



**Dayananda Sagar University**  
**SCHOOL OF COMMERCE & MANAGEMENT STUDIES**  
**PROCEEDINGS OF BOS – COMMERCE**

Venue: Webinar

Time: 2.00 – 4.00 PM

Date: 24.03.2021

**Members present:**

1. Dr. Punith Cariappa, Prof. & Dean, SCMS – Chairperson - BOS
2. Dr. K Erasi, Professor/ Dean/ Chairman, Bangalore University – Member BOS
3. Dr. B Mariyappa, Associate Professor & HOD., BMS College for Women – Member BOS
4. Dr.S. Ramesh-Dean Faculty of Commerce & Management, Mount Carmel College- Autonomous – Member BOS
5. COL. V. Govindarajulu, President & CEO., Cirlogix Technologies – Member BOS
6. Mr. Basanna Patagundi, Prof. & HOD., Dept. of MBA., Cambridge Institute of Technology – Member BOS
7. Dr. Jalaja K.R, Assistant Professor, Bangalore Central University, Central College Campus – Member BOS
8. Mr. Kiran Bindu, Director, Mentees Capital – Member BOS

**Special invites from CMA Team:**

Mr. Suresh Mani

Mr. Vimal

**Special invites from ACCA Team:**

Mr. Narayan Nambiyar

Mr. Subramani

**Meeting Agenda-BOS-Commerce**

**The curriculum of the following**

- **B.Com. (ACCA) and B.Com. (CMA) program - Semesters 3 and 4 of 2020 Batch.**
- **B.Com. (ACCA) & B.Com. (CMA) program – Semester- 5 and 6 of 2019 Batch.**
- **New program- M.Com. in Fin tech to be launched**

## Minutes of Meeting

The meeting commenced with the chairperson Dr. Punith Cariappa, Dean, School of Commerce and Management Studies welcoming the BOS members. Each BOS member introduced themselves. She mentioned that it was an honor and privilege in hosting such enlightened and senior BOS members.

The context of the meeting was to discuss the needs of the present day in framing the curriculum keeping in mind proper communication, collaboration and critical thinking. The focus was to develop syllabus and pedagogy which is industry relevant, research oriented, rigorous and contemporary which helps SCMS attain a unique positioning.

### Discussions:

Few of the points discussed to be incorporated and eliminated are:

- International taxation – All taxes to be taught for BCom Students which includes individual tax, corporate tax, and international tax.
- GST should include E-way bill and other details.
- Income tax should include all the assessment procedures of companies, political parties, cooperatives, etc.
- Business consulting and report writing and technical writing should be part of the project work in the final year which should be different from BBA project work
- Business communication portions should be similar to CA foundation portion.
- Banking should include corporate banking, retail banking, investment banking, merchant banking and case studies on latest bank mergers.
- Conflict management & negotiation skills should be part of the curriculum.
- Mergers and acquisition and valuation can be one of the subject in BCom.
- Corporate accounting should include holding company and subsidiary company.

- Micro economics and thorough understanding of interest rates is a must for BCom students.
- Remove outdated topics from advanced financial management and incorporate the latest topics
- M.Com in Fin Tech sounds very innovative and need of the hour.

The BOS Members wishes good luck to the team in all their initiatives.



Dayananda Sagar University  
SCHOOL OF COMMERCE & MANAGEMENT STUDIES  
MEETING OF THE BOARD OF STUDIES


Venue: Webinar

Time: 2.00 – 4.00 PM

Date: 24.03.2021

Board of studies - Commerce  
Attendance Sheet

Sl. No	Name of Members	Affiliation	Designation	Signature
1	Dr. Punith Cariappa	Professor & Dean School of Commerce and Management Studies, Dayananda Sagar University.	Chairperson	Present - Online
2	Dr.B. Mariyappa	Associate Professor & HOD., BMS College for Women	Member	Present - Online
3	Dr.S. Ramesh Dean	Faculty of Commerce & Management, Mount Carmel College- Autonomous	Member	Present - Online
4	Mr.Narayanan Nambiar	Director, GLOBALFTI Private Limited	Member	Present - Online
5	COL. V. Govindarajulu	President & CEO., Cirilogix Technologies	Member	Present - Online
6	Dr. K Eresi	Professor/ Dean/ Chairman, Bangalore University	Member	Present - Online
7	Mr. Seshu K.N	Professor Ex. Senior Manager SBI	Member	Absent
8	Mr. Basanna Patagundi	Prof. & HOD., Dept. of MBA., Cambridge Institute of Technology	Member	Present - Online
9	Dr. Jalaja K.R	Assistant Professor, Bangalore Central University, Central College Campus	Member	Present - Online
10	Mr. Kiran Bindu	Director, Mentees Capital	Member	Present - Online
11	Dr. Padmalatha	Assistant Professor - SCMS	Member	Absent

  
24/3/21  
DEAN - SCMS



Dayananda Sagar University  
School of Commerce and Management Studies

**BOARD OF STUDIES OF STUDIES**

**MEETING 2021**

Venue: ZOOM

Time: 10.00 – 12.00 Noon

Date: 24.03.2021

**Members Present**

1. Dr. Punith Cariappa, DEAN SCMS – Chairperson - BOS
2. Prof. N S Vishwanath - Director – MP Birla Institute – Member BOS
3. Mr. Philip Vargeese - Head Analytics Accenture – Member BOS
4. Dr. Shankar Subramanian – Faculty IIM – B – Member BOS
5. Dr. Latha Chakravarthy – Faculty IIM – B – Member BOS
6. Dr. Sangeeta – Faculty – Christ University – Member BOS

**AGENDA:**

1. Approval of V and VI Semester Syllabus–BBA Regular (2019 Batch)
2. Approval of III and IV Semester Syllabus – BBA Regular (2020 Batch).
3. Approval of V and VI Semester Syllabus – BBA – BFSI (2019 Batch)
4. Approval of III and IV Semester Syllabus – BBA – BFSI (2020 Batch)
5. BBA International Business Specialization for V and VI Semester for Existing Programs (Additional Specialization)
6. (BBA) Honours ENTREPRENEURSHIP - 2021-24 - 4 Year Program according to NEP
6. International Internship-1-6 months
7. International visits/ immersion program

## Minutes of Meeting

The meeting commenced with the chairperson Dr. Punith Cariappa, Dean, School of Commerce and Management Studies welcoming the BOS members. Each BOS member introduced themselves. She mentioned that it was an honor and privilege in hosting such enlightened and senior BOS members.

The context of the meeting was to discuss the needs of the present day in framing the curriculum keeping in mind proper communication, collaboration and critical thinking. The focus was to develop syllabus and pedagogy which is industry relevant, research oriented, rigorous and contemporary which helps SCMS attain a unique positioning.

### Discussions:

- Proper course description, course objective and program objectives to be mentioned and standard template to be followed.
- Strategic management should include company analysis or internal environment analysis.
- Entrepreneur subject must be a practical paper with more hands on experience. It should include women entrepreneurs as it is a mandatory requirement.
- All management education managers should be tech savvy. Hence every subject must have a digital component at least as a last module.
- Global business should include global business during pandemic.
- Marketing communication should not have any overlap and it can be a team teaching with academicians plus industrialists.
- Marketing research should be project based including YOU – tube analytics, google analytics and so on.
- All electives must be heavily applications oriented and practical.
- Financial specializations can have subjects like mergers, acquisition, corporate structuring.
- Digital marketing can have Euro course, and digital supply chain.
- Instead of portfolio it can be called SAPM security analysis and portfolio management. Crypto currency can be included.
- Labor law should have the new changes in HR laws. Add laws connected with services and manufacturing.
- There can be a new paper or new subjects on business modules of organizational structures.
- Taxation must have all five heads of income.

## Business Analytics:

- Analytical Tools – limit it to one or two and give deeper insights to the same

## BFSI –

- Strategic management subject should be specific to BFSI sector.
- Bank Lending - to be called as Bank operations
- Taxation should be same for BBA & BFSI. It should include tax on financial securities, tax on money laundering, etc.
- Financial services marketing should be a main course for BFSI
- Risk Management including Fraud Management to be part of BFSI.
- Banking reporting, corporate reporting and statutory reporting is required in BFSI
- Insurance paper must cover insurance for pandemic.
- Legal aspects should cover negotiable instruments, bankruptcy, law related to financial services and banks.
- Retail banking should include valet banking, digital banking and transactional banking. The last module can be customer profiling using analytics.

## BBA (HONORS – 4 YEAR PROGRAM)

- Entrepreneurship and family business management cannot be combined.
- Entrepreneurial finance should be one of the papers.
- Exposure to incubation centers and industry linked faculty is compulsory.
- BBA – honors should have more number of courses and linked to Masters Program. Makes the objective very clear.

Attendance sheet.



Dayananda Sagar University  
SCHOOL OF COMMERCE & MANAGEMENT STUDIES  
MEETING OF THE BOARD OF STUDIES

Venue: Webinar

Time: 10.00 – 12.00 NOON

Date: 24.03.2021

Board of studies - Management

Sl.No	Name of Members	Affiliation	Designation	Signature
1	Dr. Punith Cariappa	Professor & Dean School of Commerce and Management Studies, Dayananda Sagar University.	Chairperson	Present - Online
2	Mr. Philip Varughese	VP & Global Lead - Applied Intelligence-Accenture	Member	Present - Online
3	Dr. N.S. Vishwanath	DOMS - M P Birla Institute	Member	Present - Online
4	Dr. Joy Mukhopadhyay	COO & Chief strategist - Thinkcorp consultancy	Member	Absent
5	Dr. Shankar Subramanian	Adjunct Faculty - IIMB	Member	Present - Online
6	Mr. M.S Sriram	Professor - IIMB	Member	Absent
7	Dr. Cynthia Menezes	Professor - BU, Tnanabandli Campus	Member	Absent
8	Dr. Latha Chakravarthy	Faculty Member - IIM Shillong	Member	Present - Online
9	Dr. Sangeeta	Professor - Christ University	Member	Present - Online

DEAN - SCMS

Dayananda Sagar University  
School of Commerce and Management Studies

24<sup>th</sup> October, 2016.

Sub; BOS MEETING-Reg

We have commenced MBA and B.COM programs in this academic year and the previous in the previous Board of Studies Meeting the detailed syllabus has been approved for 2016-17 for the both the programs and course structure has been approved for all semesters.

However, BBA Program was started during 2015-16 academic year the syllabus for I, II, III and IV semesters has been approved in the previous Board and in place.

In view of this, we propose to hold meeting with BOS-Management to approve the syllabus for higher semesters of BBA and table minor modifications the existing syllabus for consideration of the Board.

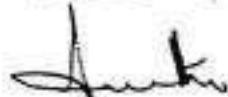
We propose to have the Board of Studies – Management meeting on 4<sup>th</sup> November, 2016.

  
SK PRASAD

an

Submitted to the Hon'ble Vice Chancellor through Registrar

  
24/10/16

  
ots  




**SCHOOL OF COMMERCE & MANAGEMENT STUDIES**

**PROCEEDINGS OF BOS – COMMERCE**

**7<sup>Th</sup> March 2017.**

The meeting commenced with Dr. Chetan Bajaj, Dean, School of Commerce & Management Studies (SCMS), welcoming the learned BOS members. He mentioned that it was an honour for Dayananda Sagar University to have such an enlightened BOS and his personal privilege in hosting them as a Dean. He was sure that the day's deliberations will culminate with the Unearthing of the unique DNA for the School.

**Vision and Strategy**

- 1) At the outset, Dr. Bajaj mentioned that the context of the meeting was to develop Syllabus, Pedagogy and Evaluation methods to carry forward the Vision of the University. To help the School of Commerce and Business Studies find its Unique place under the Sun, through an innovative market Driven Syllabus, which helps the B.Com Program of the University attain a Unique Positioning.
- 2) The Unique positioning could be developed by market driven Syllabus through :
  - Offering Dual programs, simultaneously -- Certification and Degree Programs, in emerging areas with spiraling corporate demand, by mapping our

Syllabus with those offered by Professional bodies like Institute of Chartered Accountants, Cost & Works Accountant, ACCA etc.

- Tie-up with Industry to offer Dual Programs – in emerging areas where Industry has the expertise.
  - Develop a Syllabus structure, which facilitates exchange programs with foreign universities.
- 3) Focus on engaging Teaching Pedagogy, encouraging student participation, rather than only Lecture/Discussions – including, Case Studies, Role Plays, Management Games, Research and Exploration. Thus, separate hours have been specified for this purpose in the Syllabus.

### **Discussions**

- 1) BOS members appreciated the idea of integrating the ACCA program with B.Com, so that the students can get Dual Degree/Certification. It was agreed that this integration will make the B.Com program much more Market Oriented and attract admissions. Eventually this will lead to better Placements
- 2) To facilitate above it was agreed that ACCA Syllabus be generally integrated into the B.Com Curriculum, with a few modifications.
- 3) The foundation paper of Accounting offered by ACCA was found to be very simple and hence Financial

Accounting syllabus of Bangalore University was accepted. Mr. Nambiar from FTI felt ACCA will have no problem in that.

- 4) The Courses offered by ACCA on Management Accounting and Performance Management were considered to be too complex and elaborate. Accordingly, the contents of these two courses were re-grouped into three courses, namely Costing Elements, Costing Methods and Management Accounting. Similarly, it was decided to split the Corporate & Business Law paper of ACCA into two separate papers Corporate Law and Business Law. Accordingly, the syllabus of ACCA paper on Taxation will be broadly covered in two papers namely, Income Tax and Goods & Services Tax.
- 5) Besides strong understanding of Accounts and Finance, a B.Com student should have fair cross functional understanding to perform well in Business. Hence, a course on HRM is being added to the curriculum. The course on Marketing Management is being further strengthened.
- 6) The student should have a holistic perspective and besides core areas of Accounting, Finance and Taxation should also be well aware of developments in field of Economics, Business, Politics and Sociology etc to be successful Accountants and responsible citizens.

7) Accordingly, a course on Economics is being introduced, as it is felt that a Commerce student should have good understanding of Global and National Economic Developments.

8) A course on Indian Society is also being introduced to ensure that the student becomes aware of the social context in which organizations evolve. Understanding of key Social issues will also help students evolve as good citizens.

9) Courses on General English in 3<sup>rd</sup> and 4<sup>th</sup> Semester were replaced with courses focusing on Soft Skills and Communications as it was perceived that Soft skills are very critical in the business setting.

### **Issues to Follow up**

1) The Final course structure would be prepared by the Dean, SCMS based on above discussions and circulated among BOS members.

2) The Syllabus for ACCA integrated courses will be mapped by FTI Global to ensure compliance with ACCA standards.

3) The Syllabus for newly introduced courses like Economics, HRM and Indian Society will be finalized by Dean, SCMS in consultation with other BOS members and circulated among BOS members.



**SCHOOL OF COMMERCE & MANAGEMENT STUDIES**

**PROCEEDINGS OF BOS – COMMERCE**

**23<sup>RD</sup> FEBRUARY 2019.**

Venue: 6<sup>th</sup> Floor, Dental Block, DSU.

**Members present:**

1. Mr. Janardhan
2. Dr. Punith Cariappa
3. Dr. K Erasi
4. Dr. B Mariyappa
5. Prof. Antony
6. Prof. Nagaraj Shenoy
7. Dr. Padmalatha N
8. Dr. Savitha Trivedi.
9. Dr. Naveenan

**Special invites from CMA:**

1. Mr. Vimal Joseph
2. Mr. Joe

**Special invites from ACCA:**

1. Mr. Sharma

4) A major move towards developing the *Corporate Leaders of tomorrow* will be use of engaging *Pedagogy*. The faculty members will identify and develop *cases, activities, role-plays* and research projects to *engage students* and make learning an exciting experience.

The meeting ended with a Vote of Thanks to the Board members and with a Dream of seeing a better tomorrow.



**Dr. Chetan Bajaj**

**Dean**

Dean  
School of Commerce & Management Studies  
Dayananda Sagar University



Dayananda Sagar  
University

**SCHOOL OF COMMERCE & MANAGEMENT STUDIES**

**PROCEEDINGS OF BOS - COMMERCE**

**18<sup>th</sup> JANUARY 2018.**

Venue: 6<sup>th</sup> Floor, Dental Block, DSU.

**Members present:**

1. Dr. Punith Cariappa
2. Dr. R S Desikan
3. Dr. Narayanan Nambiar
4. Dr. K Erasi
5. Dr. B Mariyappa
6. Dr. S Ramesh
7. Dr. Tomy K. kallarakal
8. WG.CDR.K.V. Venkatesh
9. Col. V. Govindarajulu
10. Dr. Padmalatha N A

**Special invites from CMA:**

1. Vimal Joseph
2. Swetha . V

**Members Absent:**

1. Prof. B Janardhan
2. Prof. R. Antony

## **Meeting Agenda-BOS-Commerce**

**18-01-18 (2PM)-Board Room**

1. Welcome Note
2. To discuss and approve B.Com- CMA Program
3. To discuss and approve B.Com with Company Secretary program
4. To discuss and approve the criteria for securing 50% marks in each of the CIA components of every semester; also to approve 50:50 weightage for internals and externals.
5. Other topics related to B.Com Program
6. Vote of Thanks

The meeting commenced with chairperson Dr. Punith Cariappa, Dean, School of Commerce & Management Studies (SCMS), welcoming the learned BOS members. She mentioned that it was an honour for Dayananda Sagar University to have such an enlightened BOS and her personal privilege in hosting them along with Dr. Desikan. The BOS members introduced themselves.

### **Vision and Strategy**

- 1) At the outset, Dr. Punith Cariappa mentioned that the context of the meeting was to develop Syllabus, Pedagogy and Evaluation methods to carry forward the Vision of the University, to help the School of Commerce and Management Studies find its unique place through an innovative market driven syllabus, which helps the B.Com Program of the University attain a Unique Positioning.

## Points discussed in the Meeting:

- It was discussed that soft skills and study of languages are a must for the students but the same can be provided in the form of work shop, instead of being given as a course.
- It was decided that internship be done by the students after every semester in different sectors. Ideally internship – project report should be done between 4<sup>th</sup> and 5<sup>th</sup> semester or at least in the 5<sup>th</sup> semester so that it does help the placement activity
- The 50:50 internals- Final exam weightage pattern was deliberated and it was decided that certain standards and credibility should be first established as a University and also fairness in marking is required. Hence it was decided that the existing practice of 40:60 is to be followed. The committee also approved the proposal that, in the existing internal pattern minimum 50% for CIA and 50% for internal exams should be maintained. Surprise tests, open book exam, project works can be the components.
- It was decided by the BOS that the entire Commerce curriculum must have at least 10% IT related subjects.
- Though B.Com is integrated with various professional courses, B.Com (general) without any integration can continue to be offered under choice- based credit system with various choices of professional courses.
- The brand of the B.Com program can be enhanced by industry oriented projects. The BOS advised the SCMS to keep this idea in future curriculum design.

### B.Com WITH CMA AND CS PROGRAM

- It was proposed to start B.Com with CMA Integrated and the board decided that all the 5 papers of CMA should be completed within the 5<sup>th</sup> semester. The 5 papers are:
  - Financial Planning & performance
  - Financial Control
  - Financial Reporting
  - Financial Decision making-1
  - Financial Decision making-2
- In the CMA course provided by Miles education, Miles has to train the faculty for delivery of course. CMA exams can be written after 4<sup>th</sup> semester B.Com and the CMA degree will be given after the B.Com degree plus 2 years experience. While studying CMA, with completion of option-1- students are prepared to write CFA and with completion of option-2 students are prepared to write CPA. The syllabus of all the papers was looked into and the board approved the scheme and syllabus for the same.
- The BOS advised that for the non-commerce students, a bridge course needs to be offered.
- It has to be made clear in the regulations that DSU will offer only B.Com degree and will provide an opportunities for students to appear for other professional degrees/certification courses.
- General B.Com + Company Secretary program to start in 2018 with orientation and assistance from ICSI. The foundation level, the professional level and the executive level syllabus were looked into and approved by BOS.
- General B.Com+ CA program can be looked into by having the sessions only in the mornings (Proposed in Absentia by Mr. Janardhan-SEVP)

**Conclusion:**

The BOS approved the agenda items advising the school to retain the 40:60 scheme.

---

  
Dr. Parvathi Casappa.



## Meeting Agenda-BOS-Commerce

1. B Com 2016 -17 Revised syllabus of BIS and AIS and Indirect taxes to be approved.
2. B Com 2017 -18- ACCA –change in the subject titles according to UK regulations of ACCA to be approved.
3. B Com 2018-19 Life Skills 17NC202- Revised to be approved.
- 4: New scheme and Syllabus - B Com 2019-ACCA and CMA to be discussed and approved

The meeting commenced with chairperson Dr. Punith Cariappa, Dean, School of Commerce & Management Studies (SCMS), welcoming the learned BOS members. She mentioned that it was an honour for Dayananda Sagar University to have such an enlightened BOS and her personal privilege in hosting them. The BOS members were asked to introduce each other.

### Vision and Strategy

- 1) At the outset, Dr. Punith Cariappa mentioned that the context of the meeting was to develop Syllabus, Pedagogy and Evaluation methods to carry forward the Vision of the University, to help the School of Commerce and Management Studies find its unique place through an innovative market driven syllabus, which helps the B.Com Program of the University attain a Unique Positioning with different professional courses.

### **Points discussed in the Meeting:**

1. The Business Information System & Accounting Information System Syllabus of VI B.Com, which was revised as there was some overlap. The changes are approved by the board.

(Subject code 16 BC603 Subject Title - Business Information System Subject Code : 16BA605 Subject Title: Accounting Information System)  
Subject Code: 16BA606 Subject Title: Indirect Taxes)

2. Subject title Corporate Reporting is changed as Per ACCA revised syllabus and minor changes is now called 17BC304 Strategic Business Reporting- The same is approved by the board.

17BC309 Governance, risks and Ethics and 17BC301 Business Analysis subjects syllabus are changed to Strategic Business Leader -1 and Strategic Business Leader -2. The same is approved by the board.

3. B Com 2018-19 Life Skills 17NC202-is revised and approved by the board.
4. New Scheme of B.Com-ACCA and B-Com-CMA

**The Board suggested that, some aspects of Indian accounting standards should be covered before studying IFRS in ACCA Syllabus.**

**The board suggested that:**

- a. All the subjects syllabus should be divided in to either modules or units and maintain uniformity.
- b. Taxation subject syllabus should be revised.
- c. Life skills syllabus should be revised and elaborated.
- d. Indian Constitution should be studied in first year itself to learn more about empowerment.
- e. Indian banking system should be replaced with Indian financial system.
- f. There has to be a separate BOS Meeting for foreign languages.

- g. Intellectual property rights can be replaced with artificial intelligence.
- h. Intellectual property rights can be one module under business law.
- i. E – Commerce subject repeated should be taken care, can be replaced with services management.
- j. Contemporary business word can be one subject without any syllabus but faculty to teach current affairs.
- k. Project work can be given to ACCA students related to commerce and accounts it should be a group activity. Viva to be done individually.
- l. Economics subject should have all the updates like Niti aayog etc..
- m. Include open electives like Disaster management in the 3rd year.
- n. The subject Entrepreneurship can be modified to Entrepreneurship and Innovation.
- o. Change the title of Statistics to Statistics for Decision Making
- p. In Business Economics, Ist Semester ACCA, Indian Reforms with Planning Commission need to be included.
- q. In Environmental Studies, develop a project work related to water problems etc.

All the above changes are made and approved by the board.

### B.Com(CA) Professional PROGRAM

1. In principal the board was happy to note that DSU-SCMS was starting B.Com – CA and has approved the same.
2. The board suggested that the eligibility criteria should be decided like:
  - It should be for commerce students only

- Aptitude test with MCQ's should be implemented.
- PUC Marks and aptitude test should be considered.

### M.Com Program under DSU:

In principle the board has agreed to start with M. Com. But suggested that it should be different from other M.Com programs given the flexibility of private University.

**Conclusion:** The board was glad to know the professional courses in the commerce field and much appreciated the same.

---

## BOS AGENDA - B Com Programme 2019

### 1. Scheme and Syllabus - B Com 2016 -17

1. Subject code 16 BC603

Subject Title - Business Information System

**Comment : Revised and approved**

2. Subject Code : 16BA605

Subject Title: Accounting Information System

**Comment: Revised and approved**

3. Subject Code: 16BA606

Subject Title: Indirect Taxes

**Comment: Revised**

---

### 2. Scheme and Syllabus - B Com 2017 -18

1. Subject code- 17BC304

Subject Title: Strategic Business Reporting – New name

Old Name

**Comment: Subject title Corporate Reporting changed as Per ACCA revised syllabus and minor change in the syllabus**

2. Old ACCA syllabus:

Subject Code- 17BC301 Subject Title: Business Analysis  
17BC309 Governance, risks and Ethics

**New Syllabus ( one exam will be written for ACCA)**

Subject Code- 17BC301 Strategic Business Leader -1 and  
17BC309 Strategic Business Leader -2

**Scheme and Syllabus - B Com 2018-19 (ACCA & CMA)**  
**Skills 17NC202- Revised**

**Scheme and Syllabus - B Com 2019 onwards (50:50)**  
w Scheme and Syllabus are attached.

5.B.Com plus CA (B.Com Professional)

6.M.com Tentative

---



**Dayananda Sagar University**  
**SCHOOL OF COMMERCE & MANAGEMENT STUDIES**  
**PROCEEDINGS OF BOS – COMMERCE**

Venue: 6<sup>th</sup> Floor, BU Block, DSU.

Date: 29.02.2020

**Members present:**

1. Dr. Punith Cariappa
2. Dr. K Erasi
3. Dr. B Mariyappa
4. Dr. Mukund Mohan
5. Dr. Chandrakala
6. Dr. Satish

**Special invites from CMA:**

Mr. Suresh Mani

**Special invites from ACCA:**

Mr. Narayan Nambiyar

**Meeting Agenda-BOS-Commerce**

1. Approval of III and IV Semester Syllabus – B. Com (ACCA) – 2019 Batch
2. Approval of III and IV Semester Syllabus – B. Com (CMA) – 2019 Batch
3. Approval of V and VI Semester Syllabus – B. Com (CMA) – 2018 Batch

The meeting commenced with chairperson Dr. Punith Cariappa, Dean, School of Commerce & Management Studies (SCMS), welcoming the learned BOS members. She mentioned that it was an honour for Dayananda Sagar University to have such an enlightened BOS members and her personal privilege in hosting them. The BOS members were asked to introduce each other.

**Vision and Strategy**

- 1) At the outset, Dr. Punith Cariappa mentioned that the context of the meeting was to approve the Syllabus & Pedagogy to help the School of Commerce and Management Studies find its unique place through an innovative market driven syllabus. The subjects were already discussed and finalised in the previous BOS for the 2019 Scheme.

**Points discussed in the Meeting:**

**Approval of III and IV Semester Syllabus – B. Com (ACCA) – 2019 Batch**

The Syllabus for III and IV Sem. was presented and approved without any changes except a request to make new additions in Corporate Law paper. There were no other changes in ACCA paper / Syllabus except for two papers.

