1.2 Purpose of study

In a few lines, purpose of the study should be included in this sub-section. For example, purpose may be to study an organization from marketing perspective or to study the strength and weaknesses of finance section of an organization.

1.3 Scope of Work

As mentioned in the preceding chapter, an internee cannot cover every aspect of an organization in the limited time available to him/her. Therefore, one needs to limit to certain areas. Therefore he/she should mention the main focus of work.

1.4 Methodology of Research

While collecting data and other relevant information, internees use certain methods. These include reading some background material, developing questionnaires, interviewing people, doing surveys, collecting data, reviewing the answers from the questionnaires, and presenting findings, and recommendations etc. One should write all these steps in sequence. This section should not be very lengthy. An internee can describe it in a few lines step by step. An internee has to give separate details of survey methodology if he/she has conducted a survey in the study.

1.5 Scheme of Report

This sub-section should include the scheme of report such as: Chapter-1 includes background, purpose, scope, methodology, and scheme of report Chapter-2 includes review of literature; Chapter-3 includes analysis and findings; and Chapter 4 includes recommendations.

Part-2 Review

This part should describe the existing situation on ground regarding an organization/system/approach under review. This information will be collected through studying the background material, i.e. reports, books and other relevant documents and by interviewing people during the course of his/her internship. An Internee should present his/her findings in this part in an organized, logical, and consistent way. If an internee has worked in an organization for example a branch of the Muslim Commercial Bank (MCB), then review of material should give some basic information in a brief form and in the following order:

- Overall banking sector in Pakistan
- Role of MCB in banking sector
- Overall Organization of MCB in Pakistan (Structure staff)
- MCB in that particular geographic area

And then link it to specific branch. If one can find all the required information in any thesis or report then he/she should reproduce it from that report by giving reference. Time thus saved should be utilized for analysis of the organization.

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And then link it to specific branch. If one can find all the required information in any thesis or report then he/she should reproduce it from that report by giving reference. Time thus saved should be utilized for analysis of the organization.

Review of background material should be brief as regarding general information but it should be detailed in the area of focus of study such as the branch of the bank etc. This whole material should be presented in a cohesive manner by linking information with one another. Review of background material only helps us to improve understanding of the existing situation of an organization in order to help improve analysis of that organization. The review of background material should be sufficient to help analyze working of that organization. Review of material is not in itself study by extensive reading will help analyze the situation more comprehensively. Guidelines for writing summaries and critical reviews are given in Annexure 2a & b. Course assigned in each course can help in preparing for writing a good report Guidelines for writing course assignments are given in Annexure 3.

Review of material can be divided into several chapters in an organized way according to topics. Some of the pattern in which one can study an organization is given in Annex-4a.

Part-3: Analysis

This part is very important. Work in section 2 will facilitate this section. The analysis will be based on the area of interest such as organizational analysis. Marketing analysis, Financial analysis, Human Resources or any similar type of analysis. Internees who conduct field surveys as part of their internship exercise would need to describe survey methodology in a separate chapter. They would need to discuss the following points:

- Need for Data;
Why you required that information
- Data collection;
- Data Analysis;

Students involved in field survey should write the process of analysis of their survey step by step in second chapter of part-III.

Students, who have studied an organization/process/approach through Organizational/marketing/financial point of view can describe their analysis in one or two chapters in section-III. Annex-3a, b, c & d can help students in doing organizational, marketing, financial, and computerization analysis.

Part-4 Finding and recommendations

This is the most important part of the report. Most people would like to see report's findings and recommendations. Therefore an internee should concentrate heavily on the quality of recommendations. Recommendations should not be vague, abstract, idealistic or ambitious. Recommendations should be specific, concrete, to the point, practical, relevant to that organization and implement able. An internee should realize that if he/she is in position of authority to implement these recommendations, then how he/she is going to do it. Recommendations should be divided into short term, medium term, and long term time period and in phases,. All recommendations should carry their financial

cost. If an internee suggests the organization to hire more people then he/she will have to prepare job descriptions for proposed staff according to organization's rules and regulations.