S. No.	Sem.	Sub. Code	Old Name	New Name
	III	19BC2302	Costing Methods	Management Accounting I
	IV	19SC2401	Stock Market & Commodity Market (Shift to 5 <sup>th</sup> Sem.)	Management Accounting II

**2. Approval of III and IV Semester Syllabus – B. Com (CMA) – 2019 Batch**

The US –CMA Subject Syllabus had some changes in the titles and the content which was suggested and approved, they are;

Sl. No.	Sem.	Sub. Code	Old Name	New Name
1	II	19MA1204	Financial Control	Financial Control & Analytics
2	III	19MA2303	Financial Reporting and Control	International Financial Reporting and Control

**3. Approval of V and VI Semester Syllabus – B. Com (CMA) – 2018 Batch**

At this will be the first CMA Batch going to the final year, the subjects planned that earlier are as follows;

**SEMESTER – 5**

SL. No.	COURSE CODE	COURSE TITLE	CR / AU	NO OF HOURS OF TEACHING				SCHEME OF EVALUATION	
				L	T	A	C	CIA	END EXAM
1	18BC301	ACCOUNTING OF SERVICES	CR	3	2	0	4	40	60
2	18BC302	INCOME TAX - I	CR	3	0	0	3	40	60
3	18BC303	ENTREPRENEURIAL DEVELOPMENT	CR	3	0	2	4	40	60
4	18BC304	AUDIT AND ASSURANCE	CR	3	2	0	4	40	60
5	18BC305	PROJECT WORK AND VIVA	CR	0	0	6	3	40	60
6	18BY3ZZ	ELECTIVE - I	CR	3	0	2	4	40	60
7	18BY3ZZ	ELECTIVE - II	CR	3	0	2	4	40	60
<b>GRAND TOTAL – 700</b>				<b>18</b>	<b>4</b>	<b>12</b>	<b>26</b>	<b>280</b>	<b>420</b>

**SEMESTER – 6**

1	18BC306	MANAGEMENT ACCOUNTING	CR	3	2	0	4	40	60
2	18BC307	INCOME TAX - II	CR	3	0	0	3	40	60
3	18BC308	BUSINESS INFORMATION SYSTEM	CR	3	2	0	4	40	60
4	18BC309	BUSINESS LAW & REGULATION	CR	3	2	0	4	40	60
5	18BY3ZZ	ELECTIVE - III	CR	3	0	2	4	40	60
6	18BY3ZZ	ELECTIVE - IV	CR	3	0	2	4	40	60
<b>GRAND TOTAL – 600</b>				<b>18</b>	<b>6</b>	<b>4</b>	<b>23</b>	<b>240</b>	<b>360</b>

INVESTMENT MANAGEMENT		CORPORATE ACCOUNTING		BUSINESS ANALYTICS	
CODE	COURSE TITLE	CODE	COURSE TITLE	CODE	COURSE TITLE
18B306	INVESTMENT INDUSTRY	18BA306	ADVANCED AUDITING		FUNDAMENTALS OF BUSINESS ANALYTICS
18B307	INVESTMENT INSTRUMENTS	18BA307	FEDERAL TAXATION-I		INTRODUCTION TO ANALYTICS TOOLS
18B310	INVESTMENT MANAGEMENT	18BA310	ADVANCED FINANCIAL REPORTING		APPLICATION OF BUSINESS ANALYTICS
18B311	INVESTMENT INDUSTRY CONTROLS	18BA311	FEDERAL TAXATION-II		BUSINESS FORECASTING

ut, now in the BOS it is decided that instead of elective-Corporate accounting to be changed to Business Analytics. The subjects and syllabus approved are enclosed.

**Conclusion:** BOS Members were happy about the growth of the School and the introduction of new topics and the professionalism with which meetings are conducted.

  
29/2/2020



Re: Board of Studies

1 message

Wed, Apr 14, 2021 at 7:34 PM

Dean Post Graduate Management Programs <dean-cee@dsu.edu.in>

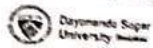
To: VV Rajan <vvrajan@dsu.edu.in>  
Cc: Shankar HN <hn.shankar@gmail.com>, Rahul Dighe <rdighe@dsu.edu.in>, "Dr. R. Venkatamuni Reddy" <rvmunireddy@gmail.com>, "A V Venkatesh Kumar, HR, BBAN" <venkatesh.kumar@buhlergroup.com>, Arindam Sen <arin\_sen@yahoo.com>, srinivas iyengar <Ars\_iyengar@live.com>, Anantharaman Subramanian1 <saraman123@in.ibm.com>, Srinivas RG <srinivas.rg@tibisolutions.com>, spadmanabhuni@gmail.com, HOD MBA <hodmba@dsu.edu.in>, Utkarsh Thakur <uthakur@gmail.com>, ashish@oncofocus.com, Sunil Bhumralkar <sunil.bhumralkar@gmail.com>, gcascsg@gmail.com, Registrar DSU <registrar@dsu.edu.in>

Dear Member - Bos:

Attached are the minutes of the meeting for our meeting held on Saturday, April 10, 2021. I have also included the program architecture for our Executive MBA program: *Business Analytics & Decision Science and courses for Product Management.*

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean - Post Graduate Programs in Management  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 48092031  
Mobile: +91 9986321964



[www.dsu.edu.in](http://www.dsu.edu.in)

Hope is not a strategy!

On Sat, Apr 10, 2021 at 9:12 AM VV Rajan <vvrajan@dsu.edu.in> wrote:

Dear Sir/ Madam

Just a gentle reminder.  
We will start our board of studies meeting by 10:30 AM today.

We look forward to seeing you.

Best Regards,

Prof VV Rajan

On Fri, 9 Apr, 2021, 14:40 VV Rajan, <vvrajan@dsu.edu.in> wrote:

Dear Sir/ Madam,

Just a gentle reminder regarding tomorrow's BoS meeting.  
Meeting time: 10:30AM to 12:30AM

Sharing the zoom links below as well:

<https://zoom.us/j/9060906040>

Personal Link: EMBAT4BA

Thanks and best regards,

Prof. VV Rajan  
Deputy Director - Executive Education  
Dayananda Sagar University

On Wed, Apr 7, 2021 at 3:50 PM VV Rajan <vvrajan@dsu.edu.in> wrote:

Dear Sir/ Madam,

Just a gentle reminder regarding our next Board of Studies Meeting.  
This is happening on 10th April between 10:30 AM to 12:30PM via Zoom.

A meeting invite has already been shared with you already.

Sharing the zoom links below as well:

<https://zoom.us/j/9060906040>

Personal Link: EMBAT4BA

We look forward to seeing you during the meeting.

Thanks and best regards,

Prof. VV Rajan  
Deputy Director - Executive Education  
Dayananda Sagar University  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Mobile: +91 8884186036  
<http://www.dsu.edu.in>

Dean  
Centre for Executive Education  
Dayananda Sagar University



Thu, Apr 1, 2021 at 1:18 PM Dean Post Graduate Management Programs <dean-cee@dsu.edu.in> wrote:  
Dear Member- BoS:

I hope that you are doing well!

Attached is the framework for the new Executive MBA program - Business Analytics & Decision Science. The course syllabus has also been attached for your perusal and comments.

Please share your thoughts. We hope to meet on **Saturday, April 10, 2021, from 10:30 a.m. to 12:30 a.m. virtually**. Please make it convenient to attend. The zoom link will be shared shortly.

This program was put together by a team of subject matter experts and also taking into account similar programs while maintaining our distinctiveness. As you are aware, Dayananda Sagar University, Bengaluru has an extremely successful Executive MBA program. The ethos of this program is to assist managers in acquiring data, analyzing it and then making decisions to solve business problems. We hope to start with a batch size of 60 to 80. The eligibility criteria are mentioned.

Salient Points:

Courses: 15  
Cap-Stone Project: 1  
Audit Courses: 3

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean - Post Graduate Programs in Management  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile: +91 9986321964



<http://www.dsu.edu.in>

Hope is not a strategy!

Attachments

- Bos Minutes Apr 10 2021.docx  
180K
- Product Management.zip  
282K
- bads\_coursesyllabus.zip  
2047K

Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore



**MINUTES: BOARD OF STUDIES  
POST GRADUATE PROGRAMS IN MANAGEMENT  
(MBA/EMBA/ EXECUTIVE EDUCATION)**

**Prof Nagaraj Subbarao – Dean, SCMS (PGP)  
DAYANANDA SAGAR UNIVERSITY, BENGALURU**

**Registrar  
Dayananda Sagar University  
Bangalore**

**Dean  
Centre for Executive Education  
Dayananda Sagar University**

*Nagaraj*



# minutes



Dayananda Sagar  
University Bangalore

## Board of Studies: Post Graduate Management Programs (MBA/ EMBA)

Date April 10, 2021

10:30 Hours to 12:30 hours

Zoom

<https://zoom.us/j/9060906040>

Personal Link: EMBAT4BA

Meeting called by	Prof (CAPT) Nagara] Subbarao- Doan, Post Graduate Management Programs
Type of meeting	Academic/Regulatory: Virtual meeting on Zoom: <a href="https://zoom.us/j/9060906040">https://zoom.us/j/9060906040</a>
Notetaker	Prof. V.V. Rajan
Timekeeper	Prof. V.V. Rajan

### Attendees

#### Members: BoS

- 1 Prof. A. Nagara] Subbarao (Chairperson)
  - 2 Dr. Srinivas Padmanabhuni
  - 3 Prof. Venkatamuni Reddy
  - 4 Dr. Gervaslo SFL Mondes
  - 5 Prof.H.N. Shankar
  - 6 Srinivas RG
  - 7 Dr. Arindam Sen
  - 8 Prof. Srinivas Iyengar
  - 9 Prof.Sunil Bhumralkar
  - 10 Anantharaman Subramanian
  - 11 Prof. Rahul Dighe
  - 12 Prof. Geetha Reddy
- Did Not Attend (However gave Inputs through email)
1. A.V. Venkatesh
  2. Utkarsh Thakur
  3. Dr. Ashish Shukla

#### Invitees & Subject Matter Experts

1. Ananth Pophall (IT & Gen. Management)
2. Prof Ramesh Murthy (Supply Chain, Economics)
3. Dr. HN Shylaja (Financial Management)
4. Dr. Shweta Tewari (Marketing Management)
5. Dr. Radha Yadav (Human Resources)

Dean  
Centre for Executive Education  
Dayananda Sagar University



*Vegara]*  
*Suttanadalli.*  
Registrar  
Dayananda Sagar University  
Bangalore

# minutes

## Agenda:

1. Opening Remarks by Hon'ble Vice-Chancellor: Dr. K. N. Balasubramanya Murthy is the Vice Chancellor of Dayananda Sagar University, Bengaluru. Introduction of Members- BoS
2. Context Setting & Road Map by the Dean: Prof. Nagaraj Subbarao
3. Discussion on the Executive MBA program on Business Analytics & Decision Science
4. Sharing a Specialization Certificate with students or naming the specialization on the degree certificate for MBA/Executive MBA
5. Creation of a new specialization in Executive MBA in Product Management and discussing if we can drop some specializations in the Executive MBA and MBA Programs
6. Any other items as raised by a member and/or chairperson

### Agenda point 1. Introduction & Welcome Address

10:30 to 10:50	Hon.Vice-Chancellor Dr.K.B.N. Murthy
Discussion	<p>Prof. Nagaraj Subbarao introduced the members.</p> <p>Hon. Vice-Chancellor Dr.K.B.N. Murthy welcomed the members of the Board of Studies and spoke about the need to chart a new course in management education and to make changes in enhancing pedagogy, curriculum, and student experience. He sought the active assistance of the Members of the BoS in this initiative.</p> <p>He said that most of us have experienced that we graduated from university as a different person - more mature, shaped, and inspired by new knowledge and friendships. The curriculum, pedagogy, and experience must create this eco-system for the student. The University puts great emphasis on innovation in teaching and learning, - entrepreneurship and societal impact of research.</p> <p>The Hon. Vice-Chancellor concluded by thanking members for their presence and interest in engaging with the Dayananda Sagar University.</p>
Conclusions	<p>The Hon. Vice-Chancellor stressed on the idea of using more case studies into the program, using more Indian case studies. Students must be encouraged to present and participate in groups. Look into white papers and research paper reviews. Make the final trimester as a project term and complete all the teaching portions until their 3<sup>rd</sup> trimesters'.</p>

### Agenda point 2. Context Setting & Road Map

Time allotted 10:50 to 11:00	Prof. Nagaraj Subbarao, Dean & Member - BoS
Discussion	<p>The Members - BoS present were introduced.</p> <p>Prof. Nagaraj Subbarao, followed up from where the Hon'ble Vice-Chancellor left-off and talked about the need to bring in fresh specializations' and also look at market conditions and industry need in offering new specializations.</p> <p>Prof. Nagaraj Rao spoke about the brilliant mix of faculty that the school possesses: Scholarly Professor and Practice Professors.</p> <p>Prof. Nagaraj Rao, presented a fact-sheet on student admissions to the MBA program from 2016 and the Executive MBA program from 2018.</p>



*(Handwritten signature)*

# minutes



## Agenda:

1. Opening Remarks by Hon'ble Vice-Chancellor: Dr. K. N. Balasubramanya Murthy is the Vice Chancellor of Dayananda Sagar University, Bengaluru. Introduction of Members- BoS
2. Context Setting & Road Map by the Dean: Prof. Nagaraj Subbarao
3. Discussion on the Executive MBA program on Business Analytics & Decision Science
4. Sharing a Specialization Certificate with students or naming the specialization on the degree certificate for MBA/Executive MBA
5. Creation of a new specialization in Executive MBA in Product Management and discussing if we can drop some specializations in the Executive MBA and MBA Programs
6. Any other items as raised by a member and/or chairperson

### Agenda point 1. Introduction & Welcome Address

10:30 to 10:50	Hon.Vice-Chancellor Dr.K.B.N. Murthy
Discussion	<p>Prof. Nagaraj Subbarao introduced the members.</p> <p>Hon. Vice-Chancellor Dr.K.B.N. Murthy welcomed the members of the Board of Studies and spoke about the need to chart a new course in management education and to make changes in enhancing pedagogy, curriculum, and student experience. He sought the active assistance of the Members of the BoS in this initiative.</p> <p>He said that most of us have experienced that we graduated from university as a different person - more mature, shaped, and inspired by new knowledge and friendships. The curriculum, pedagogy, and experience must create this eco-system for the student. The University puts great emphasis on innovation in teaching and learning, - entrepreneurship and societal impact of research.</p> <p>The Hon. Vice-Chancellor concluded by thanking members for their presence and interest in engaging with the Dayananda Sagar University.</p>
Conclusions	<p>The Hon. Vice-Chancellor stressed on the idea of using more case studies into the program, using more Indian case studies. Students must be encouraged to present and participate in groups. Look into white papers and research paper reviews. Make the final trimester as a project term and complete all the teaching portions until their 3<sup>rd</sup> trimesters'.</p>

### Agenda point 2. Context Setting & Road Map

Time allotted 10:50 to 11:00	Prof. Nagaraj Subbarao, Dean & Member - BoS
Discussion	<p>The Members - BoS present were introduced.</p> <p>Prof. Nagaraj Subbarao, followed up from where the Hon'ble Vice-Chancellor left-off and talked about the need to bring in fresh specializations' and also look at market conditions and industry need in offering new specializations.</p> <p>Prof. Nagaraj Rao spoke about the brilliant mix of faculty that the school possesses: Scholarly Professor and Practice Professors.</p> <p>Prof. Nagaraj Rao, presented a fact-sheet on student admissions to the MBA program from 2016 and the Executive MBA program from 2018.</p>

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Nagaraj*  
*Suttamudalla*



# minutes

	The curriculum of the MBA program was thoroughly revised in July/August 2020 and the Executive MBA program saw the inclusion of two new specializations' in:	
	<ol style="list-style-type: none"> <li>1. Information Technology Management</li> <li>2. Logistics &amp; Supply Chain Management</li> </ol>	
Conclusions	The quorum for the BoS was met and proposals agreed to.	
Action Items	Person Responsible	Deadline
Minutes to be circulated & completed, with all amendments	Nagaraj Subbarao	14-04-2021
Completed Minutes to be handed over the Registrar's Office with Associated Documents	Nagaraj Subbarao	15-04-2021

## Agenda point 3. Discussion on the Executive MBA program in Business Analytics & Decision Science

Time allotted 11:00 to 11:30	Prof. Nagaraj Subbarao, Dean & Member - BoS																
Discussion	<p>The discussion on introduction of a new program as an Executive MBA in Business Analytics &amp; Decision Science was taken up.</p> <p>The members perused the program architecture and course syllabus and agreed that it may be offered to working professionals from July 2021.</p> <p>It was envisaged that the program will be offered to working professionals with a strong mathematics and statistics background, which precludes people with a non-mathematics background from applying. A clarification was sought by Dr. Geetha Reddy, as to why this cannot be opened up to all educational specializations.</p> <p>At this point in time, it is decided to stay with the limited entry specializations. A decision will be taken after entry of two batches to broaden the scope of entry criterion:</p> <table border="1"> <thead> <tr> <th>Eligibility</th> <th></th> <th>Work Exp (Years)</th> </tr> </thead> <tbody> <tr> <td>B.E./B.Tech</td> <td></td> <td>2</td> </tr> <tr> <td>B.S.C (Math/Statistics/Physics)</td> <td></td> <td>2</td> </tr> <tr> <td>B. Com</td> <td>Not More than 10 % of Class</td> <td>4</td> </tr> <tr> <td>MTech/ M.S.C (Math/Statistics/Physics)</td> <td></td> <td>1</td> </tr> </tbody> </table>		Eligibility		Work Exp (Years)	B.E./B.Tech		2	B.S.C (Math/Statistics/Physics)		2	B. Com	Not More than 10 % of Class	4	MTech/ M.S.C (Math/Statistics/Physics)		1
Eligibility		Work Exp (Years)															
B.E./B.Tech		2															
B.S.C (Math/Statistics/Physics)		2															
B. Com	Not More than 10 % of Class	4															
MTech/ M.S.C (Math/Statistics/Physics)		1															

The members unanimously agreed that the program could be introduced as proposed.

### Notes

1. Dr. Geetha, recommended to keep the BADS program open for all students who show interest and not restrict to purely engineers etc. This can be done with a small test/ interview to gauge the students' interest in the program. Also, can we look into Cognitive Analytics as part of the Data Science course?
2. R.G. Srinivas recommended to swap Strategic Decision making in Management in semester 3 with Data warehousing and mining in semester 4. Other than that, it looks like a world class syllabus he said.
3. Dr. Padmanabhuni recommended that in data modeling course **NoSQL** has to be added. It is vital for businesses today he feels. NoSQL databases (aka "not only SQL")



*[Signature]*  
 Dean  
 Centre for Executive Education  
 Dayananda Sagar University

# minutes



	are non-tabular, and store data differently than relational tables.
Conclusions	The quorum for the BoS was met and proposals agreed to in the creation of a fresh program as: <b>Executive MBA in Business Analytics &amp; Decision Science</b> as proposed.  Critically examine suggestions made by members.

**Agenda point 4. Sharing a Specialization Certificate with students or naming the specialization on the degree certificate for MBA/Executive MBA**

Time allotted 11:30 to 11:35	Prof. Nagaraj Subbarao, Dean & Member - BoS
Discussion	The incumbent degree certificates for the MBA / Executive MBA programs do not carry the functional specialization that a student has qualified in after going through stipulated courses. The proposal is to either have this incorporated in the degree certificate or to issue a separate 'specializations certificate' delineating the students specialization. It was felt that this was a legitimate issue and needs to be addressed.
Conclusions	The proposals were unanimously agreed to.

**Agenda point 5. Creation of a new specialization in Executive MBA in Product Management and discussing if we can drop some specializations in the Executive MBA and MBA Programs**

Time allotted 11:35 to 12:15	Prof. Nagaraj Subbarao, Dean & Member - BoS
Discussion	<p><b>Specializations in place: MBA</b></p> <ol style="list-style-type: none"> <li>1. Artificial Intelligence</li> <li>2. Business Analytics</li> <li>3. Entrepreneurship</li> <li>4. Financial Management</li> <li>5. Human Resource Management</li> <li>6. IT &amp; Enterprise Systems</li> <li>7. Marketing Management</li> <li>8. Supply Chain Management</li> </ol> <p><b>Specializations in place: Executive MBA</b></p> <ol style="list-style-type: none"> <li>1. Business Analytics</li> <li>2. Entrepreneurship &amp; Innovation</li> <li>3. Financial Management</li> <li>4. Global Business</li> <li>5. Human Resource Management</li> </ol>

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Nagaraj Subbarao*  
*Suttanadolla*



# minutes

6. Information Technology Management
7. Marketing Management
8. Logistics & Supply Chain Management
9. Operations Management
10. Project Management

Market research has indicated that a potentially attractive specialization is Product Management.

Approval was sought to introduce this specialization for the Executive MBA program from October 2021 and depending upon the response look to integrate it into the MBA program at a later date.

Approval was also sought to drop specializations in:

- Entrepreneurship & Innovation
- Global Business
- Operations Management

The members of the BoS felt that it was important to retain the following:

- Entrepreneurship & Innovation
- Operations Management

## Notes

1. Overall the members agreed to keep 10 specializations for the Executive MBA program and 08 specializations for the MBA program.
2. Entrepreneurship specialization to be retained as it is important for the program
3. Global Business to be removed and portions of this course to be well integrated into Marketing and HR specializations
4. All the members unanimously agreed to include product management in the program as an important specialization.
5. As per Dr. Padmanabhuni, it is important to look into common areas between Product management and IT management and ensure to keep them courses mutually exclusive of each other and avoid overlaps in the curriculum
6. Encourage more students to take up entrepreneurship and go beyond the course in terms of deliveries. Involve entrepreneurship students in other initiatives like DERBI etc. where they can learn and contribute towards overall understanding of the specialization.

## Conclusions

The quorum for the BoS was met and proposals agreed to. The Executive MBA program in Product Management to be included from October 2021 and the Executive MBA program in Global Business to be dropped from October 2021.

Look to include Product Management in the MBA program at a later date.

Action Items	Person Responsible	Deadline
Minutes to be created for Executive Education & completed, with all amendments	Nagaraj Subbarao	14-04-2021



Dean Executive Education  
Dayananda Sagar University

*(Handwritten signature)*

# minutes



Dayananda Sagar  
University Bangalore

Completed Minutes to be handed over the Registrar's Office with associated Documents

Nagaraj Subbarao

15-04-2021

Agenda point 6. Any other points as raised by the Chairperson or Members

Time allotted 12:15 to 12:30	Prof. Nagaraj Subbarao, Doan & Member - BoS/ Other Members
Discussion	The members were given an overview of the progress of the Post Graduate Programs in Management and their inputs sought.
Conclusions	Members expressed their satisfaction and Dr. Geetha, HOD - MBA/DSATM expressed her appreciation at the growth of the Executive MBA program. Other members were of a similar opinion. Prof. Nagaraj Subbarao thanked the members for attending the meeting and for their valuable inputs on behalf of the Hon'ble Vice-Chancellor, faculty and staff, Post Graduate Programs in Management, SCMS

Dean  
Centre for Executive Education  
Dayananda Sagar University



Page 6 of 6

Registrar  
Dayananda Sagar University  
Bangalore



VV Rajan <vvrajan@dsu.edu.in>

**BoS**

1 message

Dean Post Graduate Management Programs <dean-  
cee@dsu.edu.in>

Tue, Mar 23, 2021 at 11:29 AM

To: Registrar DSU <registrar@dsu.edu.in>  
Cc: VV Rajan <vvrajan@dsu.edu.in>, Aravind NV <aravind.nv@dsu.edu.in>, Arunjyothi B N <arunjyothi@dsu.edu.in>, "Mr.Raghavendra Rao" <raghav@dsu.edu.in>

Dear Sir,

Attached is the reconstituted Board of Studies, Post Graduate Programs in Management, School of Commerce & Management Studies, Dayananda Sagar University, Bengaluru with effect from March 24, 2021.

Kindly arrange to process, please.

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean - Post Graduate Programs in Management  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile: +91 9986321964



<http://www.dsu.edu.in>

Hope is not a strategy!

Dean  
Centre for Executive Education  
Dayananda Sagar University

BoS PG Programs SCMS March 24, 2021.xlsx  
13K



Registrar  
Dayananda Sagar University  
Bangalore

**Board of Studies ( Post Graduate Programs in Management) March 24, 2021**

**Contact Details**

**Education/Experience**

Master Mariner, IIS Nautical & Engineering College, Mumbai; IIC, (UC), USA

#	Member	Designation/Industry	Education/Experience	Contact Details
1	CAPT. A. Nagaraj Subbarao ( Chairperson ) A.V. Venkatesh	Professor & Dean - PG Programs SCMS, DSU Director - IIR/ Buhler India	Master Mariner, IIS Nautical & Engineering College, Mumbai; IIC, (UC), USA 32 IIM-B, Bangalore 30 SV University, Tirupati 25	9986321964 dean-cee@dsu.edu.in 9845959004 venkatesh.kumar@buhlergroup.com 9686416733 rvmunireddy@gmail.com
2	Dr.R.V. Reddy	Professor (MAHE), Manipal, Karnataka	Mysore University	9008004004 hodmba@dsatm.edu.in
3	Dr. Geetha Reddy	Professor & HoD, MBA Program - DSATM, DSI	20 IISC, Bangalore; Cornell University, USA	9845193842 saraman123@gmail.com
4	Anantharaman Subramanian	Director, Future Skills, IBM Global Business Services	35 MICA, Ahmedabad	97400 30885 uthakur@gmail.com
5	Utkarsh Thakur	Head - E-commerce, Watches & Wearables at Titan Company Limited	15 BITS-Pilani; University of New South Wales, Australia	9845466500 rgsrinivas@hotmail.com
6	Srinivas RG	Chief Revenue Officer (CRO) at TIBIL Solutions	25 Deutsches Krebsforschungszentrum (German Cancer Research Center)	ashish@oncofocus.com 9900058002
7	Dr. Ashish Shukla	Founder and MD Oncofocus Solutions	15 IIT-B, Mumbai; University of Alberta, USA	9845116391 spadmanabhuni@gmail.com
8	Dr.Srinivas Padmanabhuni	CityMandy - Founder & CTO	25 Asian Institute of Management, Philippines	80951 76206 arin_sen@yahoo.com
9	Dr.Arindam Sen	Director at IICL Technologies	30 CA	98450 67662 Ars_iyengar@live.com
10	Srinivas Iyengar	Vice President at Tieto EVRY, Finland	20 CA	98450 61909 sunil.bhumraikar@gmail.com
11	Sunil Bhumraikar	Consultant Former Managing Partner E&Y Professor - SCMS	40 IIT-B, Mumbai; MIT- USA	86005 55144 rdighe@dsu.edu.in
12	Dr. Rahul Dighe	Former Director (IIE), Directorate of IIE, Govt of Goa	25 IIE, MA, PGDM, PHD ( Uthal University)	8668513153 gcscs@gmail.com
13	Dr. Gervasio SFL Mendes	Professor & Principal, GASC, Sanquelin, Goa	30 IIE, MIA - Mysore University	99728 66797 hn.shankar@gmail.com
14	H.N. Shankar	Former CEO - DDE:ORG SAGAR CONSULTANTS SCHOOL OF COMMERCE & MANAGEMENT STUDIES BANGALORE	49	

*V. Nagaraj*



Board of Studies - PG Program  
Centre for Executive Education  
Dayananda Sagar University

*Suttamodali*



Dayananda Sagar  
University

live the dream

Innovation Campus  
Hosur Main Road, Kudlu Gate  
Bangalore - 560 114, INDIA  
+91-80-49092924, 49092908  
Fax: +91-80-42201997  
Web : www.dsu.edu.in

Ref: DSU/REG/2020-21/176(A)

Date :23.03.2021

### NOTIFICATION

**Sub:** Constitution of Board of Studies for the Post Graduate Programs in Management - School of Commerce and Management Studies - Dayananda Sagar University, Bengaluru.