Part-5 Completion of Training Report

Internee is required to prepare a give sketch for the recommendations implementation. For recommendation to an organization internee should present steps to be taken in this process and till the shape of the organization after given suggestion, hypothetically. In case of recommendations for labour/human recourse participation, internee should mention steps to be taken to involve communities in an organized way.

Internship should speak about the internee's objectives of selecting that organization as well as whether these objectives have been achieved or not clearly be given in the recommendation section.

III. Framework for writing internship report:

Sequence

- Title Page
- Copy of internship completion letter
- Acknowledgements
- List of Contents
 - List of contents: This list should contain all chapters' headings, sub headings, and list of all annexes.
 - List of tables: All tables, which are part of the report, should be given in this list.
 - List of graphs: All graphs of the report should be listed in this list.
 - List of charts: All organizational charts etc. should be listed there.
 - List of acronyms: All acronyms used in the report should be listed here
- Objectives of studying the organization: What do you want to achieve by studying this organization?
- Overview of the organization: Brief history of the organization
Nature of the organization: What type of business activities are performed by the organization?
- Business volume in terms of revenue, deposits, advances, investments, etc. Quote figures for five years and analyze the trend. You must use the latest years' data.
- Organizational structure
Number of employees by giving cadre (designation) wise break up
Product lines (Description of the various products/ services offered by the organization)
- Describe the structure of overall organization in terms of reporting lines also showing the respective authorities and responsibilities. The organogram of the organization must be attached as annexure in the end of the report.

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- The organization structure of the branch in which the student is carrying internship should be discussed separately and the organogram of the branch should also be attached as annexure.
- Review of the various departments of the overall organization in terms of their functions and responsibilities, etc
- Structure and functions of the Department (where training carried out)
- Describe the structure of the Department (whichever exists in the organization) in terms of reporting lines also showing the respective authorities and responsibilities. The organogram of the Department (where training carried out should be attached as annexure in the end of the report.
- Department's operations: Describe the working of department (where training carried out. How are information generated, recorded and used? Give practical illustration).
- The role of Managers in establishing/maintaining relationships with other industrial institutions in terms of accounts, management and production management, etc. The role of CEO may be discussed as an overall financial manager.
- Use of electronic data in decision-making. Describe the different types of software being used by the organization. Also discuss the different types of reports being produced for management use.
- Sources of funds (Quote figures for latest five years from financial statements with analytical comments)
- Generation of funds (Quote figures for latest five years from financial statements with analytical comments)
- Allocation of funds (Quote figures for latest five years from financial statements with analytical comments)
- Critical analysis of the theoretical concepts relating to practical experiences i.e. relate the theoretical concepts with practical experience during Internship.
- Financial analysis:
Give five latest years Balance Sheet in a single table form
Give five latest years Income Statement in a single table form
- Ratio analysis for last five years. Calculate at least 15 to 20 ratios and analyze each ratio by giving specific reasons that why any ratio increases or decreases from period to period.
- Horizontal analysis of balance sheet for the last five years. Take one base year and compare all the four years to the base year. Analyze the trends of the calculation of horizontal analysis by giving specific reasons that why any item increases or decreases from period to period.
- Horizontal analysis of income statement for the last five years. Take one base year and compare all the four years to the base year. Analyze the trends of the calculation of horizontal analysis by giving specific reasons that why any item increases or decreases from period to period.

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- Vertical analysis of balance sheet for last five years. Analyze the trends of the calculation of vertical analysis by giving specific reasons that why any item increases or decreases from period to period.
- Vertical analysis of income statement for the last five years. In case of banks take interest income plus noninterest income as 100% and compare all other income statement figures with it. Analyze the trends of the calculation of vertical analysis by giving specific reasons that why any item increases or decreases from period to period.
- Organizational analysis with reference to the industries listed on the stock exchange. Compare the organization with its competitors/peers in terms of total assets, liabilities, profitability, etc.
- Future prospects of the organization. This should be based on the overall analysis/evaluation of the organization by the students and should be supported by the management's vision/strategy for the future.
- Short-falls/weaknesses of the organization with main focus on financial management. Based on the overall analysis of the organization, highlight the weak areas that need management attention.
- Conclusions: Give recommendations for eliminating/minimizing the highlighted weaknesses and for overall improvement of the organization.
- References (Student should follow proper style for referencing, detail acceptable style is given in subsequent pages)
- Annexes

IV: AMERICAN PSYCHOLOGICAL ASSOCIATION (APA) FORMAT

This format is intended for students to write term internship reports. It guides you to the American Psychological Association (APA) style and is not intended to replace the *Manual of the American Psychological Association*. Only selected examples have been selected at this time. For details and other examples, see the printed Manual through library sources at your nearest regional office. When using the APA format it is important to remember that the intent of the Publication Manual is to assist students to find out whether their citations have rules that take precedence over those of the Publication Manual.

General rules for APA reference pages

1. Begin the reference list on a new page. The page begins with the word References (Reference if there is only one), centered in the top, middle of the page, using both upper and lower case. If the references take up more than one page, do not re-type the word References on sequential pages, simply continue your list.
2. Use one space after all punctuation.
3. The first line of the reference is flush left. Lines thereafter are indented as a group, a few spaces, to create a hanging indentation.
4. Double space between citations. Single space in the citations.
5. Use italics for titles of books, newspapers, magazines, and journals.
6. References cited in text must appear in the reference list; conversely, each entry in the reference list must be cited in text.
7. Arrange entries in alphabetical order
8. Give in parentheses the year the work was published. For magazines and newspapers, give the year followed by the month and date, if any. If no date is available, write (n.d.)
9. Give volume numbers for magazines, journals, and newsletters. Include the issue number for journals if and only if each issue begins on page 1.

Examples for citation

Journal Article, One Author

Simon, A. (2000). Perceptual comparisons through the mind's eye. *Memory & Cognition*, 23, 635-647.

Journal Article, Two Authors

Becker, M. B., & Rozek, S. J. (1995). Welcome to the energy crisis. *Journal of Social Issues*, 32, 230-343.

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Magazine Article, one author

Garner, H. J. (1997, July). Do babies have a universal song? *Psychology Today*, 102, 70-77.

Newspaper Article, No Author

Study finds free care used more. (1982, April 3). *Wall Street Journal*, pp. A1, A25.

Book, Two Authors

Strunk, W., & White, E. B. (1979). *The elements of style* (3rd ed.). New York: Macmillan.

Edited Book

Letheridge, S., & Cannon, C. R. (Eds.). (1980). *Bilingual education*. New York: Praeger.

Article or Chapter in an Edited Book, Two Editors

Sheets, B. (2006). The cost of lingering arm injuries. In B. Selig, & W. Selig (Eds.), *A compilation of long stories* (pp. 211-234). Milwaukee, WI: MB Press.

ERIC Document

Peterson, K. (2002). *Welfare-to-work programs: Strategies for success* (Report No. EDO-JC-02-04). Washington D.C.: Office of Educational Research and Improvement. (ERIC Document Reproduction Service No. ED467985)

Entry in an Encyclopedia

Imago. (2000). In *World Book Encyclopedia* (Vol. 10, p. 79). Chicago: World Book Encyclopedia.

Report from a Private Organization

Kimberly-Clark. (2002). *Kimberly-Clark (Annual Report)*. Dallas, TX: Author.

Brochure

Minnesota Coconut Growers Association. (2008). *Growing coconuts for fun and profit* [Brochure]. Crookston, MN: Author.

Dissertation

Olsen, G. W. (1985). *Campus child care within the public supported post-secondary educational institutions in the state of Wisconsin (dare care)* (Doctoral dissertation, University of Wisconsin-Madison, 1985). *Dissertations Abstracts International*, 47/03, 783.

Videotape

Mass, J. B. (Producer), & Gluck, D. H. (Director). (1979). *Deeper into hypnosis*. (Motion picture). Englewood Cliffs, NJ: Prentice Hall.