The Vice Chancellor is pleased to Constitution the Board of Studies of the Post Graduate Programs in Management under School of Commerce & Management studies of Dayananda Sagar University, Bengaluru comprising of following:

Sl.No	Name	Affiliation	Designation
1	CAPT.A.Nagaraj Subbarao	Professor & Dean -PG Programs - SCMS,DSU	Chairman
2	Mr. A V Venkatesh	Director - HR, Buhler India	Member
3	Dr. R V Reddy	Professor - MAHE, Manipal	Member
4	Dr. Geetha Reddy	Professor &HOD, MBA Program, DSATM, DSI	Member
5	Mr. Anantharaman Subramanian	Director , Future Skills, IBM Global Business Services	Member
6	Mr. Utkarsh Thakur	Dean- E Commerce, Watches & Wearables at Titan Company Limited	Member
7	Mr. Srinivas R G	Chief Revenue Officer (CRO) at TIBIL Solutions	Member
8	Dr. Ashish Shukla	Founder and MD Oncofocus Solutions	Member
9	Dr.Srinivas Padmanabhuni	City Mandy - Founder & CTO	Member
10	Dr. Arindam Sen	Director at HCL Technologies	Member
11	Mr. Srinivas Iyengar	Vice President at Tieto EVRY, Finland	Member

Dean  
Centre for Executive Education  
Dayananda Sagar University


*(Signature)*  
*(Signature)*



12	Mr. Sunil Blumarikar	Consultant, Former Managing Partner E&Y,	Member
13	Dr. Rahul Dighe	Professor -SCMS	Member
14	Dr. Gervasio SFL., Mendes	Add. Director (HE), Directorate of HE, Govt of Goa, Professor & Principal, GASC, Sanquelin, Goa	Member
15	Mr. H.N Shankar	Consultant & Former CEO, DDE:OG, Denmark	Member

The term of Board shall be Two years from the date of notifications or till reconstitution. The Board shall follow the guidelines stipulated by the University, from time to time, in all academic issues to be decided by it.

To,  
The Concerned

  
Registrar  
22/3/21  
Dr. Puttamadappa C.1  
Registrar  
Dayananda Sagar University  
Bangalore

CC: PS to VC / CFO / CIO / COE / The concerned Dean/Principal, DSU

Dean  
Centre for Executive Education  
Dayananda Sagar University





  
Registrar  
Dayananda Sagar University  
Bangalore



Dayananda Sagar  
University  
five the dream

Innovation Campus  
Hosur Main Road, Kudlu Gate  
Bangalore - 560 114, INDIA  
+91-80-49092924, 49092908  
Fax: +91-80-42201997  
Web: www.dsu.edu.in

Ref: DSU/Reg/2019-20/302

Date: 11.06.2020

**NOTIFICATION**

**SUB: Re-constitution of the Board of Studies for the PG program- MBA - under School of Commerce & Management Studies - Dayananda Sagar University, Bangalore.**

In suppression of the previous notification in this regard Vide; No. DSU/2018-19/BOS, dated 22.05.2018 and in accordance with sections 22(vi),28 and 32(i) of the Dayananda Sagar University Act 2012 , the Vice Chancellor is pleased to re-constitute the Board of Studies for the PG program- MBA-under School of Commerce & Management Studies of Dayananda Sagar University, Bangalore comprising of following :

Sl.	Name	Affiliation	Designation
1	CAPT. A. Nagaraj Subbarao	Dean - PG Programs ,SCMS	Chairman
2	Mr. A.V. Venkatesh	Director - HR ,Buhler India	Member
3	Dr.R.V. Reddy	Professor ,MAHE.	Member
4	Dr. Geetha Reddy	Professor, MBA Program - DSATM	Member
5	Mr. Anantharaman Subramanian	Director, Future Skills, IBM Global Business Services	Member
6	Mr. Utkarsh Thakur	Head - Ecommerce, Watches & Wearable's at Titan Company Limited	Member
7	Mr. Srinivas RG	Chief Revenue Officer (CRO) at TIBIL Solutions	Member
8	Mr. Roshan Damodaran	Vice President - HR - First Source Solutions Ltd	Member
9	Dr. Dinesh Damodaran	Principal Architect -Blue Yonder (Supply Chain Management)	Member
10	Dr. Arindam Sen	Director at HCL Technologies	Member
11	Mr. Srinivas Iyengar	Vice President at Tieto EVRY	Member
12	Dr. Sunil Bhumralkar	Adjunct Professor- SCMS Former Managing Partner E&Y	Member
13	Dr. Rahul Dighe	Professor - SCMS	Member
14	Dr. Asha Nadig	Professor - SCMS	Member
15	H.N. Shankar	Adjunct Professor- SCMS, Former CEO - DDE:ORG Systems Denmark	Member

The term of Board shall be Two years from the date of notification or till reconstitution.

The Board shall follow the guidelines stipulated by the University, from time to time, in all academic issues to be decided by it.

To: All concerned

cc: COE/CFO.

Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar

11/6/2020

*Suttanadalli*

*Vegaraj*

30/06/2020



Dayananda Sagar  
University

Dayananda Sagar University Mail - Board of Studies - MBA

Dean Post Graduate Management Programs <dean-ee@dsu.edu.in>

## Board of Studies - MBA

1 message

Tue, Jun 30, 2020 at 1:31 PM

Dean Post Graduate Management Programs <dean-ee@dsu.edu.in>

To: HOD MBA <hodmba@dsatm.edu.in>, Shankar HN <hn.shankar@gmail.com>, Sunil Bhumralkar <sunil.bhumralkar@gmail.com>, Rahul Dighe <rdighe@dsu.edu.in>, "Dr. Asha" <drasha-socm@dsu.edu.in>, arin\_sen@yahoo.com, Ars\_iyengar@live.com, Srinivas Rajondram <rgsrinivas@hotmail.com>, Srinivas RG <srinivas.rg@tibitsolutions.com>, uthakur@gmail.com, ananth raman <saraman123@gmail.com>, "A V Venkatesh Kumar, HR, BBAN" <venkatesh.kumar@buhlergroup.com>, "Venkatamuni Reddy R [MAHE-DCOM]" <rvm.reddy@manipal.edu>, roshandd@gmail.com, dineshdamodaran50@gmail.com  
Cc: Registrar DSU <registrar@dsu.edu.in>, "Dr. Murthy" <vicechancellor@dsu.edu.in>, Director Administration <dir-admin@dsu.edu.in>

Dear Member - Board of Studies:

Please find attached the Agenda July 3, 2020.

Here is the link to the MBA Course Syllabus and Architecture.

[\[Click here to access the link\]](#)

Also attached is the minor program in management slated for students of the full-time engineering program and strategy flow - the vision to graduate attributes to the course curriculum.

We plan to introduce a self-learning component in the form of MOOCs. A list has been attached to this email.

Please reach out to me if you have any questions. The meeting will be on the Ground Floor Block # 1, at our campus on Hosur Road.

<https://www.dsu.edu.in/contact-us/maps-direction>

You may park your vehicle in the basement below Block # 1. Please call Prof. Rajan should you need directions: 888418 6036

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean - Post Graduate Programs in Management  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile: +91 9986321964

<http://www.dsu.edu.in>

Hope is not a strategy!

Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

06/10/2020

Dayananda Sagar University Mail - Board of Studies - MBA



Dayananda Sagar  
University

Dean Post Graduate Management Programs <dean-cee@dsu.edu>

## Board of Studies - MBA

1 message

Dean Post Graduate Management  
Programs <dean-cee@dsu.edu.in>

Thu, Jun 11, 2020 at 1:51 P

To: uthakur@gmail.com, roshandd@gmail.com, dineshdamodaran50@gmail.com, arin\_sen@yahoo.com, Ars\_iyengar@live.com, "A V Venkatesh Kumar, HR, BBAN" <venkatesh.kumar@buhlergroup.com>, "Dr. R. Venkatamuni Reddy" <rvmunireddy@gmail.com>, HOD MBA <hodmba@dsatm.edu.in>, Rahul Dighe <rdighe@dsu.edu.in>, "Dr. Asha" <drasha-socm@dsu.edu.in>, Shankar HN <hn.shankar@gmail.com>, Srinivas Rajendram <rgsrinivas@hotmail.com>, ananth raman <saraman123@gmail.com>, Sunil Bhumralkar <sunil.bhumralkar@gmail.com>, Dean Post Graduate Management Programs <dean-cee@dsu.edu.in>  
Cc: "Dr. Murthy" <vicechancellor@dsu.edu.in>, Registrar DSU <registrar@dsu.edu.in>  
Bcc: [vvrajan@dsu.edu.in](mailto:vvrajan@dsu.edu.in)

Dear Sir/Madam:

On behalf of the Hon. Vice-Chancellor and Hon. Registrar, Dayananda Sagar University, Bengaluru I'm pleased to invite you to the Board of Studies of the MBA program.

The Board will meet on Friday, July 03, 2020, at the university's Innovation Campus on Hosur Road, Bengaluru from 10 a.m. to 1 p.m. to deliberate upon changes in the curriculum for the MBA program.

Please make it convenient to attend. I will share a detailed agenda and proposed curriculum changes on June 27, 2020, for your perusal.

I look forward to meeting you soon.

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean - Post Graduate Programs in Management  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile: +91 9986321964

<http://www.dsu.edu.in>

Hope is not a strategy!

Dean  
Centre for Executive Education  
Dayananda Sagar University





**Dayananda Sagar  
University**

Live the dream.

Innovation Campus  
Hosur Main Road, Kudlu Gate  
Bangalore - 560 114, INDIA  
+91-80-49092924, 49092908  
Fax: +91-80-42201997  
Web: www.dsu.edu.in

Date: 11.06.2020

Ref: DSU/Reg/2019-20/302

**NOTIFICATION**

**SUB: Re-constitution of the Board of Studies for the PG program- MBA - under School of Commerce & Management Studies - Dayananda Sagar University, Bangalore.**

In suppression of the previous notification in this regard vide No. DSU/2018-19/BOS, dated 22.05.2018 and in accordance with sections 22(vi), 28 and 32(i) of the Dayananda Sagar University Act 2012, the Vice Chancellor is pleased to re-constitute the Board of Studies for the PG program- MBA-under School of Commerce & Management Studies of Dayananda Sagar University, Bangalore comprising of following:

Sl.	Name	Affiliation	Designation
1	CAPT. A. Nagaraj Subbarao	Dean - PG Programs SCMS	Chairman
2	Mr. A.V. Venkatesh	Director - HR, Buhler India	Member
3	Dr. R.V. Reddy	Professor, MAHE	Member
4	Dr. Geetha Reddy	Professor, MBA Program - DSATM	Member
5	Mr. Anantharaman Subramanian	Director, Future Skills, IBM Global Business Services	Member
6	Mr. Utkarsh Thakur	Head - E-commerce, Watches & Wearable's at Titan Company Limited	Member
7	Mr. Srinivas HG	Chief Revenue Officer (CRO) at TIBIL Solutions	Member
8	Mr. Hosban Damodaran	Vice President - HR - First Source Solutions Ltd	Member
9	Dr. Dinesh Damodaran	Principal Architect - Blue Yonder (Supply Chain Management)	Member
10	Dr. Arindam Sen	Director at HCL Technologies	Member
11	Mr. Srinivas Iyengar	Vice President at Tatin EVHY	Member
12	Dr. Sunil Bhumralkar	Adjunct Professor - SCMS Entrepreneur Managing Partner E&Y	Member
13	Dr. Rahul Dighe	Professor - SCMS	Member
14	Dr. Asha Madig	Professor - SCMS	Member
15	H.M. Shankar	Adjunct Professor - SCMS, Former CEO - DBE:DBG Systems Denmark	Member

The term of Board shall be Two years from the date of notification or till reconstitution.

The Board shall follow the guidelines stipulated by the University, from time to time, in all academic issues to be decided by it.

Dean  
Centre for Executive Education  
Dayananda Sagar University  
To: All concerned

cc: COE/CFO.



*S. Sathyanadhal*  
Registrar  
11/6/2020

*V. Nagaraj*  
Registrar  
Dayananda Sagar University  
Bangalore  
*S. Sathyanadhal*  
Dayananda Sagar University  
Bangalore  
*S. Sathyanadhal*

Meet  
Type  
No  
T

**MINUTES  
BOARD OF STUDIES  
POST GRADUATE MANAGEMENT  
PROGRAMS  
(MBA/EMBA/ EXECUTIVE EDUCATION)**

Nagaraj Subbarao - Dean  
DAYANANDA SAGAR UNIVERSITY, BENGALURU



*Nagaraj Subbarao*  
Dean  
Centre for Executive Education  
Dayananda Sagar University

## Board of Studies: Post Graduate Management Programs (MBA/ EMBA)

Date July 3, 2020

10:00 Hours to 14:00 hours

Campus # 3/ DSU

Meeting called by Prof (CAPT) Nagaraj Subbarao- Dean Post Graduate Management Programs

Type of meeting Academic/Regulatory

Notetaker Dr. Rahul Dighe

Timekeeper Prof. V.V. Rajan

Attendees

### Members: BoS

- 1 A.V. Venkatesh
- 2 Dr. Venkatamuni Reddy
- 3 Utkarsh Thakur
- 4 H.N. Shankar
- 5 Srinivas RG
- 6 Dr. Arindam Sen
- 7 Srinivas Iyengar
- 8 Sunil Bhumralkar
- 9 CAPT. A. Nagaraj Subbarao (Chairperson)
- 10 Dr. Rahul Dighe
- 11 Dr. Geetha Reddy
- 12 Dr. Asha Nadig

### Did Not Attend

1. Anantharaman Subramanian
2. Roshan Damodaran
3. Dr. Dinesh Damodaran

### Invitees & Subject Matter Experts

1. Ananth Pophali (IT & Gen. Management)
2. Porush Singh (HRM)
3. Naveen Sriram (Entrepreneurship)
4. Dr. Padmalatha (IT)
5. Dr. Suresh (Marketing Management)
6. Dr. Amulya Panda (Operations Management)
7. Alok Chakravarthy (Business Analytics)
8. V.V. Rajan (Advertisement)



Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

Page 4 of 20



### Agenda Topic 1 Introduction & Welcome Address

1:00 to 10:15	Hon.Vice-Chancellor Dr.K.B.N. Murthy	
Discussion	<p>Hon. Vice-Chancellor Dr.K.B.N. Murthy welcomed the members of the Board of Studies and spoke about the need to chart a new course in management education and to make changes in enhancing pedagogy, curriculum, and student experience. He sought the active assistance of the Members of the BoS in this initiative.</p> <p>He said that most of us have experienced that we graduated from university as a different person - more mature, shaped, and inspired by new knowledge and friendships. The curriculum, pedagogy, and experience must create this eco-system for the student. The University puts great emphasis on innovation in teaching and learning, - entrepreneurship and societal impact of research.</p> <p>A student must do their thinking. They must be critical and construct their knowledge. Professors and teachers will help take ownership of the subject of study. Studying is not only about memorizing facts and blindly accepting what they hear or read. It is more about gathering evidence, analyzing what they take in and arrive at your conclusion. To seek knowledge is a lifelong pursuit in which it is important to stay curious, reflective, and open-minded. He also alluded to the Indian - Gurukul, education system that was holistic.</p> <p>The Hon. Vice-Chancellor concluded by thanking members for their presence and interest in engaging with the Dayananda Sagar University.</p>	
Conclusions	The opening remarks of the Hon. Vice-Chancellor was highly appreciated and taken cognizance of. The quorum for the meeting was met with 11 of the 15 designated persons attending physically and Dr. Venkatamuni Reddy attending on-line from Manipal, Karnataka.	
Action Items	Person Responsible	Deadline
NA	Presenter Name	Date   time
NA	Presenter Name	Date   time

### II. Introduction of Members of the BoS.

Time allotted 10:15 to 10:20	CAPT. Nagaraj Subbarao	
Discussion	Members present and invitees were introduced by the Chairperson.	
Conclusions	NA	
Action Items	Person Responsible	Deadline
NA	Presenter Name	Date   time
NA	Presenter Name	Date   time

### III. Discussion on Curriculum / Regulations / New Initiatives



Dean  
Centre for Executive Education  
Dayananda Sagar University

Time allotted 10:20 to 13:45	CAPT. Nagaraj Subbarao
Discussion	<p>a. MBA – Curriculum &amp; Change In Regulations</p> <p><b>MBA – 2020-2022 (Proposed Curriculum)</b></p> <p><b>SEMESTER I and II</b>  PRACTICE TEAMWORK AND DEEPEN CONVERSATIONS ABOUT DIVERSITY AS STUDENTS PREPARE FOR COMPETENCE IN GENERAL MANAGEMENT.  The Curriculum on core and foundation courses forms the first year of study and establishes a common foundation in the fundamental practices of business including finance, marketing, leadership, negotiation, operations, strategy, and more. All students participate in the same set of classes within their section of 60 colleagues, including experiential learning, which complements case-method learning with smaller hands-on team projects, personal reflection, and skill learning. In addition to acquiring specific analytical and quantitative skills, students become acclimated to MBA Program standards of communication and collaboration and develop a strong, lasting understanding of societal values.</p> <p><b>SEMESTER III and IV</b>  CHOOSE FROM AN UNPARALLELED RANGE OF ELECTIVE COURSES TO BUILD ON THE CONCEPTS DEVELOPED IN THE CURRICULUM ON CORE AND FOUNDATION COURSES.  During the second year, students choose from an unparalleled range of elective courses to build on the basic concepts developed in the first year. This portion of the program enables students to integrate the functional skills learned in the first year into an understanding of the firm as a total enterprise.  Students may take a combination of courses— a major specialization with five courses and a minor one with three courses.  The second-year will also include project work and industry internship or work-study to expose the student to the workings of the industry.</p> <p>Specialization – MBA</p> <ol style="list-style-type: none"> <li>1. Artificial Intelligence (2020-2022)</li> <li>2. Business Analytics (Introduced 2019-2021)</li> <li>3. Entrepreneurship (Introduced 2019-2021)</li> <li>4. Financial Management</li> <li>5. Human Resource Management</li> <li>6. Information Technology &amp; Systems</li> <li>7. Supply Chain Management</li> <li>8. Marketing Management</li> </ol> <p>Program Architecture: MBA – 2020</p>

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Nagaraj*



Registrar  
Dayananda Sagar University  
Bangalore

*S. Hanumanthappa*

Sr#	Courses	Credits	Total
<b>Semester 1</b>			
1	Accounting for Managers	4	
2	Marketing Management	3	
3	Human Resource Management	3	
4	Organization Behaviour	3	
5	Information Systems	3	
6	Statistics for Managers	2	
7	Business Economics & Policy	3	
8	Business Communication - 1	2	
<b>Audit Courses</b>			
1	Creativity & Innovation	-	
2	Excel & Powerpoint Basics	-	
			<b>23</b>

Sr#	Courses	Credits	Total
<b>Semester 2</b>			
1	Financial Management	4	
2	Operations Management	4	
3	International Business	3	
4	Corporate Governance & Business Law	3	
5	Essentials of Entrepreneurship	3	
6	Business Communication - 2	2	
7	Business Research Methods	3	
8	Introduction to Business Analytics	4	
<b>Audit Courses</b>			
1	Design Thinking	-	
2	Leadership & Business Ethics	-	
			<b>26</b>

Sr#	Courses	Credits	Total
<b>Semester 3</b>			
1	Major Specialization - Elective 1	4	
2	Major Specialization - Elective 2	4	
3	Major Specialization - Elective 3	4	
4	Major Specialization - Elective 4	4	
5	Minor Specialization2 - Elective 1	4	
6	Minor Specialization2 - Elective 2	4	
7	Strategic Management	3	
<b>Workshops</b>			
1	Corporate Governance & Enterprise Risk Management	-	
			<b>27</b>

Dean  
Centre for Executive Education  
Dayananda Sagar University



*V. Sagar*

	Sr#	Courses	Credits	Total
Semester 4	1	Major Specialization - Elective 5	4	
	2	Minor Specialization2 - Elective 3	4	
	3	Internship/ Field Work	6	
	4	Project	12	26
Total			102	102

Specializations:

**SPECIALIZATION : FINANCIAL MANAGEMENT**

Elective -1	Commercial Banking (Financial Statement Analysis)
Elective -2	Mergers, Acquisitions & Restructuring
Elective -3	Security Analysis & Portfolio Management
Elective -4	Financial Derivatives
Elective -5	International Financial Management

**SPECIALIZATION : HUMAN RESOURCE MANAGEMENT**

Elective -1	Employee Relations & Labour Law
Elective -2	Performance Management & Compensation Management
Elective -3	Hiring & Psychometric Assessment
Elective -4	Strategic HR & Change Management
Elective -5	International HRM & Cross Cultural Management

**SPECIALIZATION : MARKETING MANAGEMENT**

Elective -1	Modern marketing management (Retail, B2B, Services, CBMR)
Elective -2	Rural Marketing management
Elective -3	Digital Marketing
Elective -4	Advertising & Integrated marketing communications (Advertising, Brand, Product & Media management)
Elective -5	Global Marketing & Distribution Mgmt (Sales, Distribution, Intl Mktg)

Dean  
Centre for Executive Education  
Dayananda Sagar University



Page 8 of 20

Registrar  
Dayananda Sagar University  
Bangalore

**SPECIALIZATION : IT & SYSTEMS MANAGEMENT**

Elective -1	1. Enterprise IT Systems and Applications I: (ERP, CRM, ETL, BI, HR and PAYROLL, FINANCE, ACCOUNTING)
Elective -2	2. Enterprise IT Systems and Applications II: (BPM, ITES & ITSM)
Elective -3	3. Program & Project Management, Customer Service Management
Elective -4	4. Startup & Product Development: (Innovation, Ideation, Product Management, Intellectual Property & Business Development)
Elective -5	5. Fundamentals of AI/ Machine Learning & RPA

**SPECIALIZATION : SUPPLY CHAIN MANAGEMENT**

Elective -1	1. Supply Planning & Management: (S&OP, Master Planning)
Elective -2	2. Inventory & Warehouse Management:
Elective -3	3. Factory Planning, Scheduling & Transportation Planning
Elective -4	4. Dem& Management (Dem& planning & Forecasting) & Procurement
Elective -5	5. SCM for Business Impact: Supply Chain Metrics, Supply Chain Analytics & Performance Management

**SPECIALIZATION : ENTREPRENEURSHIP**

Elective -1	Entrepreneurship & Innovation
Elective -2	Business Plan Development
Elective -3	Entrepreneurial Finance
Elective -4	New Venture Creation
Elective -5	Social Entrepreneurship

**SPECIALIZATION : Business Analytics**

Elective -1	Data Warehousing, Data Collection & Big Data
Elective -2	Overview of Business Analytics for Decision Making
Elective -3	Data Visualization for Decision Making
Elective -4	Predictive Analytics using R
Elective -5	Exploratory Data Analysis (EDA) using Python

Dean

Centre for Executive Education  
Dayananda Sagar University

*V. Sagar*

**SPECIALIZATION : Artificial Intelligence (AI) - From 2021 onwards**

Elective -1	Data Science Fundamentals
Elective -2	AI Basics: Machine Learning, Deep Learning, NLP, RI
Elective -3	Python Programming & Pytorch
Elective -4	Managing AI Projects & Trends In AI
Elective -5	Industry Applications Of AI : BFSI, Healthcare, Education, Manufacturing, Scm, Retail, Pharma

**Notes**

1. Consider changing the title of "Accounting for Managers".
2. Add training and development into HR specialization (Prof. Porush).
3. Statistics to be shifted ahead of BA, in Term 1 and BA in term 2 (Prof Rajan).
4. Consideration of Rural and hyper-local marketing as separate courses: Create a case study for hyper-local marketing. Create an elective paper about emerging trends, possibly as part of industry preparedness  
(Prof. Suresh and Prof. Rajan)
5. Supply chain management: consider including operations strategy  
(Prof. Dighe)
6. Financial management to include Venture capital management, securing funding, managing to fund (Prof. Asha)
7. International finance: GST to be done as a workshop (Prof. Asha)
8. IT Management: Add course on EMERGING DEEP TECHNOLOGIES: IOT, RPA, blockchain, Virtual Reality, Augmented Reality, Cybersecurity to be added to the syllabus (Prof. Alok, and Prof. Padmalatha).
9. IT Management: Merge Course II into course I.
10. IT Management: Include BPM and ITES in Course II (Prof Anant, Prof. Shankar).
11. Enterprise risk in corporate governance as an audit course. Club risk management corporate governance as an audit course. Prof. Bhumralkar will help with content.
12. Dr. Reddy requested a re-orientation of courses and syllabus for Statistics, Business Analytics, and Business Research Methods. This has been done.
13. Tapping the alumni potential: (Prof. Porush Singh)  
Alumni play an important role in defining the University's relationship with the Corporate - both in terms of the quality of talent hired and their longevity/stay in their first organization. University branding takes a hit, otherwise. Reaching out to Alumni for placements/mentoring/guidance for students is another important aspect that comes handy, especially during hard economic conditions and during bad job market scenarios.  
How can we build upon this? Do we have a robust Alumni paraphernalia in place? How much

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Suttamedalla*



Registrar

Dayananda Sagar University  
Bangalore

are we leveraging from it or to what extent can we potentially leverage out from it? Have we assessed this?

These above, become(s) some of the pertinent questions which we must ask ourselves.

14. A formal mechanism to understand corporate talent requirements:

(Prof Porush Singh) I am aware of few Universities who touch base with corporate companies and organization are annually and biennially with questionnaires and personal discussion with relevant stakeholders in recruitment and business teams and gather insights in terms of job market demand, the prospect of type of work, future demand of talent - both numbers and type, etc. They collate the data collected and then focus on preparing their students through specific seminars/workshops and bring them to speed to compete for those specific roles in those particular organization(s)

### MBA - 2019-2021 (Current Curriculum)

(Semester III & IV)

The student will choose a dual specialization

Specialization - MBA

1. Financial Management
2. Human Resource Management
3. Marketing Management
4. Information Technology & Systems
5. Supply Chain Management
6. Entrepreneurship (Introduced 2019-2021)
7. Business Analytics (Introduced 2019-2021)

Sr.#	Course Code	Course details	Credits	Total
Sem 3	1	19MBA5401		
	2	19MBX53YY	3	
	3	19MBX53YY	3	
	4	19MBX53YY	3	
	5	19MBX53YY	3	
	6	19MBX53YY	3	
	7	19MBX53YY	3	
	8	19MBX53YY	3	
	9	19MBX54YY	3	
	10	19MBA5302	3	
		<b>Audit Courses</b>		
	1	19MBA5301	3	30
		Leadership & Business Ethics		

Sr.#	Course Code	Course details	Credits	Total
Sem 4	1	19MBX54YY		
	2	19MBX54YY	3	
	3		3	
	4	19MBA5402	6	
		Project Work	6	18



*Vijaya*

Dean  
Centre for Executive Education  
Dayananda Sagar University

Specializations:

<b>SPECIALIZATION : FINANCIAL MANAGEMENT</b>	
Elective -1	Commercial Banking (Financial Statement Analysis)
Elective -2	Mergers, Acquisitions & Restructuring
Elective -3	Security Analysis & Portfolio Management
Elective -4	Financial Derivatives
Elective -5	International Financial Management

<b>SPECIALIZATION : HUMAN RESOURCE MANAGEMENT</b>	
Elective -1	Employee Relations & Labour Law
Elective -2	Performance Management & Compensation Management
Elective -3	Hiring & Psychometric Assessment
Elective -4	Strategic HR & Change Management
Elective -5	International HRM & Cross Cultural Management

<b>SPECIALIZATION : MARKETING MANAGEMENT</b>	
Elective -1	Modern marketing management (Retail, B2B, Services, CBMR)
Elective -2	Rural Marketing management
Elective -3	Digital Marketing
Elective -4	Advertising & Integrated marketing communications (Advertising, Brand, Product & Media management)
Elective -5	Global Marketing & Distribution Mgmt (Sales, Distribution, Intl Mktg)

<b>SPECIALIZATION : IT &amp; SYSTEMS MANAGEMENT</b>	
Elective -1	1. Enterprise IT Systems and Applications I: (ERP, CRM, ETL, BI, HR and PAYROLL, FINANCE, ACCOUNTING)
Elective -2	2. Enterprise IT Systems and Applications II: (BPM, ITES & ITSM)
Elective -3	3. Program & Project Management, Customer Service Management
Elective -4	4. Startup & Product Development: (Innovation, Ideation, Product Management, Intellectual Property & Business Development)
Elective -5	5. Fundamentals of AI/ Machine Learning & RPA



Registrar  
Dayananda Sagar University  
Bangalore

Registrar  
Dayananda Sagar University  
Bangalore

Dean  
Centre for Executive Education  
Dayananda Sagar University

**SPECIALIZATION : SUPPLY CHAIN MANAGEMENT**

Elective -1	1. Supply Planning & Management: (S&OP, Master Planning)
Elective -2	2. Inventory & Warehouse Management:
Elective -3	3. Factory Planning, Scheduling & Transportation Planning
Elective -4	4. Dem& Management (Dem& planning & Forecasting) & Procurement
Elective -5	5. SCM for Business Impact: Supply Chain Metrics, Supply Chain Analytics & Performance Management

**SPECIALIZATION : ENTREPRENEURSHIP**

Elective -1	Entrepreneurship & Innovation
Elective -2	Business Plan Development
Elective -3	Entrepreneurial Finance
Elective -4	New Venture Creation
Elective -5	Social Entrepreneurship

**SPECIALIZATION : Business Analytics**

Elective -1	Data Warehousing, Data Collection & Big Data
Elective -2	Overview of Business Analytics for Decision Making
Elective -3	Data Visualization for Decision Making
Elective -4	Predictive Analytics using R
Elective -5	Exploratory Data Analysis (EDA) using Python

Action Items	Person Responsible	Deadline
Changes in Curriculum	Dr. Asha Nadig/Dr. Rahul Dighe	07-07-2020

**b. Executive MBA / MBA- Change in Regulations**

Award of Additional Credits: (EMBA) Oct 2020 / MBA - Sept/Oct 2020

1. A student may be awarded a maximum of six credits on learning specialized areas of management under the mentorship of a faculty guide. Courses may be selected from the attached list of approved courses.
2. A student may earn a further two credits for working on a social project with an NGO or Social organization for a minimum of two weeks or participate in a Business Simulation/ Business Game.
3. A student may proceed on a university-sponsored international study tour of a minimum of 5 days and maybe awarded two credits on writing a reflection note.