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Citation of a Work Discussed in a Secondary Source

To cite secondary sources, refer to both sources in the text, but include in the references list only the source that you actually used. For example, suppose you read Fielder (2008) and would like to paraphrase the following sentence within that article: Braun (2008) defined bat speed as "the ability to catch up to a baseball with a moving bat" (p. 11).

In this case, your in-text citation would be "(Braun, 2008, as cited in Fielder, 2008)."

Fielder (2008) would be fully referenced within the list of references.

Electronic Formats

Internet Article Based on Print Source

The citation is done as if it were a paper article and then followed by a retrieval statement that identifies the date retrieved and source.

Sahelian, R. (1999, January). Achoo! Better Nutrition, 61, 24. Retrieved September 17, 2001, from Academic Index.

Web Page with Private Organization as Author

Midwest League. (2003). Pitching, individual records. Retrieved October 1, 2003, from <http://www.midwestleague.com/indivpitching.html>

Chapter or Section in an Internet Document

Thompson, G. (2003). Youth coach handbook. In Joe soccer. Retrieved September 17, 2004, from <http://www.joesoccer.com/menu.html>

Web page, Government Author

Wisconsin Department of Natural Resources. (2001). Glacial habitat restoration areas. Retrieved September 18, 2001, <http://www.dnr.state.wi.us/org/land/wildlife/hunt/hra.html>

Company Information from Aggregated Database

Ripon Pickle Company Inc. (company profile). (2003). Retrieved September 18, 2002, from Business and Company Resource Center.

Ingersoll-Rand Company Limited (company profile). (2004). In Hoovers. Retrieved April 29, 2004, from Lexis-Nexis.

Personal Communications

Personal communications may be things such as email messages, interviews, speeches, and telephone conversations.

Because the information is not retrievable they should not appear in the reference list.

They should look as follows: Example: J. Burnitz (personal communication, September

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20, 2000) indicated that or In a recent interview (J. Burnitz, personal communication, September 20, 2000) I learned that

Reference Citations in Text

To refer to an item in the list of references from the text, an author-date method should be used. That is, use the surname of the author (without suffixes) and the year of the publication in the text at appropriate points.

Example: Researchers have indicated that more is expected of students in higher education (Hudson, 2001) and secondary education (Taylor & Hornung, 2002).

One author

Issac (2001) indicated in his research..

In a recent study, research indicates (Isaac, 2001)

Two or more authors

When a work has two authors, always cite both names every time the reference occurs.

For works with three, four, or five authors, cite all authors the first time the reference occurs. In subsequent citations, include only the last name of the first author followed by et al.

When a work has no authors

Cite in text the first few words of what appears first for the entry on the list (usually the title) and the year.

Specific parts of a source

(Yount & Molitor, 1982, p. 19)

(Cooper, 1983, chap. 4)

Works with no author

("New Student Center," 2002)

Guidelines for Writing Internship Report:

1. **Page:** Page should be of A4 size. Paper weight should be of 75 gram.
2. **Font:** Times New Roman.
3. **Justification:** The whole document must be fully (left + right) justified.
4. **Spacing:** The body of the report should have 1.5 line spacing.
5. **Margin:** 3cm all round.
6. **Paragraphs and Sections:** Extra blank line before and after every section and subsection. Paragraphs must be separated by blank line. Paragraphs must be justified.
7. **Headings & Subheadings:** All headings and their subheadings should be properly formatted using heading rules.
8. **Punctuations:** Space after each punctuation mark (such as ; , . , etc)
9. **Page Numbering:** Every page should be numbered. The page numbers should start with 1 from the first page of your chapter 1. All the pages before the first chapter should be given Roman numbers (i, ii, iii, etc.)
10. **Spelling & Grammar Check:** Apply Spelling & Grammar check feature of MS word on whole document (report).

Note: These typed pages should be in hard board binding in black color. Latest mailing address, roll number, registration number & telephone number should be clearly mentioned on the title page of the report. Title format (sample) is also attached on next page.

It is again reminded that after completing the training the students need to submit first draft copy of the report to the Department of Business Administration, Block 13, Allama Iqbal Open University H-8, Islamabad for assessment.

INTERNSHIP REPORT

[ENTER INTERNSHIP TRAINING ORGANIZATION]

Specialization: [Enter your specialization]

Submitted to:

Chairman
Department of Business Administration

Submitted by:

Name: _____

Roll #: _____

Registration #: _____

Mailing Address: _____

Contact #: _____

Date of Submission: _____

ALLAMA IQBAL OPEN UNIVERSITY - ISLAMABAD

Format for writing MBA Internship Training Report

1. Title Page
2. Certificate of internship training
3. Acknowledgements
4. List of Contents

This list should contain all headings, sub headings, and list of all annexes.

5. List of tables & illustrations

All tables, graphs, and charts of the report should be listed in this list.

- 6 Summary

- 7 Objectives of studying the organization: What do you want to achieve by studying this organization? Whether these objectives have been achieved or not;

- 7.1 Role & Participation briefly discuss your role and participation (For MBA IT Students only).

- 8 Overview of the organization

- 8.1 Brief history of the organization

- 8.2 Nature of the organization: What kinds of business activities are performed by the organization?

8.3 Business volume in terms of revenue, deposits, advances, investments, etc. Quote figures for latest / last five years and analyze the trend.

8.4 Number of employees by giving cadre (designation) wise break up, and department wise.

8.5 Product lines (Description of the various products/ services offered by the organization)

9. Students are advised to follow the guidelines according to the opted specialization as given below:

If you intend to qualify your degree with specialization in Financial Management or Banking & Finance then, you should follow the criteria given below:

The students of Banking & Finance are required to undertake training in Financial Institutions/ Stock Exchange/ Insurance Companies, for a period of 6-8 weeks.

1 Financial Management and Banking & Finance

- i) Organizational structure

a) Describe the structure of overall organization in terms of reporting lines also showing the respective authorities and responsibilities. The organogram of the organization must be attached as annexure in the end of the report.

b) The organization structure of the branch in which the student is carrying internship should be discussed separately and the organogram of the branch should also be attached as annexure.

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- c) Review of the various departments of the overall organization in terms of their functions and responsibilities, etc
- ii) Structure and functions of the Accounts/Finance Department
 - a) Describe the structure of the Accounts or Finance Department (whichever exists in the organization) in terms of reporting lines also showing the respective authorities and responsibilities. The organogram of the Accounts or Finance Department should be attached as annexure in the end of the report.
 - b) Finance & Accounting operations: Describe the working of Finance and Accounts department (How are accounting information generated, recorded and used? Give practical illustration).
 - c) The role of Financial Managers in establishing/maintaining relationships with other financial institutions in terms of accounts, cash management and credit management, etc. The role of CFO may be discussed as an overall financial manager.
 - d) Use of electronic data in decision-making. Describe the different types of software being used by the organization. Also discuss the different types of reports being produced for management use.
 - e) Sources of funds (Quote figures for latest five years from financial statements with analytical comments)
 - f) Generation of funds (Quote figures for latest five years from financial statements with analytical comments)
 - g) Allocation of funds (Quote figures for latest five years from financial statements with analytical comments)
 - h) Mobilization of funds (Only for Financial Management Students, Quote figures for latest five years from financial statements with analytical comments)
- iii) Critical analysis of the theoretical concepts relating to practical experiences i.e. relate the theoretical concepts with practical experience during Internship.
- iv) Financial analysis:
 - a) Give five latest years Balance Sheet in a single table form
 - b) Give five latest years Income Statement in a single table form
 - c) Ratio analysis for last five years. Calculate at least 15 to 20 ratios and analyze each ratio by giving specific reasons that why any ratio increases or decreases from period to period.
 - d) Horizontal analysis of balance sheet for the last five years. Take one base year and compare all the four years to the base year. Analyze the trends of the calculation of horizontal analysis by giving specific reasons that why any item increases or decreases from period to period.
 - e) Horizontal analysis of income statement for the last five years. Take one base year and compare all the four years to the base year. Analyze the trends of the calculation of horizontal analysis by giving specific reasons that why any item increases or decreases from period to period.
 - f) Vertical analysis of balance sheet for last five years. Analyze the trends of the calculation of vertical analysis by giving specific reasons that why any item increases or decreases from period to period.