Dr. Asha Nadig  
Dean  
Centre for Executive Education  
Dayananda Sagar University

**c. Minor Program - Curriculum**

The Minor Program in Management is designed to introduce non - management students to modern management concepts and practice.

A student will go through seven courses across twenty credits and two hundred hours of classroom contact.

This program has been designed for engineering graduates.

**d. Improving Student Employability**

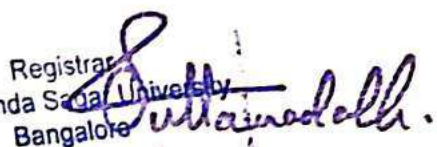
To improve student employability, it was suggested that we introduce mandatory workshops for students to gain valuable skills. A student will attend a minimum of four mandatory workshops during his/her study program. This will enable the student to earn hands-on experience in specialized areas of management.

It was also suggested that the program has an association with professional bodies like NASSCOM, NHRD, and so on to enhance the visibility of the program.

Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore



It was suggested by Prof. Sunil Bhumralkar that we need to introduce an Audit Course in Corporate Governance, ERM, and Internal Controls. This was agreed to and the Audit Course on Design Thinking may be replaced.

It was suggested by Dr. Dighe that students be exposed to industry for short projects to gain valuable hands-on skills, throughout their program.

Prof. Pophali expressed the need to incorporate case-studies to cover recent changes in the industry while retaining the core foundation of the MBA program in a traditional sense.

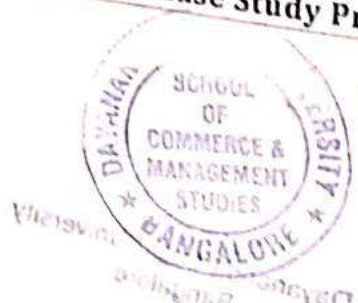
#	Course	Semester	Credits	Hours/Credit	Class Room Contact
1	Human Capital Management & Ethics	III	3	12	36
2	Organization Theory & Decision Making	III	3	12	36
3	Sales & Marketing Management	IV	3	12	36
4	Financial Management	IV	3	12	36
5	Leadership 2.0	V	3	12	36
6	Project Management & Problem Solving	V	2	12	24
7	or Introduction to Business Analytics	V	2	12	24
8	Contemporary Business Environment & Strategy	VI	3	12	36
9	or Operations Management & Logistics & Supply Chain Management	VI	3	12	36
7 Courses			20	12	240

Action Items	Person Responsible	Deadline
Changes in Curriculum	Dr. Asha Nadig/Dr. Rahul Dighe	07-07-2020

- e. **Examination & Evaluation: EMBA- Oct 2020 / MBA - Sept / Oct 2020**  
 The ratio of marks allocated to the Continuous Internal Assessment and Semester End Examination is **60:40, changed from the incumbent 50:50**  
 The marks allocated to the CIA component is to be distributed between:

1. An online quiz
2. Case Analysis
3. Case Study Presentation

Dean  
 Centre for Executive Education  
 Dayananda Sagar University



*[Handwritten signature]*

4. A mid-semester test
5. Short Project
6. Field visit with a reflection note
7. Student class participation restricted to 5 marks
8. Any other activity as decided by the faculty

This distribution will be informed to the student before the start of the course. The Semester End Examination will be held for 100 marks for 3 and 4 credit courses and 50 marks for two credit courses. This will then be scaled down to 40 marks.

Action Items	Person Responsible	Deadline
Notification	Prof. V.V. Rajan	21-07-2020

#### f. Proposed New Programs in Management (MBA)

1. MBA - Data Science
2. MBA - Design Management
3. MBA - Technology Management

Action Items	Person Responsible	Deadline
Introduction	CAPT. Nagaraj Subbarao	01-07-2021

#### g. New Initiatives

Members of the BoS suggested that a training and consulting cell be instituted to impart training and consultancy services for students, faculty, and industry at large.

Prof. Alok Chakravarthy will co-ordinate.

Action Items	Person Responsible	Deadline
Initiation	Prof. Alok Chakravarthy	01-08-2020

Conclusions

The quorum for the BoS was met and proposals agreed to.

Dean  
Centre for Executive Education  
Dayananda Sagar University

*(Handwritten Signature)*

DAYANANDA SAGAR UNIVERSITY  
SCHOOL OF  
COMMERCE &  
MANAGEMENT  
STUDIES  
BANGALORE  
Dayananda Sagar University  
Bangalore

*(Handwritten Signature)*

Action Items	Person Responsible	Deadline
Minutes to be circulated & completed, with all amendments	Nagaraj Subbarao	12-07-2020
Completed Minutes to be handed over the Registrars Office with Associated Documents	Nagaraj Subbarao	15-07-2020

## Proposed MOOC

#	Course	University	Credit
1	Successful Negotiation: Essential Strategies and Skills	University of Michigan	1
2	Introduction to Negotiation: A Strategic Playbook for Becoming a Principled and Persuasive Negotiator	Yale	2
3	Leadership and Emotional Intelligence	ISB	1
4	Creative Problem Solving	University of Minnesota	1
5	Introduction to Sustainability	University of Illinois	2
6	English for Effective Business Speaking	The Hong Kong University of Science & Technology	2
7	Managing the Company of the Future	University of London	1
8	Foundations of Everyday Leadership	University of Illinois	1
9	Business English: Networking	University of Washington	1
10	Inspiring and Motivating Individuals	University of Michigan	1
11	Becoming a changemaker: Introduction to Social Innovation	University of Capetown	2
12	Agile Meets Design Thinking	University of Virginia	1
13	Introduction to User Experience Design	Georgia Tech	1
#	Course	University	Credit
14	Introduction to Machine Learning	Duke University	2
15	Data Visualization and Communication with Tableau	Duke University	2
16	Influencing People	University of Michigan	1
17	Successful Career Development	University System of Georgia	2
18	Inspiring Leadership through Emotional Intelligence	Case Western Reserve	1
19	International Leadership and Organizational Behavior	University of Bocconi	1
20	Innovation Management	Erasmus University	1
21	Successful Presentation	University of Colorado	2
22	Econometrics: Methods and Applications	Erasmus University	4
23	Internet of Things: How did we get here?	University of California - SD	2
24	Leadership in 21st Century Organizations	University of Copenhagen	2
25	Design-Led Strategy: Design thinking for business strategy and entrepreneurship	University of Sydney	2
26	Research Proposal: Initiating Research	UC Davis	1
27	Speak English Professionally: In-Person, Online & On the Phone	Georgia Tech	2

*Nagaraj*



28	AI For Everyone	Deeplearning.ai	1
29	Financial Markets	Yale	2
30	Marketing Analytics	University of Virginia	1
31	Introduction to Data Analysis Using Excel	Rice University	2
32	Supply Chain Analytics	Rutgers University	1
33	Emotions: A Philosophical Introduction	University of Barcelona	1
34	Marketing analytics: Know your customers	MACQUARIE University	2
35	Inventory Analytics	Rutgers University	1
36	Excel Skills for Business: Essentials	MACQUARIE University	2
37	Entrepreneurship Strategy from ideation to Exit	HEC Paris	2
38	How to start your own Business	Michigan State University	2
39	How to Finance and Grow your Startup without VC	University of London	2
40	Innovation through Design - Think, Make, Break Repeat	The University of Sydney	2
41	How to validate your startup Idea	The University of New South Wales	2
42	Introduction to Psychology	Yale	1
43	Financial Engineering and Risk Management Part I & II	Columbia University	3
44	Organizational Analysis	Stanford University	3
45	Bitcoin and Cryptocurrency Technologies	Princeton University	2
46	Data Visualization with Tableau Project	UC, Davis	2
47	Organizational Leadership Specialization	Northwestern University	6
48	Strategic Business Analytics Specialization	iESSECon	6
49	How to Start Your Own Business Specialization	Michigan State University	6
50	Blockchain Revolution in Financial Services Specialization	INSEAD	6
#	Course	University	Credit
51	Project Management Principles and Practices Specialization	University of California - Irvine	6
52	Strategic Management and Innovation Specialization	University of Copenhagen	6
53	Human Resource Management: HR for People Managers Specialization	University of Minnesota	6
54	Supply Chain Management Specialization	Rutgers; The State University of New Jersey	6
55	Digital Marketing Specialization	University of Illinois (UC)	6
56	The Strategy of Content Marketing	University of California, Davis	6
57	Investment and Portfolio Management Specialization	Rice University	6
58	Business Technology Management Specialization	Indian School of Business	6
59	Data Analysis and Presentation Skills: the PwC Approach Specialization	Price Water House Cooper	6
60	Advanced Business Analytics	University of Colorado	6
61	Marketing Strategy Specialization	IE Business School	6
62	Digital Product Management Specialization	University of Virginia	6
63	AI Foundations for Everyone Specialization	IBM	6
64	Business and Financial Modelling	University of Pennsylvania	2

Centre for Executive Education  
Dayananda Sagar University

*Vegaraj*



Dayananda Sagar University  
Bangalore  
*Suttanadalli*

65	Global financial markets and instruments	Rice university	2
66	Biases and portfolio selection	Rice university	2
67	Understanding financial markets	University of Geneva	2
68	Introduction to Spreadsheets and Models	University of Pennsylvania	2
69	Financial Engineering and Risk Management	Columbia University	2
70	Economics of Money and Banking	Columbia University	2
71	Private Equity and Venture Capital	Bocconi University, Italy	2

Dean  
Centre for Executive Education  
Dayananda Sagar University



Meeting: Board of Studies - Attendance

MBA & Executive MBA- Friday, July 3, 2020

Venue: Dayananda Sagar University, Campus # 3

	Member	Status	Attended	Signature
1	A.V. Venkatesh	Industry		
2	Arindam Sen Ph.D.	Industry		
3	Prof. Geetha Reddy Ph.D.	Academia		
4	Prof. H.N. Shankar	Academia		
5	Utkarsh Thakur	Industry		
6	Srinivas R.G.	Industry		
7	Srinivas Iyengar	Industry		
8	Prof. Sunil Bhumralkar	Academia		
9	Antharaman Subramanian	Industry		—
10	Dinesh Damodaran Ph.D.	Industry		—
11	Roshan Damodaran	Industry		—
12	Prof. Venkata Muni Reddy Ph.D.	Academia		Online
13	Prof. Asha Nadig Ph.D.	Academia		Asha.N
14	Prof. Rahul Dighe Ph.D.	Academia		
15	CAPT. Nagaraj Subbarao	Academia		
Invited				
16	Prof. Padmalatha Ph.D.	Academia		
17	Prof. Suresh Ph.D.	Academia		
18	Prof. Alok Chakravathy	Academia		
19	Prof. Anant Pophali	Academia		
20	Prof. Porush Singh	Academia		
21	Prof. V.V. Rajan	Academia		
22	Prof. Naveen Sriram	Academia		

Dean  
Centre for Executive Education  
Dayananda Sagar University



Dayananda Sagar University  
Bangalore

SHOT ON REDMI 7K20  
AI TRIPLE CAMERA

## Meeting: Board of Studies - Attendance

MBA & Executive MBA- Friday, July 3, 2020

Venue: Dayananda Sagar University, Campus # 3

#	Member	Status	Attended	Signature
1	A.V. Venkatesh	Industry		
2	Arindam Sen Ph.D.	Industry		
3	Prof. Geetha Reddy Ph.D.	Academia		
4	Prof. H.N. Shankar	Academia		
5	Utkarsh Thakur	Industry		
6	Srinivas R.G.	Industry		
7	Srinivas Iyengar	Industry		
8	Prof. Sunil Bhumralkar	Academia		
9	Antharaman Subramanian	Industry		—
10	Dinesh Damodaran Ph.D.	Industry		—
11	Roshan Damodaran	Industry		—
12	Prof. Venkata Muni Reddy Ph.D.	Academia		Online
13	Prof. Asha Nadig Ph.D.	Academia		
14	Prof. Rahul Dighe Ph.D.	Academia		
15	CAPT. Nagaraj Subbarao	Academia		
<b>Invitee</b>				
16	Prof. Padmalatha Ph.D.	Academia		
17	Prof. Suresh Ph.D.	Academia		
18	Prof. Alok Chakravarthy	Academia		
19	Prof. Anant Pophali	Academia		
20	Prof. Porush Singh	Academia		
21	Prof. V.V. Rajan	Academia		
22	Prof. Naveen Sriram	Academia		

Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

# Meeting Agenda

## Board of Studies – MBA & EMBA

**Location:** Dayananda Sagar University, Innovation Campus, Hosur Road, Bengaluru

**Date:** [Friday, July 03, 2020]

**Members:**

1. A.V. Venkatesh
2. Antharaman Subramanian
3. Arindam Sen Ph.D.
4. Asha Nadig Ph.D.
5. Dinesh Damodaran Ph.D.
6. Geetha Reddy Ph.D.
7. H.N. Shankar
8. Roshan Damodaran
9. Rahul Dighe Ph.D.
10. Utkarsh Thakur
11. Srinivas R.G.
12. Srinivas Iyengar
13. Sunil Bhumralkar
14. CAPT. Nagaraj Subbarao – Chair Person
15. Venkata Muni Reddy Ph.D.

**Time:** [10:00 Hours to 13:00 Hours]

**Agenda details:**

- I. [Introduction & Welcome Address – Hon.Vice Chancellor, Dr. K.B.N. Murthy]
- II. Introduction of Members of the BoS.
- III. Discussion on Curriculum (To be prioritized by the Chairperson)
  - a. MBA – Curriculum & Change in Regulations
  - b. Executive MBA - Change in Regulations
  - c. Minor Program - Curriculum
  - d. Means to enhance student employability
  - e. Other topics as deemed relevant by the Chair

Dean  
Centre for Executive Education  
Dayananda Sagar University



BOS Meeting # 1

*Suttanadelli*  
Dayananda Sagar University  
Bangalore

V. [Announcement of the next meeting - Chairperson]

V. [Convenor - Rahul Dighe Ph.D.]

- a. [Minutes of Meeting]
- b. [Minutes will be circulated within seven working days of the meeting]
- c. Action Points

## VI. Notes:

### MBA (2020-2022)

#### SEMESTER I and II

PRACTICE TEAMWORK AND DEEPEN CONVERSATIONS ABOUT DIVERSITY AS YOU PREPARE FOR COMPETENCE IN GENERAL MANAGEMENT.

The Curriculum on core and foundation courses forms the first year of study and establishes a common foundation in the fundamental practices of business including finance, marketing, leadership, negotiation, operations, strategy, and more. All students participate in the same set of classes within their section of 60 colleagues, including experiential learning, which complements case-method learning with smaller hands-on team projects, personal reflection, and skill learning. In addition to acquiring specific analytical and quantitative skills, students become acclimated to MBA Program standards of communication and collaboration, and develop strong, lasting understanding of societal values.

#### SEMESTER III and IV

CHOOSE FROM AN UNPARALLELED RANGE OF ELECTIVE COURSES TO BUILD ON THE CONCEPTS DEVELOPED IN THE CURRICULUM ON CORE AND FOUNDATION COURSES.

During the second year, students choose from an unparalleled range of elective courses to build on the basic concepts developed in the first year. This portion of the program enables students to integrate the functional skills learned in the first year into an understanding of the firm as a total enterprise.

Students may take a combination of courses— a major specialization with five courses and a minor one with three courses.

The second year will also include a project work and industry internship or work study to expose the student to the workings of industry.

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Suttanad*  
Registrar  
Dayananda Sagar University  
Bangalore



## Program Architecture:

Semester 1		Courses	Credits	
			Credits	Total
1	1	Accounting for Managers	4	
	2	Marketing Management	3	
	3	Human Resource Management	3	
	4	Organization Behaviour	3	
	5	Information Systems	3	
	6	Business Economics and Policy	3	
	7	Introduction to Business Analytics	4	
	8	Business Communication - 1	2	
		<b>Audit Courses</b>		
	1	Creativity & Innovation	-	
	2	Excel & PowerPoint Basics	-	25

Semester 2		Courses	Credits	
			Credits	Total
	1	Financial Management	4	
	2	Operations Management	4	
	3	International Business	3	
	4	Statistics for Managers	2	
	5	Corporate Governance & Business Law	3	
	6	Strategic Management	3	
	7	Essentials of Entrepreneurship	3	
	8	Business Communication - 2	2	
		<b>Audit Courses</b>		
	1	Design Thinking	-	
	2	Leadership & Business Ethics	-	24

Semester 3		Courses	Credits	
			Credits	Total
	1	Business Research Methods	3	

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Vijay*

3 | Page



*Sultana Dalal*  
Dayananda Sagar University  
Bangalore

Dayananda Sagar University  
Bangalore

2	Major Specialization - Elective 1	4	
3	Major Specialization - Elective 2	4	
4	Major Specialization - Elective 3	4	
5	Major Specialization - Elective 4	4	
6	Minor Specialization2 - Elective 1	4	
7	Minor Specialization2 - Elective 2	4	27

		Credits	Total
<b>Semester 4</b>	1	Major Specialization - Elective 5	4
	2	Minor Specialization2 - Elective 3	4
	3	Internship/ Field Work	6
	4	Project	12
			26

<b>Total</b>		<b>102</b>	<b>102</b>
--------------	--	------------	------------

## MBA (2019-2021)

Semester III & IV need to be approved and introduced.

Semester 1					
	1	19MBA5101	Organizational Behavior	4	
	2	19MBA5102	Accounting for Managers	4	
	3	19MBA5103	Statistics for Managers	4	
	4	19MBA5104	Business Intelligence & Data Visualization	4	
	5	19MBA5105	Principles of Management	4	
	6	19MBA5106	Corporate and Business Law	4	
	7	19MBA5107	Business Economics & Policy	3	
		<b>Audit Courses</b>			
	1	19AU00027	Executive Communication	-	
	2	19AU00028	Creativity & Innovation	-	27

				Credits	Total
<b>Semester 2</b>	1	19MBA5201	Financial Management	4	
	2	19MBA5202	Marketing Management	4	
	3	19MBA5203	Human Resource Management	4	
	4	19MBA5204	Operations Management	4	
	5	19MBA5205	Business Analytics	4	
	6	19MBA5206	International Business	3	
	7	19MBA5207	Research Methodology	4	

Dean  
Centre for Executive Education  
Dayananda Sagar University

4 | Page

*Suttainadalli*  
Registrar  
Dayananda Sagar University  
Bangalore



Audit Courses			
1	19AU00029	Career Management	27

			Credits	Total	
Semester 3	1	19MBA5401	Strategic Management	3	
	2	19MBX53YY	Specialization: ELECTIVE - 1	3	
	3	19MBX53YY	Specialization: ELECTIVE - 2	3	
	4	19MBX53YY	Specialization: ELECTIVE - 3	3	
	5	19MBX53YY	Specialization: ELECTIVE - 4	3	
	6	19MBX53YY	SPECIALIZATION - II: ELECTIVE - 1	3	
	7	19MBX53YY	SPECIALIZATION - II: ELECTIVE - 2	3	
	8	19MBX53YY	SPECIALIZATION - II: ELECTIVE - 3	3	
	9	19MBX54YY	SPECIALIZATION - II: ELECTIVE - 4	3	
	10	19MBA5302	Essentials of Entrepreneurship	3	30
<b>Audit Courses</b>					
1	19MBA5301	Leadership & Business Ethics	-		

			Credits	Total	
Semester 4	1	19MBX54YY	Specialization: ELECTIVE - 5	3	
	2	19MBX54YY	SPECIALIZATION - II: ELECTIVE - 5	3	
	3		Internship/ Field Work	6	
	4	19MBA5402	Project Work	6	18

<b>Total</b>			<b>102</b>	<b>102</b>
--------------	--	--	------------	------------

### Regulations:

#### Award of Additional Credits: (MBA & EMBA) Oct 2020 / MBA - Sept 2020

1. A student may be awarded a maximum of six credits on learning specialized areas of management under the mentorship of a faculty guide. Courses may be selected from the attached list of approved courses.
2. A student may earn a further two credits for working on a social project with an NGO or Social organization for a minimum of two weeks or participate in a Business Simulation/ Business Game.
3. A student may proceed on a university sponsored international study tour of a minimum of 5 days and may be awarded two credits on writing a reflection note.

Daan  
Centre for Executive Education  
Dayananda Sagar University

#### Examination & Evaluation: EMBA- Oct 2020 / MBA - Sept 2020



The ratio of marks allocated to the Continuous Internal Assessment and Semester End Examination is 60:40, changed from the incumbent 50:50

The marks allocated to the CIA component is to be distributed between:

1. An online quiz
2. Case Analysis
3. Case Study Presentation
4. A mid semester test
5. Short Project
6. Field visit with a reflection note
7. Student class participation restricted to 5 marks
8. Any other activity as decided by the faculty

This distribution will be informed to the student prior to the start of the course.

The Semester End Examination, will be held for 100 marks for 3 and 4 credit courses and 50 marks for two credit courses. This will then be scaled down to 40 marks.

### Workshops

A student will attend a minimum of four mandatory workshops during the his/her study program. This will enable the student to earn hands on experience in specialized areas of management.

### Specialization - MBA

1. Artificial Intelligence (2020-2022)
2. Business Analytics (Introduced 2019-2021)
3. Entrepreneurship (Introduced 2019-2021)
4. Financial Management
5. Human Resource Management
6. Information Technology & Systems
7. Supply Chain Management
8. Marketing Management

### Proposed New Programs in Management (MBA)

Centre for Executive Education  
Dayananda Sagar University

1. MBA - Data Science
2. MBA - Design Management
3. MBA - Technology Management

*Vegavej*



*Suttanodolh.*

Registrar  
Dayananda Sagar University  
Bangalore

Fwd: BoS

1 message

Capt. Nagaraj Rao <dean-cee@dsu.edu.in>  
To: VV Rajan <vvrajan@dsu.edu.in>

Sat, May 22, 2021 at 10:28 PM

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean-School of Commerce & Management Studies (PQP),  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile: +91 9986321864



<http://www.dsu.edu.in>

First, make it work. Then make it beautiful!

----- Forwarded message -----

From: Dean Center for Executive Education <dean-cee@dsu.edu.in>  
Date: Mon, Jul 9, 2018 at 9:52 AM

Subject: BoS  
Lata Chakravarthy <chakravarthy.lata@gmail.com>, Shankar HN <hn.shankar@gmail.com>, Anurag Jalan <anuragjalan@gmail.com>, Srinivas B Vijayaraghavan <srinivas.b.vijayaraghavan@gmail.com>, Swami Krishnan <swami.krishnan@sasken.com>, Venkatesh.kumar@buhlergroup.com, Sujoy Guha <sujoy.guha@criticalog.com>, HOD MBA <hodmba@dsu.edu.in>, Ashwani Sharma <ashwani.sharma.bangalore@gmail.com>, Krishna NV <nvk2005@yahoo.co.in>, dr.shankara prasad <dr.shankaraprasad@gmail.com>, Dean SCMS <dean-scms@dsu.edu.in>  
Cc: <registrar@dsu.edu.in>, Dr.A.N.N Murthy <vlcechancellor@dsu.edu.in>, Aravind NV <aravind.nv@dsu.edu.in>

Dear Sir/Madam:

I'm pleased to engage with you once again and hope that you have had a wonderful weekend!

Attached for your kind perusal with regard to the BoS meeting scheduled for July 12, 2018, are the following documents for your kind perusal, please.

1. Notification: Registrar ( DSU ) - BoS/SCMS/CEE
2. Governing Regulation
3. Program Architecture
4. System of Evaluation
5. Eligibility Criteria
6. Teaching Scheme

I look forward to meeting you on Thursday, July 12, 2018, at 15:15 Hours, please.

The meeting of the BoS has been scheduled from 15:30 Hours to 17:00 Hours at the Dayananda Sagar Innovation Campus, Hosur Road.

The agenda for the meeting would be:

1. To review programs proposed by the Center of Executive Education and recommend changes if any.
2. To review relevant documents pertaining to the proposed programs and recommend changes if any.
3. To receive and record suggestion, from the learned community, on further programs that may be offered by CEE.
4. Any other item as decided upon and communicated.

I look forward to meeting you as scheduled. Please do contact Aravind N.V - Manager (CEE) (9972598981 / 49092930 ) or me for further clarifications if any.

Just to reiterate:

We are located in Block -1 and the meeting will be held in the Board Room ( 3rd Floor ). I'm located on the ground floor and you may park your vehicle in the basement parking, please.

Thanks & Warm Regards,

Prof ( CAPT ). A. Nagaraj Subbarao  
Dean - Center for Executive Education & Professor -SCMS  
Dayananda Sagar University,  
Innovation Campus,  
Kudlu Gate, Hosur Main road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile : +91 9986321864  
<http://www.dsu.edu.in>

Hope is not a strategy!

8 attachments

- Governing Regulations BOS.docx  
53K
- Notification-Center for Executive Education-SCMS (1).PDF  
202K
- Eligibility criteria.docx

Dean  
Center for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

- 20K
- System of Evaluation.docx  
26K
- Program Architecture.docx  
50K
- Teaching Scheme EMBA.docx  
30K
- Teaching Scheme Diploam in Management.docx  
18K
- Teaching Scheme Advanced Certificate Programs and Certificate Programs.docx  
25K

Dean  
Centre for Executive Education  
Dayananda Sagar University



 Registrar  
Dayananda Sagar University  
Bangalore

Date: July 16, 2018

Prof. (CAPT.) A. Nagaraj Subbarao  
Dean: CEE & Professor - SCMS

**The CFO:**

Dear Sir,

Sub: CEE-BOS Meeting: Conveyance & Fee

The CEE Board of Studies meeting was held on Thursday, July 12, 2018 as notified and scheduled. The attendance list is attached for your kind information, record and further necessary action please. We would request to kindly process payments, as per norms of the university, for the listed members and invitees.