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- g) Vertical analysis of income statement for the last five years. In case of banks take interest income plus non interest income as 100% and compare all other income statement figures with it. Analyze the trends of the calculation of vertical analysis by giving specific reasons that why any item increases or decreases from period to period.
- h) Organizational analysis with reference to the industries listed on the stock exchange. Compare the organization with its competitors/peers in terms of total assets, liabilities, profitability, etc.
- i) Future prospects of the organization. This should be based on the overall analysis/evaluation of the organization by the students and should be supported by the management's vision/strategy for the future.
- v) Identify weaknesses of the organization with main focus on financial management. Based on the overall analysis of the organization, highlight the weak areas that need management attention.
- vi) Conclusions
- vii) Give recommendations for eliminating/minimizing the highlighted weaknesses and for overall improvement of the organization.
- viii) References (Student should follow proper style for referencing)
- xi) Annexes

If you intend to qualify your degree with specialization in Marketing Management then, you should follow the criteria given below:

2 Marketing Management

- i) Organizational structure (Draw complete hierarchy of organizational structure showing chain of command, with precise narration in words. You may also draw another hierarchy showing departmentalization).
 - a) Main offices
- ii). Structure of the Marketing Department (Draw structure of marketing department in hierarchical form and also mention the marketing operations conducted by the organization).
 - a) Number of employees working in the Marketing Department
 - b) Marketing operations (Analyzing customer demand, analyzing trends of the markets, analyzing the competition movement, to gauge market, to determine distant segments, analyzing the quality assurance process).
- iii) Functions of the Marketing Department
 - a) Marketing Strategy (Specify the marketing strategy of the organization. Marketing strategy is the board marketing thinking the enables and organization to develop its products and marketing mixes in the right direction, consistent wit overall corporate objectives.
 - b) Product planning, development and management (Mention complete new product planning and development process step by step and product management process of existing products/ product lines).

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Pricing Strategy (Specify the pricing strategy. Pricing strategy is a deliberate planning of the pricing structure in relation to factors such as consumer wants, product attributes and competition in such a way as to ensure overall profitability).

c) Distribution Strategy (distribution strategy answers the questions, as what type of distribution channel to use? Should the product be sold through retailer, wholesaler or both? Should multi-level marketing channels be used? Where, when and how long should the product or service be available? Specify the distribution strategy as whether the organization undertakes intensive, selective and exclusive distribution. Also draw the channel of distribution such as ;)

Producer _____ Wholesaler _____ Retailer _____ Buyer

d) Promotional Strategy (whether the organization is using pull or push promotional strategy? Promotional strategy is concerned with choosing the most appropriate judicious mix of promotion such as advertising, sales promotion, personal selling and publicity for communication with its target market. Specify the role of these elements with respect to your organization).

iv) Critical Analysis (Relate the theoretical concepts with your practical experience during the internship with the marketing department).

a) Failure of different product (Provide the detail of all products that couldn't achieve substantial market share due to one or another reason).

b) Major Competitors (Enlist the major competitors of the organization).

c) Future prospects (What organization aspires to achieve in short-run and long-run?)

v) Short-falls/weaknesses of the Marketing Department

a. Critical analysis of the management patterns of the organization with reference to marketing operations, weak areas which need to be improved.

vi) Conclusion and Recommendations for Improvement (First provide precise conclusion in text form and then detailed recommendations with logical headings of each. This part reflects your in-depth study therefore; you are advised to mention at least 8 to 10 recommendations).

vii) References & Sources Used (reference and sources should be mentioned clearly that were used to collect all given information with proper citation style).

viii) Annexes

If you intend to qualify your degree with specialization in Human Resource Management then, you should follow the criteria given below:

3 Human Resource Management

i) Organizational structure of the Human Resource Management (HRM) department

ii) Human Resource Management Process in the organization:

a) Human Resource Planning (HRP) and Forecasting

- HRP process
- Forecasting HR requirements
- Methods to forecast HR needs

b) Employee recruitment and selection

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- Sources of candidates:
 - Internal sources
 - External sources
 - Employment selection process
- c) Training and development
 - Training need assessment
 - Employee development
- d) Performance Management
 - Setting performance standards and expectations
 - Performance reports writing procedure
- e) Employee compensation and benefits
 - Types of compensation and benefits
- f) Organizational career management
 - Employee job changes
- g) Job changes within the organization
 - Promotion
 - Transfer
 - Demotion
 - Separations
 - Layoff
 - Termination
 - Resignation
 - Retirement
- iii) Labor Management Relations
- iv) SWOT Analysis (strengths, weaknesses, opportunities, threats) focusing on the HRM process in the organization.
- v) Recommendations (the recommendations should be specific. For example, if you want to recommend improvements, mention what, why, where, how, and when & in built format)
- vi) References & Sources used (as per APA format)
- vii) Annexes / Appendices.

If you intend to qualify your degree of MBA with specialization in Information Technology then, you should follow the criteria given below:

4 MBA Information Technology

- i) Organizational structure
 - a) Describe the structure of overall organization in terms of reporting lines also showing the respective authorities and responsibilities. The organogram of the organization must be attached as annexure in the end of the report.

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b) The organization structure of the department in which the student is carrying internship should be discussed separately and the organogram of the department should also be attached as annexure.

c) Review of the various departments of the overall organization in terms of their functions and responsibilities, (Discusses IT, MIS department in detail).

ii) System Development Process:

(Description: - System Development Process is a set of activities, methods, best practices, and automated tools that are used to develop and continuously improve information systems and software. In this section, student is required to study and analyze the problems in existing information system of the organization and then to discuss the proposed solution, by following below phases of system development process)

a) Preliminary Investigation & Problem Analysis

- Study of existing system.
- List perceived problems/ opportunities/ directives in existing Information System.
- Draw Data Flow Diagram (DFD) for existing system.
- Suggest a solution, and define scope of proposed solution.
- Identify system improvement objectives.
- Feasibility Study (Analyze each solution's feasibility through Technical feasibility, operational feasibility, economic feasibility & schedule feasibility)

b) Requirement Analysis Phase

- Define functional & nonfunctional requirements.
- Mention techniques used for identifying these requirements (attach annex, if any).

c) System Design Phase

- Attach Data Flow Diagram (DFD) for proposed information system.
- Computer output design (attach output reports, if any).
- Computer input design (attach input forms, if any).
- Entity Relationship (ER) Modeling.
- Computer database design.
- User interface design.

d) Constructing & testing new system

- Mention the front end and back end tools used and the reason for selecting those tools for programming.
- Describe the hardware and software packages used, its installation and its testing.
- Explain whether application coded in-house or purchased.
- System Testing
 - e) System Implementation Phase
 - End-users training.
 - Convert to new system.
 - Post Implementation review.

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- Maintenance and Support Phase
- Discuss system maintenance, system recovery, technical support and system enhancement.
 - iii) SWOT Analysis (Discuss strengths, weaknesses, opportunities and threats of organization.)
 - iv) Conclusions
 - v) Suggestions/ Recommendations.

Discuss all recommendations with the organization and then provide final recommendations

- vi) Bibliography (References & sources of information)
- vii) Annexure / Appendices

If you intend to qualify your degree with specialization in Management Information System then, you should follow the criteria given below:

5 MBA Management Information System

- i) Organizational structure
 - a) Main offices
 - b) MIS operations
- ii) Structure of the MIS Department
 - a) Number of employees working in the MIS Department
 - iii) Functions of the MIS Department
 - a) Major Functions
 - b) Support to other departments
 - iv) Critical analysis of the theoretical concepts relating to practical experiences i.e. relate the theoretical concepts with your practical experience during your Internship with the MIS Department
 - a) Requirement analysis
 - b) System Design
 - c) Implementation
 - d) Maintenance
 - v) Short-falls/weaknesses of the MIS Department
- vi) Conclusions
- vii) References (Student should follow APA format as given in the manual for MBA Internship Program).
- viii) Annexes