Sincerely,

  
Prof. (CAPT.) A. Nagaraj Subbarao

Encl:

1. Attendance- BoS/CEE
2. Notification – Registrar, DSU

CC: Office of the registrar - DSU

**Dean**  
Centre for Executive Education  
Dayananda Sagar





# BOARD OF STUDIES

Center for Executive Education (SCMS-DSU)

Meeting – July 12, 2018

#	Name of Member	Signature
1	Ashwani Sharma	
2	Anurag Jalan	DNA
3	Dr. Geetha R	<i>Geetha R</i>
4	N.V. Krishna	<i>N.V. Krishna</i>
5	Dr. Latha Chakravarty	<i>Latha Chakravarty</i>
6	H.N. Shankar	<i>H.N. Shankar</i>
7	Dr. Shankara Prasad	<i>Shankara Prasad</i>
8	Srinivas B Vijayaraghavan	<i>Srinivas B. V.</i>
9	Sujoy Guha	
10	Swami Krishnan	DNA
11	A.V. Venkatesh	<i>A.V. Venkatesh</i>
12	A. Nagaraj Subbarao	<i>Nagaraj Subbarao</i>

Invitee:

#	Name	Signature
1	Dr. Veena	<i>Dr. Veena</i>
2	Dr. Punith Cariappa	DNA
3	Dr. Saibaba	<i>Dr. Saibaba</i>
4	Aravind .N.V.	

Dean  
Centre for Executive Education  
Dayananda Sagar University



# Meeting Minutes (BOS-CEE)

Board of Studies - Center for Executive Education																																			
NAME:																																			
July 12, 2018:Thursday	15:30 Hours to 17:15 Hours	Dayananda Sagar University, Innovation Campus, Hosur Road, Bangalore																																	
Meeting called by	Prof (CAPT). A.Nagaraj Subbarao/ Dean ( CEE), SCMS, DSU																																		
Type of meeting	Board of Studies																																		
Facilltator	AravInd N.V																																		
Note taker	AravInd N.V																																		
Timekeeper	AravInd N.V																																		
Attendees	<table border="1"> <thead> <tr> <th>#</th> <th>Name of Member</th> <th>Designation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Brig.Ashwani Sharma ( R)</td> <td>Indian Army - Defense Consultant</td> </tr> <tr> <td>2</td> <td>Dr.Geetha R</td> <td>HOD( MBA)- DSATM</td> </tr> <tr> <td>3</td> <td>N.V.Krishna</td> <td>Chairman - Sustaintech India</td> </tr> <tr> <td>4</td> <td>Dr.Latha Chakravarty</td> <td>Management Consultant</td> </tr> <tr> <td>5</td> <td>H.N.Shankar</td> <td>Management Consultant</td> </tr> <tr> <td>6</td> <td>Dr. Shankara Prasad</td> <td>E-Governance Evangelist</td> </tr> <tr> <td>7</td> <td>Srinivas B Vijayaraghavan</td> <td>Country Head - Mkt, Plural Sight India</td> </tr> <tr> <td>8</td> <td>Sujoy Guha</td> <td>MD &amp; CEO: Critica Log</td> </tr> <tr> <td>9</td> <td>A.V.Venkatesh</td> <td>Head - HR &amp; Admin: Buhler India</td> </tr> <tr> <td>10</td> <td>A. Nagaraj Subbarao</td> <td>Dean -CEE/ Chairman - BOS</td> </tr> </tbody> </table>		#	Name of Member	Designation	1	Brig.Ashwani Sharma ( R)	Indian Army - Defense Consultant	2	Dr.Geetha R	HOD( MBA)- DSATM	3	N.V.Krishna	Chairman - Sustaintech India	4	Dr.Latha Chakravarty	Management Consultant	5	H.N.Shankar	Management Consultant	6	Dr. Shankara Prasad	E-Governance Evangelist	7	Srinivas B Vijayaraghavan	Country Head - Mkt, Plural Sight India	8	Sujoy Guha	MD & CEO: Critica Log	9	A.V.Venkatesh	Head - HR & Admin: Buhler India	10	A. Nagaraj Subbarao	Dean -CEE/ Chairman - BOS
#	Name of Member	Designation																																	
1	Brig.Ashwani Sharma ( R)	Indian Army - Defense Consultant																																	
2	Dr.Geetha R	HOD( MBA)- DSATM																																	
3	N.V.Krishna	Chairman - Sustaintech India																																	
4	Dr.Latha Chakravarty	Management Consultant																																	
5	H.N.Shankar	Management Consultant																																	
6	Dr. Shankara Prasad	E-Governance Evangelist																																	
7	Srinivas B Vijayaraghavan	Country Head - Mkt, Plural Sight India																																	
8	Sujoy Guha	MD & CEO: Critica Log																																	
9	A.V.Venkatesh	Head - HR & Admin: Buhler India																																	
10	A. Nagaraj Subbarao	Dean -CEE/ Chairman - BOS																																	
	<p>Invitees:</p> <table border="1"> <thead> <tr> <th>#</th> <th>Name</th> <th>Designation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Dr.Veena</td> <td>Dean - DSBA</td> </tr> <tr> <td>2</td> <td>Dr.Punith Cariappa</td> <td>DEAN-SCMS</td> </tr> <tr> <td>3</td> <td>Aravind .N.V.</td> <td>Manager - CEE</td> </tr> <tr> <td></td> <td>Did Not Attend: Anurag Jalan- Member Swami Krishnan - Member Dr.Salbaba - Invitee</td> <td>Managing Partner Viyaan Consulting Head - L&amp; D: Sasken Tech Professor - DSATM</td> </tr> </tbody> </table>		#	Name	Designation	1	Dr.Veena	Dean - DSBA	2	Dr.Punith Cariappa	DEAN-SCMS	3	Aravind .N.V.	Manager - CEE		Did Not Attend: Anurag Jalan- Member Swami Krishnan - Member Dr.Salbaba - Invitee	Managing Partner Viyaan Consulting Head - L& D: Sasken Tech Professor - DSATM																		
#	Name	Designation																																	
1	Dr.Veena	Dean - DSBA																																	
2	Dr.Punith Cariappa	DEAN-SCMS																																	
3	Aravind .N.V.	Manager - CEE																																	
	Did Not Attend: Anurag Jalan- Member Swami Krishnan - Member Dr.Salbaba - Invitee	Managing Partner Viyaan Consulting Head - L& D: Sasken Tech Professor - DSATM																																	

*Suttanadalli*

Dayananda Sagar University  
Bangalore



Centre for Executive Education  
Dayananda Sagar University

# Meeting Minutes (BOS-CEE)

Agenda Topic 1		Introduction of Members	
Time allotted	05 Min	A.Nagaraj Subbarao	
Discussion	<p>Members of the Board of Studies and invitees were welcomed by Aravind N.V. and Prof: Nagaraj Subbarao. The BoS has eminent members from academia and industry.</p> <p>Members present were acknowledged and introduced by Prof: Nagaraj Subbarao.</p> <p>The following documents were shared with all members, prior to the meeting (email) and in the hard-copy on day of the meeting.</p> <ol style="list-style-type: none"> <li>1. List of programs</li> <li>2. Program Architecture</li> <li>3. Teaching Plan</li> <li>4. Evaluation Plan</li> <li>5. Eligibility Criterion</li> <li>6. Governing Regulations</li> <li>7. Course Descriptions for all courses</li> </ol> <p>The following members could not attend the meeting but will lend support.</p> <ol style="list-style-type: none"> <li>1. Anurag Jalan</li> <li>2. Swami Krishnan</li> <li>3. Dr.Saibaba was invited as a subject matter expert but could not attend the meeting.</li> </ol>		
Conclusions	Nil		
Action Items			
Action item 1	Speak to members who could not attend	Person Responsible	Deadline
		Aravind N.V	July 13, 2018
Action item 2		Nil	Nil
Agenda Topic 2		Brief Introduction of DSU/Founders/Legacy	
Time allotted	05 Min	A Nagaraj Subbarao	
Discussion	Agenda topic was fulfilled and DSU and its leadership were introduced to the members-BoS and invitees.		
Conclusions	Nil		
Action Items			
Action item 1		Person Responsible	Deadline
	Nil	na	na
Action item 2		Person Responsible	Deadline
	Nil	na	na

Center for Executive Education  
Dayanagar Sagar University

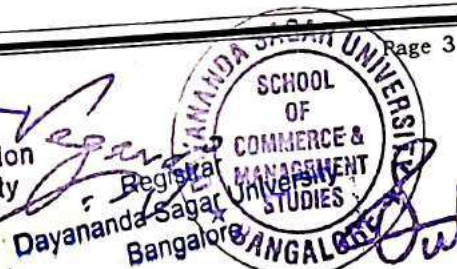
*(Handwritten signature)*

# Meeting Minutes (BOS-CEE)

Agenda Topic 3		Introduction to the role of CEE & its agenda	
Time allotted	05 Min	A.Nagaraj Subbarao	
Discussion	Prof: Nagaraj Subbarao made a brief presentation on the role of CEE and its agenda. Greater clarification was sought by Dr.Shankaraprasad and Prof. Krishna. The specific agenda for CEE and the meeting was conveyed and accepted.		
Conclusions	Nil		
Action Items		Person Responsible	Deadline
Action item 1	Nil	na	na
Action item 2	Nil	na	na
Agenda Topic 4		Programs being introduced (Ex PGP)& Discussion	
<ol style="list-style-type: none"> <li>1. Programs</li> <li>2. Program Architecture &amp; Course Descriptions</li> <li>3. Teaching Scheme</li> <li>4. Evaluation Plan</li> <li>5. Eligibility Criterion</li> <li>6. Governing Regulations</li> </ol>			
Time allotted	65 Min	A Nagaraj Subbarao/Members	
Discussion	<p>AT 4.1: Programs</p> <p>Prof: Nagaraj Subbarao presented the following programs for approval of the BoS - CEE.</p> <ol style="list-style-type: none"> <li>1. Executive MBA</li> <li>2. Diploma in Management</li> <li>3. Advanced Certificate Program</li> <li>4. Executive Certificate Program</li> <li>5. Diploma in Technology ( Various specializations)</li> <li>6. Programs specifically offered to Armed Forces Personnel, through the Director General Resettlement (GOI) and various armed forces units.</li> </ol> <p>Programs suggested were accepted by members of the BoS unanimously.</p> <p>In addition Prof. N.V. Krishna suggested that short term courses - Training Programs, Management Development Programs and Executive Development Programs may be offered by the Center to enhance skill levels of working professionals. This was agreed upon by other members.</p>		

MoM/BOS-01/CEE/July 12, 2018

Centre for Executive Education  
Dayananda Sagar University  
Bangalore



Dayananda Sagar University  
Bangalore

# Meeting Minutes (BOS-CEE)

Prof. Nagaraj mentioned that the training programs were part of the agenda of the center and one program had been carried out. Brigadier Ashwani Sharma reiterated the need to offer courses for Armed Forces Personnel as a means of Corporate Social Responsibility in facilitating retired personnel to secure meaningful civilian jobs.

## AT 4.2 Program Architecture & Course Descriptions

Prof: Nagaraj Subbarao presented the program architecture & teaching plan for approval of the BoS - CEE.

1. Executive MBA
2. Diploma in Management
3. Advanced Certificate Program
4. Executive Certificate Program

The following were the suggestions:

**Prof. N.V.Krishna:**

1. To include technology components like AI, Robotics. Machine learning into mainstream courses.
2. Include the following course's - Information Security, Communication

He also suggested that pedagogy, content and cases need to be standardized and that quality needs to be continuously monitored.

**Dr.Latha Chakravarty:**

1. The EMBA program should have technology like AI, Block chain, IOT integrated to the course apart from offering stand-alone courses ( Diploma in Technology)
2. Critical Thinking Skills & Problem Solving Skills should be imparted
3. At the end of the program, students should have the expertise in using toolkits.
4. Managerial Accounting in Trimester 1 should be titled as - Accounting for Managers
5. Include a finance course in the Entrepreneurship specialization - raising funds, managing cash flows, costs)

**Prof: H.N.Shankar:**

1. Introduce innovation, critical thinking, decision making
2. Corporate laws are important
3. Use decision making tools

**Dr.Veena:**

1. Implement workshops to teach courses like Advanced

Dean  
Centre for Executive Education  
Deyananda Sagar University



# Meeting Minutes (BOS-CEE)

Statistical Tools and Technology for Managers can be covered through module based sessions.

## Dr. Punith Carlappa

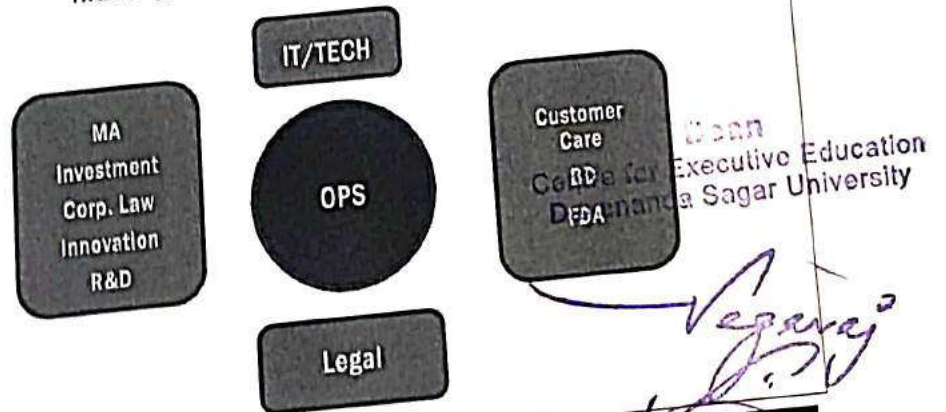
1. MDP, EDP & Training should be part of the program.
2. Faculty has a large role to play in following credits.
3. Financial accounting to be Trimester 1 & Management Accounting to be in Trimester 2.
4. Accountancy for Managers is suggested.
5. Orientation Program to be introduced for all programs.
6. Financial Management to be called as Corporate Finance in T2.
7. Research Methodology to be in T2 rather than T3
8. Finance & Funding Strategies to be included in Entrepreneurship.
9. Global Marketing can be called as - Global Sales, Marketing & Distribution

## Prof. Srinivas B Vijayaraghavan

1. Diploma in Technology to be called as Diploma in Engineering Technology
2. Out of class work to be digital
3. Have an audit course (zero credit) Bridge Course to cover Statistics, Problem Solving Frameworks before the program.
4. Economics should have both micro & macro economics
5. Global Marketing can be called as - Global Sales, Marketing & Distribution

## Mr. Sujoy Guha

1. Statutory Requirements (IR) to be covered
2. Digital Marketing to be changed to Social Media Marketing
3. Introduction of functional skills for start-ups (Service Industry)



MoM/BOS-01/CEE/July 12, 2018

*Suttamedh*  
Registrar  
Dayananda Sagar University  
Bangalore



*Suttamedh*  
Registrar  
Dayananda Sagar University  
Bangalore



# Meeting Minutes (BOS-CEE)

4. Introduce Business Communication & soft skills
5. Student employability to be focused upon.

**Dr. Shankara Prasad**

1. Integrate new technologies like block chain, AI and data - analytics to each capstone project under different management categories.
2. Each capstone project should address the following:
  - a. People
  - b. Planet
  - c. Profit
  - d. Philosophy
3. Dr. Shankara Prasad, enquired, how we would ensure student satisfaction levels. Prof Nagaraj Subbarao said that a robust feedback mechanism would be put in place.

**Dr. Geetha R**

1. Training & Development course to be renamed as Learning & Development
2. Managerial Economics - Include Macro Economics aspects of relevance to micro-economics - National Income Concepts/Business Cycles/Economic Environment of Business Economic Indicators Relevant to Bus. Decisions.
3. Request a slight change in the content of Unit-6 to be included under Managerial Economics Course for T2. Unit-6: Macro Economic Aspects of Relevance to Managerial Decisions: National Income Concepts; Business Cycles; Economic Indicators Influencing Business Decisions.

**Mr. Venkatesh**

1. Integrate new technologies like block chain, AI and data - analytics, IOT
2. Capstone projects should be specific to where the working professional is working
3. Include relevant case studies

AT 4.3 Teaching Scheme  
Dean  
Centre for Executive Education  
Dayananda Sagar University



# Meeting Minutes (BOS-CEE)

	<p><b>Prof.Krishna</b></p> <p>1. Out of class work to be carefully monitored for efficacy by the faculty concerned and dean.</p> <p><b>Dr. Veena/ Dr.Latha Chakravarthy</b></p> <p>1. Out of class Work-Load is not too great and is very manageable by the student.</p> <p>AT 4.4 Evaluation Plan No observations &amp; agreed upon</p> <p>AT 4.5 Eligibility Criterion</p> <p><b>Mr. Srinivas B Vijayaraghavan</b></p> <p>Work experience of one year to be enhanced to at least two years</p> <p>Prof.Nagaraj Subbarao: This is a program requirement. We are confident that we will receive applications from working executives with greater experience.</p> <p><b>Mr. Venkaetsh</b></p> <p>Allow Diploma Holders to access the EMBA program as this would give them an opportunity to access higher education.</p> <p>Prof.Nagaraj Subbarao: Will be examined under the incumbent rules of the university.</p> <p>AT 4.6 Governing Regulations</p> <p>No observations &amp; agreed upon</p>
<p><b>Conclusions</b></p>	<p>Members expressed their satisfaction with the following:</p> <p>1. Programs offered</p> <ul style="list-style-type: none"> <li>a. EMBA</li> <li>b. Diploma in Management</li> <li>c. Advanced Certificate Program</li> <li>d. Executive Certificate Program</li> </ul>

MoM/BOS-01/CEE/July 12, 2018

*Vegaraj*  
*Suttanad...*  
 Registrar  
 Dayahanda Sagar University  
 Bangalore



Registrar

# Meeting Minutes (BOS-CEE)

- e. Diploma in Technology
- f. Programs for Armed Forces Personnel

Members expressed their satisfaction with:

1. Program Architecture & Course Descriptions:
  - a. EMBA
  - b. Diploma in Management
  - c. Advanced Certificate Programs
  - d. Executive Certificate Programs
2. Changes suggested in course titles will be examined and incorporated.

Members expressed their satisfaction with:

1. Teaching Scheme
2. Evaluation Plan
3. Eligibility Criterion
4. Governing Regulations

Members recommended the Center for Executive Education launch suggested programs for working professionals including armed forces professionals.

The scheme and syllabus of the Executive MBA/ Diploma In Management/ Advanced Certificate Program / Executive Certificate Program was fully confirmed and approved by Members of the Board of Studies (BoS) – Center for Executive Education/SCMS, DSU on July 20, 2018.

Action Items	Person Responsible	Deadline
Action item 1 Suggestions made by members & invitees to be closely perused and incorporated wherever feasible	Prof. Nagaraj Subbarao	July 18, 2018
Action item 2 Changes made to be informed to members by email	Prof. Nagaraj Subbarao	July 18, 2018



*Nagaraj*  
*Subbarao*

Registrar  
 Dayananda Sagar University  
 Bangalore

# Meeting Minutes (BOS-CEE)

Agenda Topic 5		Recommendation on future path and introduction of programs	
		General Discussion	
		Conclusion	
Time allotted	25 Min	Members	
Discussion		1. Members generally suggested that short term courses which are industry specific need to be offered. 2. Use of management tools in the program was heavily emphasized	
Conclusions		The center will strive to incorporate these suggestions	
Action Items		Person Responsible	Deadline
Action item 1	To identify management tools packages	Prof Nagaraj Subbarao	August 18, 2018
Action item 2	NIL	na	na

## Additional Notes

The meeting was well attended and was extremely participative. Members expressed their satisfaction on the conduct of the meeting and procedure followed.

Agenda items stated were completed serially and discussed.

The minutes will be shared with Members (BOS), for their perusal and ratification.

Members are requested to peruse and comment on the minutes. The minutes of the meeting (BoS-CEE/SCMS/DSU), will be frozen on Friday, July 20, 2018 and forwarded to the Registrar (DSU).

Executive Education  
Dayananda Sagar University



MoM/BOS-01/CEE/July 12, 2018

*Suttalalli*  
Registrar  
Dayananda Sagar University  
Bangalore

# Meeting Minutes (BOS-CEE)

The following changes were incorporated- July 18, 2018- July 20, 2018:

1. It is proposed to draw the attention of students to well established sites and include such technologies and tools in the course description. These sites offer a wealth of information on decision making tools, creativity, innovation as well as downloadable books, courses on current best practices and technologies, like AI, Machine Learning, Block Chain, Data sciences and Entrepreneurship:
  - a. <https://www.mindtools.com>
  - b. <https://learn.saylor.org>
  - c. <https://www.coursera.org>
  - d. <https://business.udemy.com>
2. All these suggestions incorporated:
  - a. Training & Development ( HR Spl) course to be renamed as Learning & Development
  - b. Digital Marketing ( MKT Spl) is now titled as Social Media Marketing
  - c. Global Marketing (Global Bus. Spl ) is titled as Global Sales, Marketing & Distribution
  - d. Managerial Accounting in Trimester 1 titled as – Accounting for Managers
  - e. Financial Management in Trimester 2 will be titled as Corporate Finance
  - f. Managerial Economics Course Description – Includes Macro Economics aspects of relevance to micro-economics – National Income Concepts/Business Cycles/Economic Environment of Business Economic Indicators Relevant to Bus. Decisions.
  - g. Also slight change in the Course Description content of Unit-6 to be included under Managerial Economics Course for T2. Unit-6: Macro Economic Aspects of Relevance to Managerial Decisions: National Income Concepts; Business Cycles; Economic Indicators Influencing Business Decisions.
  - h. Diploma in Technology will be called as Diploma in Engineering Technology
  - i. Have an audit course (zero credit) Bridge Course to cover Statistics, Problem Solving Frameworks during the program.
  - j. Economics will have both micro & macro economics
  - k. Finance & Funding Strategies to be included in Entrepreneurship.
3. Each capstone project will address the following to differentiate the program and needs to be industry specific as far as practicable:
  - a. People
  - b. Planet
  - c. Profit
  - d. Philosophy
4. Orientation Program will be introduced for all programs.
5. The EMBA program will have technology like AI, Block chain, IOT integrated to the course relevant to the subject being taught apart from offering stand-alone courses (Diploma in Technology). Faculties will be advised and these aspects introduced in the course description.
6. Critical Thinking Skills & Problem Solving Skills will be imparted
7. At the end of the program, students should have the expertise in using different managerial tools.

MoM/BOS-01/CEE/July 12, 2018

Centre for Executive Education  
Dayananda Sagar University  
Bangalore



# Meeting Minutes (BOS-CEE)

8. Include a finance course in the Entrepreneurship specialization - raising funds, managing cash flows, costs)
9. Robust student feedback mechanism will be put into place and feedback received will be shared with faculty. Corrective measures will be incorporated for an improved student experience.
10. Introduce work-shops to train/teach students new age technologies and business practice.

The following suggestion to be examined for the future:

1. Allowing Diploma holders to the EMBA program under the rules of the university
2. Increasing work experience required from 1 to 2 years.
3. Introduction of functional skills for start-ups



Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

Registrar  
Dayananda Sagar University



# Meeting Minutes (BOS-CEE)

Members of the BoS recommended the Center for Executive Education launch suggested programs for working professionals including armed forces professionals.

The scheme and syllabus of the Executive MBA/ Diploma In Management/ Advanced Certificate Program / Executive Certificate Program was fully confirmed and approved by Members of the Board of Studies (BoS) - Center for Executive Education/SCMS, DSU on July 20, 2018.

MoM, as approved on July 20, 2018 along with the following documents is being forwarded to the distinguished Registrar - DSU for record and further necessary action.

1. BoS - Attendance Register
2. List of programs
3. Program Architecture
4. Teaching Plan
5. Evaluation Plan
6. Eligibility Criterion
7. Governing Regulations
8. Course Descriptions for all courses ( EMBA/DIM/ACP)

On behalf of CEE, I thank the Hon. Vice Chancellor, DSU, the distinguished Registrar, DSU, Members - BoS- CEE/DSU and invitees, for their support, direction and advice.

Prof (CAPT.) Nagaraj Subbarao  
Chairman - BoS/CEE & Dean - CEE  
July 20, 2018

Dean  
Centre for Executive Education  
Dayananda Sagar University



## Governing Regulations

### Executive MBA ( 2018)

#### PREAMBLE

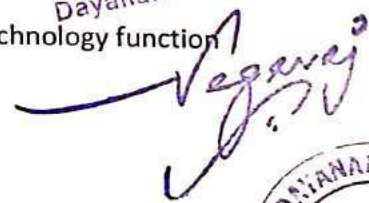
These regulations' will apply to programs under the aegis of the Center for Executive Education, School of Commerce & Management, Dayananda Sagar University, Bengaluru: India.

The center's vision is to bring high-quality educational programs to the working professional with the express purpose of fostering skill development and academic excellence.

#### Definitions of keywords

- i. Academic Program: A program that is offered to the working professional leading to the award of a degree or certificate.
- ii. Course: Usually referred to as a subject, a course may consist of a Lecture/Tutorial/Seminar/Mini Project/Project Work
- iii. Credit: A unit by which course work is measured. One credit is equivalent to six hours of lecture and thirty-six hours of out of class work per course.
- iv. Credit Point: It is the product of grade point and number of credits per course.
- v. Cumulative Grade Point Average (CGPA): It is the measure of overall cumulative performance overall trimesters. It is expressed up to two decimal places.
- vi. Grade Point: It is the numerical weight allotted to each letter grade on a 10 point scale.
- vii. Letter Grade: It is an index of the performance in a said course. Letter grades are denoted by alphabets.
- viii. Trimester Grade Point Average: Is a measure of performance during a trimester.
- ix. Transcript: Based on the grades earned, a grade certificate shall be issued after every semester to the registered candidate.
- x. Failure: It is the case of appearing for trimester end examinations and failing to obtain minimum passing marks in the trimester end examinations.
- xi. Audit Course: A course to be taken by the student without the benefit of a grade or a credit.
- xii. Working Professional: A working professional is a member of a profession or any person who earns their living from a specified professional activity and for the purpose of these regulations has one year of work experience.
- xiii. EMBA: Executive Master in Business Administration
- xiv. Diploma: Diploma in Management/ Diploma in a specific technology function
- xv. Certificate: Short term programs leading to a certificate

Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore



## RULES AND REGULATIONS

EE1. The Executive MBA Program offered by the university shall be governed by the DSU Executive MBA (EMBA) Rules and regulation 2018.

EE2. THE EMBA rules and regulations may be extended to any new discipline(s) that may be introduced in the future.

EE3. A candidate shall become eligible for the award of the EMBA degree after fulfilling all the academic requirements as prescribed by the DSU Executive MBA (EMBA) Rules and regulation 2018.

### EE4. Eligibility and Admission

EE4.1 Admission to the EMBA program shall be open to all working professionals who have an Undergraduate Degree with one year of work experience.

### EE5. ACADEMIC CALENDAR

EE5.1 The academic calendar is approximately divided into four trimesters, each of four months with student intakes in the months of October, February and June of every year.

EE5.2 The approved schedule of academic activities for a session, inclusive of dates for registration, assignment dates and trimester end examinations will be laid down in the academic calendar for that session.

### EE6. PROGRAM ARCHITECTURE

EE6.1 Medium of instruction, examination and project reports shall be in English except in case of any language audit courses.

EE6.2 Teaching of the courses shall be reckoned in credits. Credits are assigned to the courses based on the following general pattern:

EE6.2.1 Credit for a lecture engagement undertaken by a faculty as scheduled.

EE6.2.2 Credit for out of class room study with reference to readings, essays, assignments, seminars, recommended webinars.

EE6.3 In order to qualify for an Executive MBA degree of the University, a candidate is required to complete the credit requirement as prescribed in the scheme/curriculum ( Appendix 1)

EE6.4 The program of a study consists of the following components:

EE6.4.1 Core and foundation course

Dean  
Centre for Executive Education  
Dayananda Sagar University



*[Handwritten signature]*

*[Faint text at the bottom left corner]*

#### EE6.4.2 Interdisciplinary Elective Courses

EE6.4.3 During the third trimester a student is required to commit his area of specialization to the Dean's office. Change in specialization will not be permitted after a specified date.

EE6.5 The EMBA Programme shall have course descriptions for the courses approved by the Board of Governors. Board of studies will discuss and recommend the course outlines of all the courses offered by the center from time to time before sending the same to the Academic council. Academic council will consider the proposals from the Board of Studies and make recommendations to the Board of Management and Board of Governors for consideration and approval. For all approved courses, the copyright shall be with DSU.

EE6.6 Faculty Advisor: Each student will be advised by a faculty advisor on his/her capstone project.

#### EE7. REGISTRATION

EE7.1. Every candidate is required to register for approved courses through the Dean's Office at the commencement of each semester on the day fixed for such registration and notified in the Academic Calander. The Dean may cancel the registration of one or more courses if they are found to violate some rules or if there are restrictions imposed due to disciplinary reasons or for non-payment of fees.

EE7.2. Only those candidates shall be permitted to register who have:

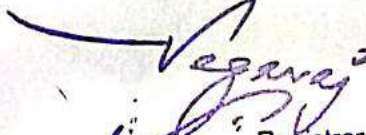
- (a) The academic eligibility to move to higher trimesters.
- (b) Cleared all university dues and fines (if any) of the previous trimesters. ( Appendix 2)
- (c) Paid all required advance payments of the University for the current trimester.
- (d) Not been debarred from the registering on any specific ground.

#### EE8. EXAMINATION: ASSESSMENT CRITERIA & ELIGIBILITY

Every student is assessed for eligibility to higher trimester through Continuous Internal Assessment (CIA) and Trimester End Examination (TEE) as prescribed.

EE8.1. The Continuous Internal Assessment (CIA), to be normally conducted all through the semester; this shall include assignments which may focus on among other things – mini projects, book reviews, seminars, essay writing. The subject teacher shall announce the detailed methodology for conducting the various segments of CIA together with their weightages at the beginning of the semester.

EE8.2 The Trimester End Examination (TEE), to be conducted at the end of trimester. This shall be a written examination.

  
Registrar  
Dayananda Sagar University  
Bangalore



#### EE6.4.2 Interdisciplinary Elective Courses

EE6.4.3 During the third trimester a student is required to commit his area of specialization to the Dean's office. Change in specialization will not be permitted after a specified date.

EE6.5 The EMBA Programme shall have course descriptions for the courses approved by the Board of Governors. Board of studies will discuss and recommend the course outlines of all the courses offered by the center from time to time before sending the same to the Academic council. Academic council will consider the proposals from the Board of Studies and make recommendations to the Board of Management and Board of Governors for consideration and approval. For all approved courses, the copyright shall be with DSU.

EE6.6 Faculty Advisor: Each student will be advised by a faculty advisor on his/her capstone project.

#### EE7. REGISTRATION

EE7.1. Every candidate is required to register for approved courses through the Dean's Office at the commencement of each semester on the day fixed for such registration and notified in the Academic Calander. The Dean may cancel the registration of one or more courses if they are found to violate some rules or if there are restrictions imposed due to disciplinary reasons or for non-payment of fees.

EE7.2. Only those candidates shall be permitted to register who have:

- (a) The academic eligibility to move to higher trimesters.
- (b) Cleared all university dues and fines (if any) of the previous trimesters. (Appendix 2)
- (c) Paid all required advance payments of the University for the current trimester.
- (d) Not been debarred from the registering on any specific ground.

#### EE8. EXAMINATION: ASSESSMENT CRITERIA & ELIGIBILITY

Every student is assessed for eligibility to higher trimester through Continuous Internal Assessment (CIA) and Trimester End Examination (TEE) as prescribed.

EE8.1. The Continuous Internal Assessment (CIA), to be normally conducted all through the semester; this shall include assignments which may focus on among other things – mini projects, book reviews, seminars, essay writing. The subject teacher shall announce the detailed methodology for conducting the various segments of CIA together with their weightages at the beginning of the semester.

EE8.2 The Trimester End Examination (TEE), to be conducted at the end of trimester. This shall be a written examination.

  
Registrar  
Dayananda Sagar University  
Bangalore



EE8.3 CIA and TEE shall have 50:50 weightage.

EE8.4. A student's performance in a course shall be judged by taking into account the results of CIA and SEE together. A student has to obtain and satisfy the following conditions to be declared as pass in each course:

- (i) minimum 40% of marks in CIA
- (ii) minimum 40% of marks in TEE
- (iii) minimum 40% of marks in aggregate considering both CIA & TEE

#### EE8.5. ATTENDANCE ELIGIBILITY

EE8.5.1. It is recommended that students attend all the classes (Lectures, Tutorials, etc.) for which they have been registered.

#### EE8.6. CONTINUOUS INTERNAL ASSESSMENT, TRIMESTER END EXAMINATION AND CAPSTONE PROJECT

EE8.6.1. Candidate shall secure minimum of 40% of marks in continuous Internal Assessment to be eligible to appear for the end trimester examination or else NE grade will be awarded.

EE8.6.2. There shall be an opportunity to improve assignment marks.

EE8.6.3. Continuous Evaluation (Assignment 1 & 2) consists of:

EE8.6.3.1 Assignment 1 for twenty five marks.

EE8.6.3.2 Assignment 2 for twenty five marks.

EE8.6.3.3 A student may apply for re-submitting an assignment within three working days of receiving assignment marks after paying relevant fees.

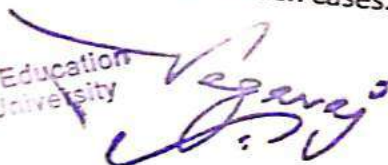
EE8.6.4 Students who have not submitted assignments (1 and 2) will not be eligible for the term end examination.

EE8.6.5 For any reason should a student be interested in re-submission of assignments for a subject that has not been passed Assignments (1, 2 or both), the student may do so with prior approval of the faculty and program head and on payment of a stipulated processing fee.

EE8.6 If a student does not appear or fails the TEE then the marks awarded to the submitted assignments remains unchanged and will be carried forward to the next attempt.

EE8.7 Student will not be evaluated for assignment if it is found that the student has plagiarized content and the students will receive zero marks in such cases.

Dean  
Centre for Executive Education  
Dayananda Sagar University



## EE8.8 Trimester End Examination

EE8.8.1 The Trimester-end examinations are the final assessment component of the student's understanding of the subject. Towards the end of each trimester there will be a proctored/invigilated examination at the university.

EE8.8.2 The dates and schedule of Trimester-end examinations would be announced well in advance, by the Controller of Examinations.

EE8.8.3 To be eligible to appear for Trimester-end examinations, the student should register for the subjects of the respective terms and pay the examination fee for the subjects as applicable.

EE8.8.4 In very rare circumstances, should a student not be available to travel to the examination center, if he or she is working in a foreign country, the student may be allowed to take a proctored examination at his/her place of choosing on approval of the Controller of Examinations. The student will submit a letter of request countersigned by the proctor, who in all practical situations is the students' supervisor, at his place of work.

EE8.8.5 The trimester end examination will be set for one hundred marks. The paper will be divided into objective and essay type questions in the ratio of 70:30. The TEE will have no choice for the objective type questions. The student will be expected to answer any three out of five essay type questions.

EE8.8.6 A student failing the trimester end examination will need to retake the examination at the end of the following semester.

## EE8.9 Capstone Project

EE8.9.1 For the Capstone Project a student is expected to carry out a research study on an in-company issue under the guidance of a designated faculty and submit a dissertation report, in the advised format for evaluation. The student will be evaluated under various criteria and a final grade will be awarded.

EE8.9.2 The project report needs to be submitted in the correct format as per the laid down timeline, in duplicate.

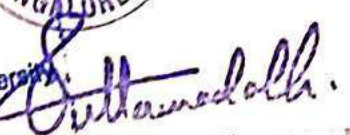
## EE9. GRADING

EE9.1 There shall be continuous assessment of a candidate's performance throughout the trimester and grades shall be awarded by the concerned course instructor and/or the University appropriate committee appointed for this purpose on the following basis.

  
Registrar  
Dayananda Sagar University  
Bangalore

  
Dayananda Sagar University  
Bangalore







EE9.2 The grading will normally be based on Internal Assessment and Trimester End Examination.

EE9.3 Assignments/ Trimester End Examination: The evaluation will be based on faculty's continuous internal assessment and end trimester examination.

EE9.4 The results of performance of the candidates in the continuous Internal Assessment assignments shall be announced by the faculty.

EE9.5 In case of seminar, evaluation will be as determined by a panel so constituted by the faculty guide and dean.

EE9.8. Mini project/projects will be evaluated by the relevant faculty guide as per the evaluation scheme.

EE9.9. The results of performance of the candidates in the end tri examination shall be announced by the Controller of Examinations (COE).

#### EE9.10 METHOD OF AWARDING LETTER GRADES

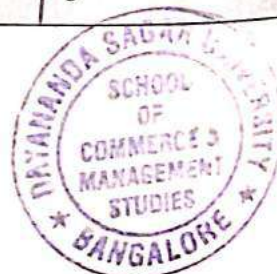
EE9.10.1. Relationships among Grades, Grade points and % of marks in Table 1.

Table: Grade, Points, Grade Description and % of marks

Letter Grade	Performance	Grade Point	% Marks
O	Outstanding	10	90-100
A+	Excellent	9	80-89
A	Very Good	8	70-79
B+	Good	7	60-69
B	Above Average	6	55-59
C	Average	5	50-54
P	Pass	4	40-49
F	Fail	0	Less than 40
IC	Incomplete	0	
NE	Not Eligible	0	

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Vegaraj*



Registrar  
Dayananda Sagar University  
Bangalore

Registrar

## EE9.11. DESCRIPTION OF GRADES

EE9.11.1 Table 1 shows the relationships among the grades, grade points and percentage of marks.

EE9.11.2. A candidate can take re-examination for F/IC/NE Grades at the end of the following trimester semester.

EE9.11.3. A candidate shall have to repeat all courses in which he/she obtains 'F' Grades until a passing grade is obtained.

EE9.11.4 An IC grade denotes in complete performance in any Assessment. It may be awarded in case of absence on medical grounds or other special circumstances for TEE. Requests for IC grade should be made at the earliest but not late than the last day of SEE.

EE9.11.5. the student can appear for the course/s with IC grade, when exams are conducted subsequently by the University for those Courses.

EE9.11.6. Grade NE is awarded when the student fails to satisfy minimum criteria w.r.t assignments for a course as well as non-payment of fees and will be considered as detained in that particular course.

## EE9.12. EVALUATION OF PERFORMANCE

EE9.12.1. the performance of a candidate shall be evaluated in terms of the Trimester Grade Point Average (TGPA) which is the Grade Point Average for a trimester, Cumulative Grade Point Average (CGPA) which is the Grade point Average for all the completed semesters.

EE9.12.2. A candidate to completes the course and credit requirements will need a minimum CGPA of 4.0

EE9.12.3. The Earned Credits (EC) are defined as the sum of courses credits for courses in which candidates have been awarded grades between O to P. (Table 1)

EE9.12.4. points earned in a trimester = (Course credits \* Grade point) for Grades O-P


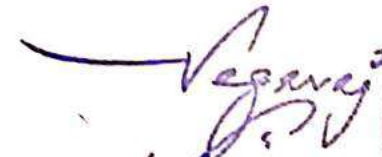
EE9.12.5. The TGPA is calculated on the basis of grades obtained in all courses, except audit courses and courses in which F Grade or below, registered for in the particular semester.

TGPA =  $\frac{\text{Points secured in the semester (O - P Grades)}}{\text{Credits registered in the semester, excluding audit}}$

Credits registered in the semester, excluding audit

EE9.12.6. The CGPA is calculated on the basis of all the passed courses (O-P Grades)

Dean  
Centre for Executive Education  
Dayananda Sagar University  
Bangalore

  
  
Registrar  
Dayananda Sagar University  
Bangalore



CGPA= Cumulative points secured in all the passed courses (O -P Grades)

Cumulative registered credits, excluding audit

#### EE9.13. WITHHOLDING OF GRADES

EE9.13.1. Grades shall be withheld when the candidate has not paid his/her dues or when there is a disciplinary action pending against him/her

#### EE9.14. CONVERSION OF CGPA INTO PERCENTAGE

EE9.14.1. Conversion formula for the conversion of CGPA into percentage is percentage of Marks Scored= (CGPA Earned- 0.75)\*10

#### EE10. PROMOTION CRITERIA AND ENROLLMENT TO HIGHER SEMESTERS AND MODE SHIFT

EE10.1. During registration for the higher trimesters, the following promotional criteria/conditions should be satisfied.

EE10.1.1A student shall be eligible for promotion from the second to the third trimester unless they have a pass grade in four out of eight courses and from the third to the fourth trimester unless they have a pass grade in eight out of twelve courses.

EE10.1.2. A student may apply for and take audit courses, if available and announced.

EE10.1.3 A student will be allowed one opportunity for a mode shift.

#### EE11. DURATION OF THE PROGRAMME

EE11.1. normally a candidate should complete all the requirements for the EMBA program in sixteen months. However candidates who do not fulfill some of the requirements in their first attempt and have to repeat them in subsequent semesters may be permitted up to thirty-six months or three years ( from the first year of registration) to complete all the requirements of the degree. Further to this a candidate may at the end of three years, apply for an extension of one year to complete the program after paying the prescribed fee.

#### EE12. TERMINATION FROM THE PROGRAMME

EE12.1. A candidate may also be compelled to leave the program in the University on disciplinary grounds.

EE12.2. An executive having been found to have produced false documents or having made false declaration at the time of seeking admission will have his/her registration cancelled and fees paid forfeited.

Dayananda Sagar  
Executive University  
Centre

*[Handwritten Signature]*



Dayananda Sagar University

### EE13. TEMPORARY WITHDRAWAL FROM THE UNIVERSITY

EE13.1. Candidate who has been admitted to the programme may be permitted to withdraw temporarily from the University on the ground of prolonged illness or grave calamity in the family for a period of one trimester or more, provided:

EE13.1.1. He/she applies to the University within at least 6 weeks of the commencement of the trimester or from the date he last attended his/her classes whichever is later, stating fully the reasons for such withdrawal together with supporting documents and endorsement of his/her guardian.

EE13.1.2. the university is satisfied that, counting the period of withdrawal; the candidate is likely to complete his/her requirements of the EMBA Degree within the time limits specified in Clause 11.1.

EE13.1.3. there are no outstanding dues or demands in the University/ Center/Library

EE13.1.4. Normally, a candidate will be permitted only one such temporary withdrawal during his/her tenure as a candidate of the post graduate programme

EE13.1.5. A candidate may choose to repeat a trimester, on approval of the Dean, by paying a term repletion fee.

### EE14. ELIGIBILITY FOR THE AWARD OF EMBA DEGREE

A candidate shall be declared to be eligible for the award of EMBA degree if he/she has:

EE14.1. Completed all the credit requirements for the degree with a CGPA 4.0 or higher at the end of the Programme.

EE14.2. Satisfactorily completed all the mandatory audit courses if offered.

EE14.3. No dues are pending to the University

EE14.4. No disciplinary action is pending against him/her.

### EE15. AWARD OF DEGREE

EE15.1: The award of EMBA degree must be recommended by the Academic Council and approved by the Board of Management and Board of Governors of the DSU.

EE15.2: A candidate, who completes the program and is awarded a degree, may apply for one further specialization, by paying the relevant fee and attend classes for the fresh specialization. The candidate need not repeat

Centre for Executive Education  
Dayananda Sagar University

*Vijaya*  
*Suttanadolla*  
Registrar  
Dayananda Sagar University  
Bangalore



*Suttanadolla*  
Registrar  
Dayananda Sagar University



#### EE16. CONDUCT AND DISCIPLINE

EE16.1 Candidates shall conduct themselves within and outside the precincts of the University in a manner befitting the candidates of an institution of national importance. The university has a separate ordinance code and conduct of Candidates which is applicable to all candidates of the University.

#### EE17. REPEAL AND SAVINGS

Notwithstanding anything contained in these regulations, the provisions of any guidelines, orders, rules or regulations in force at the university shall be inapplicable to the extent of their inconsistency with these regulations. The Academic Council, Board of Management and Board of Governors of the DSU of University may revise, amend or change the regulations from time to time.

#### EE18. INTERPRETATION

Any questions as to the interpretation of these Regulations shall be decided by the University, whose decision shall be final. The University shall have the powers to issue clarifications to remove any doubt, difficulty or anomaly which may arise during the implementation of the provisions of these Regulations.

Dean  
Centre for Executive Education  
Dayananda Sagar University



## Eligibility Criteria

Programs offered at the Centre for Executive Education are meant for working professionals. Admission criteria are as follows:

Program	Executive MBA	Diploma in Management	Advanced Certificate Program	Certificate Program
Qualification				
Degree	Undergraduate Degree with one year of work experience	Undergraduate Degree with one year of work experience	Undergraduate Degree with one year of work experience	-
3-year Diploma	na	Three-year diploma program with two years of work experience	Three-year diploma program with two years of work experience	-
2 - year Diploma	na	Two-year diploma program with ten years of work experience	Two-year diploma program with ten years of work experience	-
Process	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Interview</li> <li>• Provisional Offer Letter</li> <li>• Scrutiny of documents</li> <li>1. 10<sup>th</sup></li> <li>2. 12<sup>th</sup></li> <li>3. Graduation</li> <li>4. Proof of work</li> <li>• Invitation to Orientation Program &amp; Issue of ID Card by the Registrar's Office</li> <li>• Students Log-in credentials to be established</li> </ul>	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Interview</li> <li>• Provisional Offer Letter</li> <li>• Scrutiny of documents</li> <li>1. 10<sup>th</sup></li> <li>2. 12<sup>th</sup></li> <li>3. Graduation</li> <li>4. Proof of work</li> <li>• Invitation to Orientation Program &amp; Issue of ID Card by the Registrar's Office</li> <li>• Students Log-in credentials to be established</li> </ul>	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Interview</li> <li>• Provisional Offer Letter</li> <li>• Scrutiny of documents</li> <li>1. 10<sup>th</sup></li> <li>2. 12<sup>th</sup></li> <li>3. Graduation</li> <li>4. Proof of work</li> <li>• invitation to Orientation Program &amp; Issue of ID Card by the Registrar's Office</li> <li>• Students Log-in credentials to be established</li> </ul>	-

*Vegavej*  
Dean  
Centre for Executive Education  
Dayananda Sagar University

*Suttanadilakshmi*  
Registrar  
Dayananda Sagar University  
Bangalore



## System of Evaluation & Scheme

The examination system of the Executive MBA Program has been designed keeping in view the best available options of evaluation & certification along with their global acceptability. The basic principle of the system is that it is "scientific, objective and transparent" with least possibility of subjectivity caused due to the individual evaluator, particular subject or a particular batch of students.

The examination system is delineated as follows:

### THEORY EXAMINATION

#### EACH COURSE

1. Internal Assignment Assessment: It includes two assignments each of twenty five marks, which tests the students understanding of concepts and ability to apply those concepts in a real life scenario. Possible methods of evaluation are and not limited to – short projects, case study evaluations, essay presentations, articles, book reviews seminar presentations.
2. External Assessment: At the end of each trimester, final examination will be conducted to evaluate student's performance for one hundred marks converted to fifty marks.
3. For the Capstone Project an executive is expected to carry out a research study on an in-company issue under the guidance of a designated faculty and submit a dissertation report, in the advised format for evaluation. The student will be evaluated under various criteria and a final grade will be awarded.

#### EVALUATION

Criteria	Weightage of Marks
A. Internal Assignment Assessment	50
B. Capstone Project ( Internal Assessment)	100
C. Final Examination	50
Total ( A+C)	100

DBB  
Centre for Executive Education  
Bangalore  
Sri Sivasubramanian  
Sri Sivasubramanian  
Sri Sivasubramanian

*[Handwritten Signature]*

*[Handwritten Signature]*  
Sri Sivasubramanian  
Sri Sivasubramanian  
Sri Sivasubramanian



## CAPSTONE PROJECT

Criteria

Weightage of Marks

Project/ Dissertation

100

### SALIENT FEATURES

The salient features of the examination system are listed below:

- The papers for the final exams would be set by the teaching faculty and evaluated by the same faculty as far as practicable or as recommended by the COE.

The paper will be divided into objective and essay type questions in the ratio of 70:30. The TEE will have no choice for the objective type questions. The student will be expected to answer any three out of five essay type questions.

- Final assignment marks shall be displayed by the department, before submission to the University.
- The total marks obtained in Internal and External Examination shall be submitted to the Registrar Office for conversion into grades based on relative grading system.
- A student getting less than 40% of the marks in either the assignment component or the final examination component will be declared as failed. The capstone project carries a pass percentage of 40%.

Capstone Projects will be evaluated based on the student submitting a project report. The schematic evaluation is divided into two areas, each of which is evaluated by the reviewer with a score in several criteria. The project report needs to be submitted in the correct format as per the laid down timeline, in duplicate.

Area	Criteria	Weight
Content development	<ol style="list-style-type: none"> <li>1. Technical development</li> <li>2. Use of technical knowledge</li> <li>3. Application of methods and tools</li> <li>4. Practicability of results</li> <li>5. Creativity</li> <li>6. Economical evaluation</li> </ol>	55%

Dean  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

Problem-oriented exposition	<ol style="list-style-type: none"> <li>1. Documentation</li> <li>2. Literature research</li> <li>3. Systematic Approach</li> <li>4. Initiative</li> <li>5. Innovation</li> <li>6. Rational Solution</li> </ol>	45%
-----------------------------	--	-----

Grading:

#	Criteria	Marks
1	Project Synopsis & Problem Identification	20
2	Project Report	40
3	Interaction with Project Guide	10
4	Originality in Findings and Problem Solution / Conclusion	30
	Total	100

### PREVENTION OF UNFAIR MEANS

Any student found to be using unfair means including talking to each other, getting any kind of help from outside, carrying any written material or mobile phone inside the examination hall etc., shall be awarded punishment varying from cancellation of one paper up to disqualification from any examination up to one year.

Plagiarism will be viewed seriously and plagiarized assignments and project reports will be marked as Incomplete and carry a grade point of zero.

### CREDIT AND GRADE POINT SYSTEM OF EVALUATION SYSTEM

1. At the end of the trimester, the students will be awarded a letter grade in each registered course for the trimester depending on the total performance that consists of two assignments and the final examinations.
2. Letter grades will be awarded to the students as indicated below. Each letter grade indicates the level of performance in the course and grade point for the purpose of computing the TGPA and CGPA.

*Vegaraj*  
*S. Hamedullah*



Letter Grade	Performance	Grade Point	% Marks
O	Outstanding	10	90-100
A+	Excellent	9	80-89
A	Very Good	8	70-79
B+	Good	7	60-69
B	Above Average	6	55-59
C	Average	5	50-54
P	Pass	4	40-49
F	Fail	0	Less than 40
IC	Incomplete	0	
NE	Not Eligible	0	

### GRADE POINT AVERAGE

There are two types of GPAs: Trimester and Cumulative. The trimester GPA is calculated using the courses taken in the trimester in question. The cumulative GPA is a summary of all courses taken during the program. To calculate a GPA you need to know the course grade, the course credits associated with that course, and the values associated with each grade in the program.

TGPA is the weighted average of all grades awarded to the student in each trimester.

**Formula = Points secured in the trimester (O to NE Grades)/ Credits Registered in the semester**

CGPA is the weighted average of all the grades awarded to the student since his/her entry into the university up to and including latest trimester.

Dean  
Centre for Executive Education  
Dayananda Sagar University



Formula = Cumulative Points secured in all the passed courses (O to NE Grades)/  
Cumulative Registered Credits

### PROMOTION TO NEXT TRIMESTER

A student will be allowed to progress from Trimester II to Trimester III only if he/she has a pass grade in four out of the eight subjects and will be allowed to progress from Trimester III to Trimester IV only if he/she has a pass grade in eight out of twelve courses and the requirements for a program completion and is eligible for the award of degree if, she/he has a pass grade in all fifteen courses and the capstone project.

### REQUIREMENT FOR AWARD OF DEGREE

A student is deemed to have completed the requirements for a program and is eligible for the award of degree if, she/he has a pass grade in all courses and the capstone project.

Dean  
Centre for Executive Education  
Dayananda Sagar University



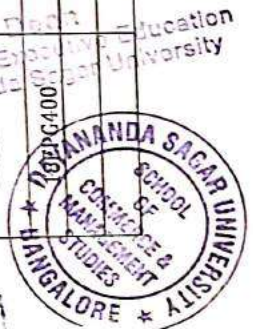
Registrar  
Dayananda Sagar University  
Bangalore

Teaching Scheme

Advanced Certificate Programs -18 Cr (4 months)

Trimester IV ( 16 weeks )		Class Lecture	Out of Class Work	Credit	Theory Marks/Examination**	Assignment 1	Assignment 2	Project Work	Total
	1.Human Resource Management	18	156	4	50	25	25	0	100
18EPG401	Performance Management							0	
18EPG402	Training & Development	18	156	4	50	25	25	0	100
18EPG403	Compensation Management	18	156	4	50	25	25	100	100
18EPG400	Capstone Project***			6	0	0	0		400
				18					
	2.Marketing Management							0	
18EPG404	Consumer Behaviour & Research	18	156	4	50	25	25	0	100
18EPG405	Advertising and Integrated Marketing Communication	18	156	4	50	25	25	0	100
18EPG406	Digital Marketing	18	156	4	50	25	25	100	100
18EPG400	Capstone Project			6	0	0	0		400
				18					
	3.Global Business							0	
18EPG407	Global HR	18	156	4	50	25	25	0	100
18EPG408	Global Marketing	18	156	4	50	25	25	0	100
18EPG409	Global Finance	18	156	4	50	25	25	100	100
18EPG400	Capstone Project			6	0	0	0		400
				18					
	4.Project Management								

*S. S. S. S.*  
Registrar  
Dayananda Sagar University  
Bangalore



18EPG410	Emerging Areas in Project Management Practices	18	156	4	50	25	25	0	100
18EPG411	Project Planning - Production Planning & Control	18	156	4	50	25	25	0	100
18EPG412	Project Risk Management	18	156	4	50	25	25	0	100
18EPG400	Capstone Project			6	0	25	25	0	100
18EPG413	5. Operations Management	18	156	18	0	0	100	100	400
18EPG414	Logistics & Supply Chain Management								
18EPG415	Total Quality Management	18	156	4	50	25	25	0	100
18EPG400	Lean Operations Management	18	156	4	50	25	25	0	100
18EPG400	Capstone Project	18	156	4	50	25	25	0	100
18EPG416	6. Business Analytics			6	0	25	25	0	100
18EPG417	Introduction to Analytics			18	0	0	0	100	100
18EPG418	Prescriptive Analytics	18	156	4	50	25	25	0	100
18EPG400	Predictive analytics	18	156	4	50	25	25	0	100
18EPG400	Capstone Project	18	156	4	50	25	25	0	100
18EPG419	7. Financial Management			6	50	25	25	0	100
18EPG420	Security Analysis and Portfolio Management	18	156	18	0	0	25	0	100
18EPG421	Financial Derivatives and Risk Management	18	156	4	50	25	25	0	100
18EPG400	Project Appraisal and Financing	18	156	4	50	25	25	0	100
18EPG400	Capstone Project	18	156	4	50	25	25	0	100
	8. Entrepreneurship			6	50	25	25	0	100
				18	0	25	25	0	100
						0	0	100	100
							0	100	100
								100	400

Centre for Executive Education  
Dayananda Sagar University



*[Handwritten signature]*

18EPC422	Introduction to Entrepreneurship	18	156	4	50	25	25	0	100
18EPC423	Opportunity Identification & Generating Ideas	18	156	4	50	25	25	0	100
18EPC424	Positioning as an Entrepreneur - Starting Your own Business/BPD	18	156	4	50	25	25	100	100
18EPC400	Capstone Project			6	0	0	0	0	400
				18					

Centre for Economic Education  
Dayananda Sagar University

*Vijay*



*S. S. S.*  
Dayananda Sagar University  
Bangalore

Teaching Scheme

Diploma in Management (12 Months -36 CR)

	Course/Subject Name	Teaching Scheme - Hours			Evaluation/Grading/Examination			Total
		Class Lecture	Out of Class Work*	Credits 36	Theory Marks/Examination**	Assignment 1	Assignment 2	
18EPG101	Human Resource Management							
18EPG102	Accounting for Managers							
18EPG103	Marketing Management	18	108	3	50	25	25	100
18EPG104	Organization Theory	18	108	3	50	25	25	100
		18	108	3	50	25	25	100
	Trimester II ( 16 weeks )	18	108	3	50	25	25	400
	Corporate Finance			12				
18EPG201	Corporate Finance							
18EPG202	Managerial Economics							
18EPG203	Business Law, Ethics & Social Responsibility	18	108	3	50	25	25	100
18EPG204	Corporate Entrepreneurship & Innovation	18	108	3	50	25	25	100
		18	108	3	50	25	25	100
	Trimester III ( 16 weeks )	18	108	3	50	25	25	100
	Operations Management			12				400
18EPG301	Operations Management							
18EPG302	Global Business							
18EPG303	Strategic Decision Making & Management	18	108	3	50	25	25	100
18EPG304	Research Methodology	18	108	3	50	25	25	100
		18	108	3	50	25	25	100
		18	108	3	50	25	25	100
		18	108	3	50	25	25	100
				12				400

Registrar  
Dayananda Sagar University  
Bangalore

Dayananda Sagar University  
Bangalore



Center for Executive Education  
Dayananda Sagar University

## Teaching Scheme – Advanced Certificate Programs/Certificate Programs

Subject Code	Subject Name	Teaching Scheme - Hours			Evaluation/Grading/Examination			Total
		Class Lecture	Out of Class Work	Credits	Theory Marks/Examination	Assignment 1	Assignment 2	
	Trimester ( 16 weeks )							
	<b>1.Human Resource Management</b>							
	Performance Management	18	156	4	50	25	25	100
	Training & Development	18	156	4	50	25	25	100
	Compensation Management	18	156	4	50	25	25	100
	Capstone Project			6	0	0	0	100
				18				400
	<b>2.Marketing Management</b>							
	Consumer Behaviour & Research	18	156	4	50	25	25	100
	Advertising and Integrated Marketing Communication	18	156	4	50	25	25	100
	Digital Marketing	18	156	4	50	25	25	100
	Capstone Project			6	0	0	0	100
				18				400
	<b>3.Global Business</b>							
	Global HR	18	156	4	50	25	25	100
	Global Marketing	18	156	4	50	25	25	100
	Global Finance	18	156	4	50	25	25	100
	Capstone Project			6	0	0	0	100
				18				400
	<b>4.Project Management</b>							

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Vegara*



*Sathya*  
Registrar  
Dayananda Sagar University  
Bangalore

Emerging Areas in Project Management Practices	18	156	4	50	25	25	100
Project Planning – Production Planning & Control	18	156	4	50	25	25	100
Project Risk Management	18	156	4	50	25	25	100
Capstone Project			6	0	0	0	100
			18				100
5. Operations Management							400
Logistics & Supply Chain Management							
Total Quality Management	18	156	4	50	25	25	100
Lean Operations Management	18	156	4	50	25	25	100
Capstone Project	18	156	4	50	25	25	100
			6	0	0	0	100
			18		0	0	100
6. Business Analytics							400
Introduction to Analytics	18	156	4	50	25	25	100
Prescriptive Analytics	18	156	4	50	25	25	100
Predictive analytics	18	156	4	50	25	25	100
Capstone Project			6	0	0	0	100
			18		0	0	100
7. Financial Management							400
Security Analysis and Portfolio Management	18	156	4	50	25	25	100
Financial Derivatives and Risk Management	18	156	4	50	25	25	100
Project Appraisal and Financing	18	156	4	50	25	25	100
Capstone Project	18	156	4	50	25	25	100
			6	0	0	0	100
			18		0	0	100
8. Entrepreneurship & Innovation Management							400

Dean  
Centre for Executive Education  
Dayananda Sagar University

*[Handwritten Signature]*



Dayananda Sagar University  
Centre for Executive Education

Introduction to Entrepreneurship	18	156	4	50	25	25	100
Opportunity Identification & Generating Ideas	18	156	4	50	25	25	100
Positioning as an Entrepreneur – Starting Your own Business	18	156	4	50	25	25	100
Capstone Project			6	0	0	0	400
			18				

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Vijayaraj*



*[Signature]*  
Registrar  
Dayananda Sagar University

## Teaching Scheme – Diploma in Management ( Proposed)

Course Code	Course/Subject Name	Teaching Scheme - Hours			Evaluation/Grading/Examination				Total
		Class Lecture	Out of Class Work	Credits	Theory Marks/Examination	Assignment 1	Assignment 2		
	<b>Trimester I (16 weeks)</b>								
	Human Resource Management	18	108	3	50	25	25	100	
	Managerial Accounting & Decision Making	18	108	3	50	25	25	100	
	Marketing Management	18	108	3	50	25	25	100	
	Organization Theory	18	108	3	50	25	25	100	
				12				400	
	<b>Trimester II (16 weeks)</b>								
	Financial Accounting	18	108	3	50	25	25	100	
	Managerial Economics	18	108	3	50	25	25	100	
	Business Law, Ethics & Social Responsibility	18	108	3	50	25	25	100	
	Corporate Entrepreneurship & Innovation	18	108	3	50	25	25	100	
				12				400	
	<b>Trimester III (16 weeks)</b>								
	Operations Management	18	108	3	50	25	25	100	
	Global Business	18	108	3	50	25	25	100	
	Strategic Decision Making & Management Q	18	108	3	50	25	25	100	
	Research Methodology	18	108	3	50	25	25	100	

Dayananda Sagar University  
Bangalore

*Suttanahalli*  
Registrar  
Dayananda Sagar University  
Bangalore



Dean  
Centre for Executive Education  
Dayananda Sagar University

*Vegaraj*

BANGALORE

## Teaching Scheme - Executive MBA

Course Code	Course Name	Teaching Scheme - Hours			Evaluation/Grading/Examination			Total
		Class Lecture	Out of Class Work	Credits	Theory Marks/Examination	Assignment 1	Assignment 2	
	<b>Trimester I ( 16 weeks )</b>							
	Human Resource Management	18	108	3	50	25	25	100
	Managerial Accounting & Decision Making	18	108	3	50	25	25	100
	Marketing Management	18	108	3	50	25	25	100
	Organization Theory	18	108	3	50	25	25	100
				12				400
	<b>Trimester II ( 16 weeks )</b>							
	Financial Accounting	18	108	3	50	25	25	100
	Managerial Economics	18	108	3	50	25	25	100
	Business Law, Ethics & Social Responsibility	18	108	3	50	25	25	100
	Corporate Entrepreneurship & Innovation	18	108	3	50	25	25	100
				12				400
	<b>Trimester III ( 16 weeks )</b>							
	Operations Management	18	108	3	50	25	25	100
	Global Business	18	108	3	50	25	25	100

Dean  
Centre for Executive Education  
Dayananda Sagar University

*[Signature]*  
Registrar  
Dayananda Sagar University  
Bangalore



Strategic Decision Making & Management		18	108	3	50	25	25	100
Research Methodology		18	108	3	50	25	25	100
Trimester IV ( 16 weeks )				12				400
1.Human Resource Management								
Performance Management		18	156	4	50	25	25	100
Training & Development		18	156	4	50	25	25	100
Compensation Management		18	156	4	50	25	25	100
Capstone Project				6	0	0	0	100
				18				400
2.Marketing Management								
Consumer Behaviour & Research		18	156	4	50	25	25	100
Advertising and Integrated Marketing Communication		18	156	4	50	25	25	100
Digital Marketing		18	156	4	50	25	25	100
Capstone Project				6	0	0	0	100
				18				400
3.Global Business								
Global HR		18	156	4	50	25	25	100
Global Marketing		18	156	4	50	25	25	100
Global Finance		18	156	4	50	25	25	100
Capstone Project				6	0	0	0	100
				18				400

Centre for Executive Education  
 Dayananda Sagar University

*Handwritten signature*



Registrar  
 Dayananda Sagar University  
 Bangalore



Capstone Project						6	0	0	0	100
						18				400
8. Entrepreneurship & innovation Management										
Introduction to Entrepreneurship	18	156	4	50	25	25	25	25	100	
Opportunity Identification & Generating Ideas	18	156	4	50	25	25	25	100		
Positioning as an Entrepreneur – Starting Your own Business	18	156	4	50	25	25	25	100		
Capstone Project			6	0	0	0	0	0	100	
			18						400	

Foot Note:

Assignment 1 and assignment 2 may consist of case analysis, case presentation, survey reports, and short projects, relevant book reviews, and seminar presentations.



*[Handwritten Signature]*

Dean  
Centre for Executive Education  
Dayananda Sagar University

Program Architecture - Management

Executive MBA ( 16 months - 54 CR)

Course/Subject Name	Teaching Scheme - Hours			Evaluation/Grading/Examination				Total Marks
	Class Lecture	Out of Class Work*	Credits ( 54)	Theory Marks/Examination**	Assignment 1	Assignment 2	Project Work	
<b>Trimester I (16 weeks )</b>								
Human Resource Management	18	108	3	50	25	25	0	100
Managerial Accounting & Decision Making	18	108	3	50	25	25	0	100
Marketing Management	18	108	3	50	25	25	0	100
Organization Theory	18	108	3	50	25	25	0	100
			12					400
<b>Trimester II (16 weeks)</b>								
Financial Accounting	18	108	3	50	25	25	0	100
Managerial Economics	18	108	3	50	25	25	0	100
Business Law, Ethics & Social Responsibility	18	108	3	50	25	25	0	100
Corporate Entrepreneurship & Innovation	18	108	3	50	25	25	0	100
			12					400
<b>Trimester III (16 weeks)</b>								
Operations Management	18	108	3	50	25	25	0	100
Global Business	18	108	3	50	25	25	0	100
Strategic Decision Making & Management	18	108	3	50	25	25	0	100
Research Methodology	18	108	3	50	25	25	0	100
			12					400
<b>Trimester IV (16 weeks)</b>								
Human Resource Management								

Dean  
 Centre for Executive Education  
 Dayananda Sagar University  
 Registrar  
 Dayananda Sagar University  
 Bangalore



Performance Management	18	156	4	50	25	25	0	100
Training & Development	18	156	4	50	25	25	0	100
Compensation Management	18	156	4	50	25	25	0	100
Capstone Project***			6	0	0	0	100	100
<b>2. Marketing Management</b>	18		18					400
Consumer Behaviour & Research	18	156	4	50	25	25	0	100
Advertising and Integrated Marketing Communication	18	156	4	50	25	25	0	100
Digital Marketing	18	156	4	50	25	25	0	100
Capstone Project	18	156	4	50	25	25	0	100
			6	0	0	0	100	100
<b>3. Global Business</b>	18		18					400
Global HR	18	156	4	50	25	25	0	100
Global Marketing	18	156	4	50	25	25	0	100
Global Finance	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100
			18					400
<b>4. Project Management</b>	18		18					400
Emerging Areas in Project Management Practices	18	156	4	50	25	25	0	100
Project Planning & Control	18	156	4	50	25	25	0	100
Project Risk Management	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100
			18					400
<b>5. Operations Management</b>	18		18					400
Logistics & Supply Chain Management	18	156	4	50	25	25	0	100
Total Quality Management	18	156	4	50	25	25	0	100
Lean Operations Management	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100



**Diploma in Management (Proposed) (12 Months -36 CR)**

Dean  
Centre for Executive Education  
Dayananda Sagar University

*(Signature)*



Course/Subject Name	Teaching Scheme - Hours			Evaluation/Grading/Examination			Total
	Class Lecture	Out of Class Work*	Credits 36	Theory Marks/Examination**	Assignment 1	Assignment 2	
<b>Trimester I (16 weeks)</b>							
Human Resource Management	18	108	3	50	25	25	100
Managerial Accounting & Decision Making	18	108	3	50	25	25	100
Marketing Management	18	108	3	50	25	25	100
Organization Theory	18	108	3	50	25	25	100
<b>Trimester II (16 weeks)</b>			12				400
Financial Accounting	18	108	3	50	25	25	100
Managerial Economics	18	108	3	50	25	25	100
Business Law, Ethics & Social Responsibility	18	108	3	50	25	25	100
Corporate Entrepreneurship & Innovation	18	108	3	50	25	25	100
<b>Trimester III (16 weeks)</b>			12				400
Operations Management	18	108	3	50	25	25	100
Global Business	18	108	3	50	25	25	100
Strategic Decision Making & Management	18	108	3	50	25	25	100
Research Methodology	18	108	3	50	25	25	100
			12				400

Dayananda Sagar University  
Bangalore

Advanced Certificate Programs -18 Cr (4 months)

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Vijaya*



1.Human Resource Management	Class Lecture	Out of Class Work	Credit	Theory Marks/Examination**	Assignment 1	Assignment 2	Project Work	Total
Performance Management	18	156	4	50	25	25	0	100
Training & Development	18	156	4	50	25	25	0	100
Compensation Management	18	156	4	50	25	25	100	100
Capstone Project***			6	0	0	0		400
			18					
2.Marketing Management							0	100
Consumer Behaviour & Research	18	156	4	50	25	25	0	100
Advertising and Integrated Marketing Communication	18	156	4	50	25	25	0	100
Digital Marketing	18	156	4	50	25	25	100	100
Capstone Project			6	0	0	0		400
			18					
3.Global Business							0	100
Global HR	18	156	4	50	25	25	0	100
Global Marketing	18	156	4	50	25	25	0	100
Global Finance	18	156	4	50	25	25	100	100
Capstone Project			6	0	0	0		400
			18					
4.Project Management							0	100
Emerging Areas in Project Management Practices	18	156	4	50	25	25	0	100
Project Planning - Production Planning & Control	18	156	4	50	25	25	0	100
Project Risk Management	18	156	4	50	25	25	100	100
Capstone Project			6	0	0	0		400
			18					
5.Operations Management								

*S. S. S. S.*  
Dayananda Sagar University  
Bangalore

Logistics & Supply Chain Management	18	156	4	50	25	25	0	100
Total Quality Management	18	156	4	50	25	25	0	100
Lean Operations Management	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100
6. Business Analytics			18					400
Introduction to Analytics	18	156	4	50	25	25	0	100
Prescriptive Analytics	18	156	4	50	25	25	0	100
Predictive analytics	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100
7. Financial Management			18					400
Security Analysis and Portfolio Management	18	156	4	50	25	25	0	100
Financial Derivatives and Risk Management	18	156	4	50	25	25	0	100
Project Appraisal and Financing	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100
8. Entrepreneurship & innovation Management			18					400
Introduction to Entrepreneurship	18	156	4	50	25	25	0	100
Opportunity Identification & Generating Ideas	18	156	4	50	25	25	0	100
Positioning as an Entrepreneur – Starting Your own Business	18	156	4	50	25	25	0	100
Capstone Project			6	0	0	0	100	100
Certificate Courses			18					400

Dean  
Centre for Executive Education  
Date: \_\_\_\_\_



Jaydevi Sagar University

**Appendix 1: Program Architecture : Executive MBA**

The program architecture is well crafted after careful thought and mirrors programs conducted by the best B-Schools in the world, as well as bringing ground realities and issues faced by industry in India to the class room. Course Outlines are dynamic and changed to reflect current reality and the course pedagogy is a blend of theoretical lectures, conceptual understanding, and assignment. World class case studies are introduced to the student at an early stage of the course. Students are expected to bring their work experience to the class and discuss live issues, in order to enrich the process of learning for the peer group.

Course Code	Course Name	Evaluation Scheme				Total
		Credits	Theory Marks/Examination	Assignment 1	Assignment 2	
<b>Trimester I ( 16 weeks )</b>						
	Human Resource Management	3	50	25	25	100
	Managerial Accounting & Decision Making	3	50	25	25	100
	Marketing Management	3	50	25	25	100
	Organization Theory	3	50	25	25	100
		12				400
<b>Trimester II ( 16 weeks )</b>						
	Financial Accounting	3	50	25	25	100
	Managerial Economics	3	50	25	25	100
	Business Law, Ethics & Social Responsibility	3	50	25	25	100
	Corporate Entrepreneurship & Innovation	3	50	25	25	100
		12				400
<b>Trimester III ( 16 weeks )</b>						
	Operations Management	3	50	25	25	100
	Global Business	3	50	25	25	100
	Strategic Decision Making & Management	3	50	25	25	100
	Research Methodology	3	50	25	25	100
		12				400
<b>Trimester IV ( 16 weeks )</b>						

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Suttanadalli*

Registrar  
Dayananda Sagar University  
Bangalore



<b>1. Human Resource Management</b>				
Performance Management	4	50	25	
Training & Development	4	50	25	25
Compensation Management	4	50	25	25
Capstone Project	6	0	0	25
	18			0
<b>2. Marketing Management</b>				
Consumer Behaviour & Research	4	50	25	
Advertising and Integrated Marketing Communication	4	50	25	25
Digital Marketing	4	50	25	25
Capstone Project	6	0	0	25
	18			0
<b>3. Global Business</b>				
Global HR	4	50	25	
Global Marketing	4	50	25	25
Global Finance	4	50	25	25
Capstone Project	6	0	0	25
	18			0
<b>4. Project Management</b>				
Emerging Areas in Project Management Practices	4	50	25	25
Project Planning – Production Planning & Control	4	50	25	25
Project Risk Management	4	50	25	25
Capstone Project	6	0	0	25
	18			0
<b>5. Operations Management</b>				
Logistics & Supply Chain Management	4	50	25	25
Total Quality Management	4	50	25	25
Lean Operations Management	4	50	25	25
Capstone Project	6	0	0	25
	18			0
<b>6. Business Analytics</b>				

Dean  
Centre for Executive Education  
Dayananda Sagar University



Descriptive Analytics	4	50	25	25	100
Prescriptive Analytics	4	50	25	25	100
Predictive analytics	4	50	25	25	100
Capstone Project	6	0	0	0	100
	18				400
<b>7. Financial Management</b>					
Security Analysis and Portfolio Management	4	50	25	25	100
Financial Derivatives and Risk Management	4	50	25	25	100
Project Appraisal and Financing	4	50	25	25	100
Capstone Project	6	0	0	0	100
	18				400
<b>8. Entrepreneurship &amp; innovation Management</b>					
Introduction to Entrepreneurship	4	50	25	25	100
Opportunity Identification & Generating Ideas	4	50	25	25	100
Positioning as an Entrepreneur – Starting Your own Business	4	50	25	25	100
Capstone Project	6	0	0	0	100
	18				400

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Veganes*



*Sultana*  
Registrar  
Dayananda Sagar University  
Bangalore



Board of Studies : Inclusion of Value Added Programs: MBA  
1 message

Sat, Apr 24, 2021 at 6:23 PM

To: Sunil Bhumralkar <sunil.bhumralkar@gmail.com>, Shankar HN <hn.shankar@gmail.com>, HOD MBA <hodmba@dsatm.edu.in>, Rahul Dighe <rdighe@dsu.edu.in>, Arindam Sen <arin\_sen@yahoo.com>, srinivas iyengar <Ars\_iyengar@live.com>, "Dr. R. Venkalamuni Reddy" <rvmunireddy@gmail.com>, "A V Venkalesh Kumar, HR, BBAN" <venkalesh.kumar@buhlergroup.com>, spadmanabhuni@gmail.com, Utkarsh Thakur <ulhakur@gmail.com>, Anantharaman Subramanian1 <saraman123@in.ibm.com>, Dean Post Graduate Management Programs <dean-cee@dsu.edu.in>, nshish@oncolocus.com, gcscs@gmail.com  
Cc: VV Rajan <vvrajan@dsu.edu.in>, "Dr. H N Shylaja" <hnshylaja@dsu.edu.in>

Dear Member - BoS:

I hope that you are doing well!

As briefly mentioned during our Board of Studies Meeting held on April 10, 2021, we have worked upon seven Value Added Programs that are practice-oriented and hope to add value to our MBA students. Each program is of about thirty to thirty-six-hour duration. We hope to go beyond the syllabus and introduce our students to current global best practices from a management perspective.

1. A Practical Guide to Managing People at Work
2. Applied Business Analytics
3. Artificial Intelligence & Data science
4. Essentials of Contemporary Mktg in the Digital Era
5. Financial Markets and Investment Analysis
6. Information Technology Applications
7. Supply Chain Management Excellence

pedagogy would be lecture, case-study based, short-project where the student's problem solve and find solutions in functional domains.

Request approval to incorporate these programs, in our MBA curriculum.

Thanks & Warm Regards,

Prof. (CAPT) A. Nagaraj Subbarao  
Dean - Post Graduate Programs in Management  
Innovation Campus,  
Kudlu Gate, Hosur Main Road, Bangalore 560 068  
Tel # +91 80 49092931  
Mobile: +91 9986321964



<http://www.dsu.edu.in>

Hope is not a strategy!

7 attachments

- 1 VAP A Practical Guide to Managing People at Work.docx  
85K
- 4 VAP Essentials of Contemporary Mktg in the Digital Era.docx  
80K
- 5 VAP Financial Markets and Investment Analysis.docx  
83K
- 3 VAP Artificial Intelligence & Data science.docx  
82K
- 2 VAP Applied Business Analytics.docx  
82K
- 6 VAP Information Technology Applications .docx  
84K
- 7 VAP Supply Chain Management Excellence.docx  
54K

Dean  
Centre for Executive Education  
Dayananda Sagar University



Suttamadh.

Registrar  
Dayananda Sagar University  
Bangalore



**SEMESTER/YEAR** : II / I YEAR  
**COURSE CODE** : Value Added Program  
**TITLE OF THE COURSE** : Job Readiness Program in Supply Chain Management

### Background

Procurement of ready material plays a great role in the efficient functioning of a supply chain for any company. The course covers the procedural aspects of procurement at a tactical level as well as strategic sourcing, vendor selection, vendor performance and review are critical for a company to make/alter sourcing decisions and the course will cover this aspect as well. Inventory and Warehouse management of ready material plays a great role in the efficient functioning of a supply chain for any company. Managing inventory effectively is key to the success of a manufacturing or sales/distribution organization. This course covers the commonly used methodology for optimizing inventory levels. In addition, this course is intended to help students understand standard industry practices used in Demand Management and traditional methods of forecasting. Qualitative aspects of forecasting such as impact of macro factors are covered. As in all supply chain systems today, use of software and tools is essential. The exercises in this course will be rooted in software tools used in the industry.

### Course Objectives

1. Learn the basics of demand management processes in large organizations & hands on use of demand forecasting software tools.
2. Understand the importance of inventory management including cost, service level.
3. Understand the objectives of a purchase department in terms of Total Cost of Ownership, and maintaining optimum inventory levels.
4. Understand key terminology and concepts in inventory management.

### Course Outcomes

On completion of this course the student should be able to:

1. Be ready to perform a job role as a Demand Planner in an organization.
2. Be able to analyze data using standard tools and techniques to build forecasting models.
3. Calculate critical parameters related to inventory management and use ABC classification to optimize inventory levels.
4. Be ready to perform a job role as a Procurement Executive in an organization.

### Syllabus/Course Outline:

**UNIT I: Enterprise demand forecasting, planning and demand management process (8 hours)**

Overview of demand management and forecasting in an enterprise using a GMDH Forecasting software. Annual hierarchical planning process for the entire geography and its hierarchy, entire product family and its hierarchy. Manual override of the mathematical forecasts, rolling forecast revision and correction process. Common time series forecasting methods using moving average, regression. Understanding seasonality, trends and exponential smoothing. Measurement error, Understanding forecast errors and different methods of calculating forecast error.

*Suttanadatta*  
 Dayananda Sagar University  
 Bangalore





**UNIT II: Traditional Demand forecasting methods (7 hours)**  
 Common time series forecasting methods using moving average, regression. Understanding seasonality, trends and exponential smoothing. The popular Holt-Winter method of forecasting. Measurement of error, Understanding forecast errors and different methods of calculating forecast error.

**UNIT III: Key operations in the purchase department (8 hours)**

- The importance of lowering the total cost of ownership and managing parts availability minimum cost.
- Managing delivery commitments to production divisions within the enterprise.

**UNIT IV: Inventory Control and Warehouse Management (7 hours)**

- Importance of inventory management and challenges involved in it including conflicting goals.
- Cost of carrying inventory, shelf life challenges and storage costs.
- Uncertainties in material supply from vendors and uncertainties of demand.
- Important inventory management methods and policies: Cycle & safety stock, EOQ, Lot Size, Re-order point, etc.
- ABC Classification.

**Case Studies**

**Case Study 1**

**(6Hours)**

**Scientific Glass, Inc.: Inventory Management**

In January 2010, Ava Beane, the newly hired Manager of Inventory Planning for Scientific Glass (SG), contemplated the critical nature of her first big project with the company. During her interviews for the job, several executives had told her very directly that the company's need for a more effective way to manage its inventory was urgent. At the time, Beane had felt confident she could address the problem quickly and meaningfully. Now on the job for several weeks, Beane was gaining a fuller appreciation of the difficulties of the task.

Until recently, SG had treated inventory management as largely an afterthought. As a fast-growing organization with annual sales of \$86 million, the company historically emphasized the twin goals of continued sales growth and high customer satisfaction. During the past year, however, executives at the company had identified a disturbing trend: Inventory balances were increasing substantially, which tied up extra capital the company needed to fund its growing operations. In recent years the company exceeded its target debt to total capital ratio of 40%. If this trend persisted, it could jeopardize SG's ability to fund a planned expansion into new international markets.

Centre for Executive Education  
 Dayananda Sagar University

*[Handwritten Signature]*



Dayananda Sagar University | 2020



Beane was given four weeks to come up with recommendations on how to make the inventory plan support the company's sales and customer-service objectives without requiring a large capital investment.

## CASE Study 2

### Raymond: Design of Warehouse Operations

*"Raymond being a leader in the industry would settle for nothing but the best practices being followed. Be it either in product innovations, manufacturing supply chain, or customer satisfaction. It was in this context that we were lagging behind in our order fulfilments to our customers. Our internal study showed that our warehouse operations were not robust enough and not aligned to the best practices being followed."* Vinod Padmanabhan, Director – Works, Chhindwara plant.

On 16 July 2014 at 9 a.m., the meeting commenced at the Chhindwara (Nagpur, India) textile plant of Raymond Limited. Avnish Naik, Deputy General Manager (Warehouse), was in a discussion with warehouse management system consultants. They were contemplating how to improve warehouse operations and increase the storage capacity at the plant. In the recent past, Raymond had witnessed a series of order cancellations because of long delays in order fulfillment (the under picking rates were more than 20%). The productivity of picking and inbound processes was declining, and the manpower requirement was at an all-time high with overtime of approximately 5,000 man days per year. Due to lack of substantial organisation of SKUs (stock keeping units) within bins, it took up to 12 days to complete the annual stock audit procedure. The company was at a risk of losing valuable clients if the warehouse management issues were not immediately rectified. Moreover, sales were projected to grow by 40% in the next one year necessitating an expansion of storage space. However, Raymond did not have sufficient funds to acquire land and build new racks at the Chhindwara plant. Naik and his team had to find innovative ways to optimise the storage bin capacity within the existing racking structure.

### Pedagogy

Key concepts, Case Studies, Hands-on Lab.

#### Software tools used

- zoho inventory management: <https://www.zoho.com/in/inventory>
- Precoro Software: <https://www.precoro.com/>
- GMDH streamline: <https://gmdhsoftware.com/>

#### Reference Books

- **Supply Chain Management**, 7th edition, Pearson Publications, January 2018, by Sunil Chopra, Peter Meindl, Dharam Vir Kalra.
- **Supply Chain Management: Text and Cases**, 2nd edition, Pearson Education India, May 2016, by Janat Shah.

*Sutanudh.*  
Registrar  
Dayananda Sagar University  
Bangalore

Dayananda Sagar University  
Bangalore





SEMESTER/YEAR : II / I YEAR  
COURSE CODE : Value Added Program  
TITLE OF THE COURSE : Essentials of Contemporary Marketing in the digital era

### Background

In the current order of the world, business firms have started redefining their goals in line with the paradigm shift of new technologies and advent of digitisation. It has become highly inevitable for such business firms to integrate their goals and their activities to remain competitive and successful, and as a result it has become a compelling imperative to redefine their marketing processes as well. Contemporary marketing has evolved for for-profit business organizations. Contemporary marketing holds the secret to organizational success in 2021. Marketing now does not end in merely determining the needs and wants of customers, it goes a step further to answer modern business concerns. Contemporary marketing is a part of this holistic solution.

This value added program hones students with required skills which are required to manage day to day marketing activities in terms of both Digital and Offline Marketing. It provides students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; to make SWOT analysis; to define a target group; to get introduced to various digital channels, their advantages and ways of integration; how to integrate different digital media and create marketing content; how to optimize a Web site and SEO optimization; how to create Google AdWords campaigns; social media planning; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing.

### Course Objectives

1. To learn the theory and practice of Contemporary Marketing management in the digital era.
2. To understand the advantages and disadvantages of multiple marketing buzzwords.
3. To develop lean strategies by keeping end user a priority provision.
4. To enhance sustainable customer relationship management skills.

### Course Outcomes

On completion of this course the student should be able to:

1. Create a usable marketing plan.
2. Create a list of basics required for managing sales.
3. Create a credible digital marketing process.
4. Create a digital marketing plan to do SWOT analysis and defining a target group to track and measure the reach of a product/service.
5. Classify digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget to promote product/service in a personalized manner

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Suttamodally*  
Registrar  
Dayananda Sagar University  
Bangalore



**Syllabus/Course Outline:**

**Unit 1: Overview of Contemporary Marketing (6 Hours)**

Concept, nature, scope and importance of contemporary marketing; Marketing concept and evolution  
Hyper-local marketing, Rural urban marketing, Internal and External Marketing, Conversation marketing, Video Marketing, Influencer Marketing, Omni-channel Marketing, Privacy Marketing  
Green marketing.

**Unit 2: Contemporary marketing in services sector (6 Hours)**

Contemporary perspectives if services (basics+ KYC) Business to consumer services, B2B services, Services capes, blueprinting for design and diagnosis ,customer/employees moderating and mediating factors. Managing Services Quality.

**Unit 3: E-Commerce marketing (4 hours)**

Basics of Ecommerce, Introduction to top E -commerce companies , E-Commerce marketing strategies , Product selling in E-Commerce, CRM in E-commerce

**Unit 4 : Digital marketing - Key concepts + SEO + content marketing (15 Hours)**

Digital marketing concepts

Introduction to marketing in digital environment, Common e-commerce business models, Pure play, Hybrid and multi-channel options, media options online, fulfilment options and strategies, introduction to payment gateways, PayPal etc

Concepts around PPC, CPC, CPA, Viral marketing, Affiliate marketing, Re-Marketing etc.


SEO/SEM

Email campaign creation and management, Google ad word, search and display engines, pricing models online, introduction to page rankings, Google ad words analytics, search engine optimization, process and methodology, long tail in SEO, link building, key word analysis, process and optimization, search engine marketing, paid versus natural search, SEM landscape, landing pages and their importance in conversion analysis, search methodology.

Content Marketing

Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience - and, ultimately, to drive profitable customer action purely on the digital domain. Digital branding strategy for marketers

Dean  
Centre for Executive Education  
Dayananda Sagar University





Branding definitions , Brand ethos , difference between branding and marketing , digital media impact on branding , create your own brand google website.

**Unit 5: Case Study Analysis, Group Assignments , Individual Presentations and Creativities  
(5 hours)**

**1. Tata's case study**

A marketing case study for the 21<sup>st</sup> century. This will help Students understand more about TATA as a brand and about ethical marketing effectively,  
<http://www.tata.com/aboutus/articlesinside/Ratan-N-Tata>

**2. Facebook ads case study**

<https://apolloedigital.io/blog/digital-marketing-case-studies>

**3. Website Content creation**

**4. Varieties of content writing, - developing an online brand with a website - This will help the student to learn developing a blogging site or branding. It will also help them understand the depth of individual concepts taught throughout the course.**

**Pedagogy**

Case Studies, Presentations, Simulations, Field projects, Assignments

**References -**

1. Helping you succeed through online marketing. - [Neil Patel Blog](#)
2. Sem Rush SEO Blog - [SEMRush](#)
3. Journal of business research. [Link](#)
4. Philip Kotler Blog - [Link](#)
5. Hubspot- [Link](#)
6. Journal of marketing. [Link](#)

**Dean**  
Centre for Executive Education  
Dayananda Sagar University



**Suttanadolkh.**  
Registrar  
Dayananda Sagar University  
Bangalore

Dayananda Sagar University | 2020

Conditio



SEMESTER/YEAR : II / I YEAR  
COURSE CODE : Value Added Program  
TITLE OF THE COURSE : A Practical Guide to Managing People at Work

### Background

Finding and hiring the right people is often cited as the number one concern of businesses today. It seems everybody is competing for the best and brightest workers. A critical component of the **People Manager Value Proposition** is to hire talented people who enable the organization to achieve its strategic goals. Once you have hired good employees, the next step that successful people managers take is to develop the full potential of their employees. Performance management is a process that helps managers achieve the goal of getting the best from their employees.

A key role for a people manager is to hire great people, place them, pay them a fair wage, evaluate their contribution and retain them. This value-added course looks at such people management parameters in alignment with larger HR issues that organizations face and is meant to be a pre-cursor to more advanced HR courses. The aim of this course is to give a practical guide to managing people at work. In the course a student will engage with some HR theories and then see how they translate into every day working life.

At the end of this course, a student will be better equipped to choose a suitable employee, to motivate and appraise a team, to manage compensation and to lead and make decision on a day-to-day basis with respect to the HR function.

### Course Objectives

1. To learn the theory and practice of Manpower Staffing.
2. To understand the role of performance appraisal and management
3. To learn the science of compensation management

### Course Outcomes

On completion of this course the student should be able to:

1. Create a usable job description
2. Create a list of competencies required for a job role
3. Create a credible assessment centre and understand the interview process
4. Manage a job evaluation process and create a compensation process with a logical pay band
5. Appraise an employee using a standard appraisal method and create a Balance Score Card to bring people, learning, process and culture under one integrated approach with an HRIS.

### Syllabus/Course Outline:

#### Unit 1: Overview of Employee Hiring (12 Hours)

- a. Staffing Strategies'
- b. Business Implications of Staffing Strategies'

Deban  
Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore

Dayananda Sagar University | 2020

- c. Job Analysis – Creation of a Job Summary & Competency Modelling
- d. Forecasting & Planning
- e. Sourcing
- f. Recruiting

**Unit 2: Strategic HR in a Global Context (6 Hours)**

- a. Hiring & Process – Balanced Scorecard, the HRIS
- b. Internal & External Candidates: Hiring Process, Induction & Placement process and outcomes

**Unit 3: Performance Management Process, Role of Self-assessment and self-development**  
Goals in Performance management, Key performance Indicators, Key result area, Methods of performance appraisal in current scenario. Human errors in performance management. (10 Hours)

**Unit 4: Pay structures**

Pay band, pay scale and pay grade; Factors of Individual's pay models; theories of compensation packages, components of salary (cost to company), Breakup of salary, Provident fund, Gratuity fund, ITR Form-16, Types of leaves in organisation. (4 Hours)

**Unit 5: Assignments and practical components**

Prepare the Breakup of salary of Public sector and private Sector. (4 Hours)

**Pedagogy**

Case Studies, Presentations, Simulations, Field projects, Assignments

**Case Analysis**

**1. Values-Based Approach to Candidate Selection: One Hiring Manager's Approach: Jane Dutton, Lindsay Reed: University of Michigan**

This case explores how a hiring manager at LinkedIn uses a selection interview to ensure a new employee fits the organization's values and culture. This selection interview provides a glimpse into how this manager puts the organization's values and culture into practice while recruiting a new employee. The case provides students with background information about LinkedIn's growth and success, its culture, and the value CEO Jeff Weiner's places on compassion. After reading and discussing this case, students will be able to: 1.) See how selection practices impact organizational culture. 2.) Describe how future employees can use the selection process to both understand the organizational culture. 3.) Understand how selection is an effective tool to both communicate an organization's culture and to maintain that culture by the people who are hired. 4.) Appreciate how leaders' values (in this case, valuing compassion) trickle down to affect the selection of employees.

Dean  
Centre for Executive Education  
Dayananda Sagar University  
Bangalore

*[Handwritten Signature]*

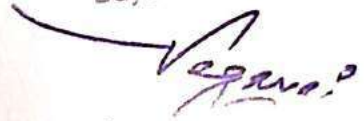


Dayananda Sagar University | 2020

## 2. Equity on Demand: The Netflix Approach to Compensation: David F. Larcker, Allan McCall, Brian Tayan: Stanford Graduate School of Business

Netflix was among a small group of Silicon Valley companies to emerge from the technology bubble of the late 1990s a clear winner in terms of growth, market share, and profitability. That Netflix was able not only to prevail over this competition but also to thrive was largely attributable to the culture of freedom and responsibility inculcated by founder Reed Hastings. To foster this culture, the company adopted a series of unique employment practices that were meant to attract, retain, and motivate the type of employee that Netflix valued. Among these practices was a compensation system with several unconventional features. Whereas most companies provided compensation packages with a predetermined mix of cash and equity-based awards, Netflix turned the model on its head and allowed employees to request their own mix.

Dean  
Centre for Executive Education  
Dayananda Sagar University



Dayananda Sagar University  
Bangalore

Dayananda Sagar University | 2020



**SEMESTER/YEAR** : II / I YEAR  
**COURSE CODE** : Value Added Program  
**TITLE OF THE COURSE** : Applied Business Analytics Using R and Python

### Background

R and Python are two popular open source tools available for performing data exploration, data cleaning, perform descriptive and predictive analytics and perform data visualization. Through this course students will come to grips with application of different aspects of data analytics using R and Python. This course will prepare the students to handle entry level jobs in business analytics profession.

### Course Objectives

1. To learn data visualization, data wrangling and data import using R
2. To learn predictive analytics using R
3. To learn exploratory data analysis using Python

### Course Outcomes

On completion of this course the student should be able to:

1. Learn data structures and their application in R and Python
2. Perform data visualization using R and Python
3. Perform data wrangling using R and Python
4. Perform data import and tidying in R and Python
5. Apply predictive analytics using R

### Syllabus/Course Outline:

#### Unit 1: Getting Started with Data in R (4 Hours)

- R and R Studio
- Coding in R
- R Packages
- Exploring Dataset

#### Unit 2: Data Visualization, Data Wrangling, Data Import and Data Tidying in R (10 Hours)

- Data Visualization
  - Grammar of Graphics
  - Scatterplots
  - Linegraphs
  - Histograms
  - Facets
  - Boxplots
  - Barplots
- Data Wrangling
  - Pipe Operator
  - Filter Rows
  - Summarize Variables
  - group\_by rows

Dean  
Centre for Executive Education  
Dayananda Sagar University



Dayananda Sagar University  
Bangalore

- mutate existing variables
- arrange and sort rows
- join dataframes
- Data Importing and Tidy Data
  - Importing Data
  - Tidy Data
  - Case Study

### Unit 3: Predictive Analytics Using Classification and Regression in R (10 Hours)

- Classification Algorithms
  - KNN Algorithm
  - Diagnosing Breast Cancer Using KNN
  - Decision Tree Algorithm
  - Identifying Risky Bank Loans using Decision Trees
- Regression
  - Simple Linear Regression
  - Multiple Linear Regression
  - Predicting Medical Expenses Using Linear Regression

### Unit 4: Introduction to Python (4 Hours)

- Python Environment: Anaconda
- Jupyter Notebook
- Numpy
- Pandas
- Data Structures

### Unit 5: Exploratory Data Analysis Using Python (8 Hours)

- Handling Missing Data
- Data Wrangling
- Processing CSV Data
- Data Visualization: Boxplots, Heat Maps, Scatter Plots, Bubble Charts
- Fortune 500 companies analysis, Loan Data Analysis

### Pedagogy

Lab, Mini Projects, Assignments

### Mini Projects

- Breast cancer detection using KNN
- Identifying Risky Bank Loans using Decision Tree
- Predicting Medical Expenses using Linear Regression
- Fortune 500 companies profitability over time analysis
- Loan Data Analysis

### Online Resources

<https://moderndive.netlify.app/1-getting-started.html>

### MOOC

<https://www.coursera.org/learn/python-data-analysis/home/info>

Dean  
Centre for Executive Education  
Dayananda Sagar University





### Reference Books

- Machine Learning with R, Brett Lantz, PACKT Publishing
- Python for Data Analysis, Wes McKinney, O'REILLY

### Tools

- R 4.0.5 <https://cran.r-project.org/bin/windows/base/>
- R Studio <https://www.rstudio.com/products/rstudio/download/#download>
- Anaconda <https://www.anaconda.com/products/individual#Downloads>

Centre for Executive Education  
Dayananda Sagar University



Registered  
Dayananda Sagar University  
Bangalore

Dayananda Sagar University | 2020

Very faint, illegible text at the top of the page, possibly a header or introductory paragraph.

**Introduction**

At the beginning of the course, students are introduced to the basic concepts of data science and its applications in various fields.

Data science is a multidisciplinary field that combines statistics, computer science, and domain expertise to extract insights from data.

**Course Objectives**

- 1. To enable students to understand the role of data in multiple perspectives in decision making.
- 2. To enable students to understand the importance of data for various applications in various fields and to be able to recognize insights from data.
- 3. Data Analysis and present methods with confidence.
- 4. Impact of data science on various industries and how it can be used to improve business performance.
- 5. Understand Artificial Intelligence, Machine Learning, Deep Learning, and their applications in various domains.
- 6. Learn about data privacy and security in the context of data science and its applications.

**Course Outcomes**

On completion of this course the student should be able to:

- 1. Data gathering and structuring and structure to be able to extract insights from data science.
- 2. Data Analysis/ Data Cleaning, Data Mining, Machine Learning, etc.
- 3. Data Analysis and present methods with confidence.
- 4. Learn Fundamentals of AI, ML, DL and their applications with Machine & Automation.
- 5. Understand various applications of AI, ML, DL and their applications.
- 6. Deep dive into how AI can be used to improve business performance.

Handwritten signatures and official stamps at the bottom of the page, including a large circular stamp and a rectangular stamp.

### Syllabus/Course Outline:

#### Unit 1: Introduction to Data (7 Hours).

Introduction to features of data, Real and synthetic data, data gathering, data sources, Schema, organizing data, data bases, Relational NoSQL

#### Unit 2: Data Organisation & Data to Insights (8 hours).

Data Structures, Data Bases, Data Warehouses and Data Marts and ETL, Organisation of data for Data Mining, BI and OLAP, Data Presentation  
Business statistics: Descriptive, Predictive and Prescriptive Analytics. Analytics models, graphical, Algebraic and Spreadsheet models. Optimization techniques.

#### Unit 3: Introduction to Artificial Intelligence- NLP, ML, DL and RPA (8 Hours)

History of AI, AI for business, Fundamentals of AI, Programming language, constitutes of AI; NLP, NLU & NLG; Simple Economics of Machine Intelligence, Specific Machine Learning Methods: A Deep Dive, DL, Robots and Automation

#### Unit 4: AI Governance, Security and Ethics for business (7 Hours)

AI Governance, Risks with AI, Challenges to Adoption, Security considerations  
AI-Driven Business Transformation, Machine Learning

#### Unit 5: Global impact, Geopolitical and economic importance (6 Hours)

AI & Geopolitical scenario, Economic impact due to AI  
Case studies in different streams of management: Marketing, HR, Finance, Service.

### Pedagogy

Case Studies, Presentations, Simulations, Field projects, Assignments.

### Mini Projects

- Application of AI in manufacturing
- Perspective on future of Healthcare & AI

### Case Study for Discussion

**GROW: Using Artificial Intelligence to Screen Human Intelligence: Ethan S. Bernstein, Paul D. McKinnon, Paul Yarabe: Harvard Business School**

Over 10% of all 2017 university graduates in Japan used GROW, an artificial intelligence platform and mobile app developed by Tokyo-based people analytics start-up IGS, to recruit for a job. This case puts participants in the shoes of IGS founder and CEO Masahiro Fukuhara, a first-time entrepreneur, as he considers the varied ways the "big data" he is collecting is being used-- and whether some uses promised more meaningful (or less potentially misleading) impact than others.

By illustrating, in great detail (and with the data), how three companies are using "big data" and artificial intelligence to recruit, screen, hire, place, and develop talent for their organizations, students get a first-hand appreciation for the challenges (and opportunities) of being a hiring manager in the age of "people analytics." This case will help students think through how data

and artificial intelligence can either help managers reduce bias in a hiring process—or, conversely, fall into traps that introduce even more bias over time. By the end of this session, students should have not only a much clearer picture of what it means to use "big data" to hire talent, but also an appreciation for the assets and liabilities involved in doing so.

### Text Books:

1. Data Science, Richard Hurley, MIT Press (Essential Knowledge Series)
2. Data Science for Business, Thomas Provost & Tom Fawcett

### Reference Books

- Master Data Management & Data Governance, Alex Berson & Larry Dubow – McGraw Hill.
- Introduction to Data Mining with Case studies, GK Gupta - PHI.
- Data Warehousing in the Real World, Sam Anahory & Dennis Murray – Pearson.
- Business Analytics, James Evans – Pearson.
- Wayne Winston, Microsoft Excel Data Analysis and Business Modeling, 5th Edition, Microsoft Press.
- Davenport Thomas H., Competing on Analytics: Updated, with a New Introduction, Harvard Business School Press.

Centre for Executive Education  
Dayananda Sagar University



Registrar  
Dayananda Sagar University  
Bangalore



SEMESTER/YEAR : II / I YEAR  
COURSE CODE : Value Added Program  
TITLE OF THE COURSE : Information Technology Applications

### Background

Information, due to its nature, has numerous capabilities. Through using these capabilities, information systems can add to the value of information. For managers a deep knowledge of information technology systems and solutions in terms of the tools available, technology trends, the key features, how to use these tools effectively, how to automate the business processes using these tools, how to use the right tools for the organization, etc. are extremely important to be effective in their role.

Many large and mid-sized organizations are focussing on accomplishing this goal through the installation of various functional business systems. These broad and complex applications now form the transaction backbone of many organizations in the private, Governmental and non-Governmental sectors. With that background, this course provides a technical overview of information systems such as HR, Finance, Service and Ticket Management Systems and their impact on organizations

This course intends to enhance the skill of managers/entrepreneurs in this regard.

### Course Objectives

1. To provide an exposure to the concepts and technologies of Information technology applications in a digital economy
2. To examine the importance of the applications of ERP, CRM and e-tailing applications
3. To understand the key functionalities and features of services and ticket management system

### Course Outcomes

The course should help future managers by developing competencies to:

1. Understand the tools and applications of ERP, e-CRM, e-ticketing
2. Understand the different solutions available and select and use the right solution
3. Perform different roles such as Business analysts, Project Manager, IT Manager, Business Consultants

### Syllabus/Course Outline:

#### Unit 1: Overview of ERP (8 Hours)

Introduction to ERP, Implementation of ERP, Post Implement on, ERP Modules, ERP Vendors, Advanced ERP Software Solutions

#### Unit 2: e-CRM (6 Hours)

Introduction to CRM, e- technologies, Architecture of e-CRM, Challenges involved in implementing e-CRM, e-CRM Solutions for B2B and B2C Market

#### Unit 3: e-Tailing (6 Hours)

Dean  
Centre for Executive Education  
Dayananda Sagar University

*V. S. S. S.*



*S. S. S.*

Registrar, Dayananda Sagar University | 2020  
Dayananda Sagar University  
Bangalore

Introduction, Technology architecture of e-tailing, Benefits and challenges of e-tailing, Future of e-tailing, Case Study of Amazon

**Unit 4: IT SERVICES (6 Hours)**

Helpdesk Management System, Ticket Management System, IT in Hospitality Sector, Retail Sector

**Unit 5: Finance and Human Resource Information System (6 Hours)**

Payment Methods, Emerging Payment Systems Institutional High value Payments, Block chain, Use of Public Key Infrastructure. Human Resource Information System lifecycle, Tools in HRIS development, Introduction to HRIS packages

**Case Study Discussion: (4 Hours)**

Case study discussions and presentation

**Suggested Coursera Course:**

Coursera Course: Technical Support Fundamentals form Google

<https://www.coursera.org/learn/technical-support-fundamentals?specialization=google-it-support#about>

**Pedagogy**

Case Studies, Presentations, Simulations, Field projects, Assignments

Dean  
Centre for Executive Education  
Dayananda Sagar University





SEMESTER/YEAR : II / I YEAR  
COURSE CODE : Value added Program  
TITLE OF THE COURSE : Financial Markets and Investment Analysis

### Background

The course will provide an understanding of conceptual, strategic and operational issues in the management of financial markets and the need and relevance of investments. The topics covered in the course introduces the students to the basic structure of Indian Financial System. One shall be able to understand the basic structure of commercial banking. Investments being very important for ones financial well being, plays a major role. The course also introduces one to the basics of investments and also makes one knowledgeable regarding the fundamentals before making investment decisions. The group assignments and presentations enables one to understand the theoretical concepts well.

### Course Objectives

1. To provide a fundamental understanding of commercial banks, their management and their operations
2. Explain the significance of fundamental and technical Analysis
3. Create and evaluate a portfolio in terms of risk and return

### Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Understand the broad functioning of a bank both at the macro and at micro levels
2. Recognize the framework of securities market and its functioning
3. Develop a conceptual and analytical understanding of the framework of evaluating a bond and equity

### Syllabus/Course Outline:

#### Unit 1: Introduction to Financial Institutions: (7 hrs)

Classification of financial institutions: banks and non-banks (NBFCs), difference between commercial banks and cooperative banks- private and public sector, classification as scheduled and non-scheduled, RRBs, cooperative banks, local area banks non-banking institutions- types of NBFCs--insurance, brokerages, merchant bankers—RBI- functions as currency authority, banker to the government, bankers' bank, other promotional and regulatory functions, nationalization, evolution of commercial bank: growth and progress, commercial banks and Indian economy

#### Unit 2: Financial Markets: (7 hrs)

Introduction of Financial Markets; Indian Financial System, Trends in commercial banking, digital banking, Case studies of recent bank failures

Dean  
Centre for Executive Education  
Dayananda Sagar University

*V. S. S. S.*  
*S. S. S.*



### Unit 3: Financial Investments (6 hrs)

Investments, Need for investments, types of investments, The investment process, investment categories, various investment avenues, objectives and constraints, capital market - primary & secondary, equity & debt, IPO, options, futures, swaps

### Unit 4: Decision Criteria for Investments (8 hrs)

Fundamental Analysis-EIC Framework

Technical Analysis-

Fundamental & Technical Analysis of Top 10 companies

### Unit 5: Group Assignments and Presentations (8 hours)

1. Risk -Return Profiling of top five companies of selected sectors (Banking, FMCG, Auto, Pharma, IT etc)
2. Comparative Analysis of mutual funds

Analysis of growth trends (considering size, sector, and business lending type) across selected commercial banks (public sector and private sector; 2 of each)

### Pedagogy

Case Studies, Presentations, Simulations, Field projects, Assignments

### Suggested Books

Investment Analysis and Portfolio Management by Prasanna Chandra, Mc Graw Hill

Centre for Executive Education  
Dayananda Sagar University





**Dayananda Sagar University**  
Live the dream

Dr. Puttamadappa C, ME, Ph.D  
Registrar

**NOTIFICATION**

No. DSU/2018-19/BOS

Dated: 06-07-2018

**Sub: Constitution of Board of Studies in School of Commerce & Management Studies, Center for Executive Education of Dayananda Sagar University, Bengaluru.**

In supersession of the previous notification in this regard and in accordance with Sections 22 (vi), 28 and 32(i) of the Dayananda Sagar University Act 2012, the Vice Chancellor, has been pleased to constitute a Board of Studies in **School of Commerce & Management Studies, Center for Executive Education** comprising of the following:

**Board of Studies in School of Commerce & Management Studies, Center for Executive Education**

SN	Name	Affiliation & Contact details	Designation
1	Prof. Capt. Nagaraj Subbarao	Dean-DSU-SCMS, Master Mariner (GOI), #1074, Sobha Suncrest, Talagattapura Post, off Kanakapura Road, Bangalore -560062 Email: dean-cee@dsu.edu.in Ph: 9986321964	Chairman
2	Prof. Anurag Jalan	Managing Partner Viyaan Consulting & Solutions, 106-Purva Vantage, 19th Main 25th B Cross, HSR Layout Sector 2, Bangalore -560102. Email: anuragjalan@gmail.com Ph: 9900988115	Member
3	Mr.Haranhalli N Shankar	Management Consultant Former Director - Tech Mahindra, CEO & Director,DDEORG Systems Ebony, 7135. Sobha Forest View Vajarahalli Main Road. Off Kanakapura Road, Bengaluru- 560109 Email: hn.shankar@gmail.com Ph: 9972866797	Member
4	Mr.Swami Krishnan	VP & Head -Talent Engagement and Development Sasken Technologies, #670, 15th Main, 38th Cross, 4th T Block, Jayanagar, Bengaluru -560 041 Email: swami.krishnan@sasken.com Ph: 97439 79264	Member
5	Mr.N.V.Krishna	Chairman- Sustaintech India Pvt Ltd, No. 33/3, Benson Cross Road, Benson Town, Blr- 46 Email: nvk2005@yahoo.co.in Ph: 9880236808	Member

Dean  
Centre for Executive Education  
Dayananda Sagar University

*Puttamadappa C*  
Contd.

**Office:** 6th Floor, Dental College Block, Dayananda Sagar Institutions Campus, Shavige Malleshwara Hills, Kumaraswamy Layout, Bangalore -560078. **Innovation Campus:** 48/1, Hongasandra Village, Garvebhavipalya, Kudlu Gate, Hosur Road, Bangalore -560089.  
Ph: +91-80-42113566 (D) / 42161705 / 42161706 / 26662226 email: registrar@dsu.edu.in website: www.dsu.edu.in

*Puttamadappa C*  
Registrar  
Dayananda Sagar University  
Bangalore



SN	Name	Affiliation & Contact details	Designation
6	Mr.A.V.Venkatesh	Head - HR & Administration Buhler-India, Bangalore University/ IIM-Bangalore.  A-1302, Atlantis Liberty Square, 80 Feet Road, Gubbalala Main Road, Behind KSIT, Off: Kanakapura Road, Bangalore - 560 109 venkatesh.kumar@buhlergroup.com Ph: 9845959004	Member
7	Dr.Latha Chakravarty	Management Consultant, I-202 Mantri Tranquil Apts, Gubbalala, Off Kanakapura Road, Bangalore - 560061 Email: chakravarthy.lata@gmail.com Ph: 9535316161	Member
8	Dr.Geetha R	HOD-MBA: DSATM, - Mysore University, No. 12, 1st Cross, 24th Main HSR Sector-2, Bangalore-560102 email ID: hodmba@dsatm.edu.in Mbl. No.: +91 9008004004	Member
9	Dr. Shankara Prasad	E-governance Evangelist (GOI) & Managing Trustee & Founder at Sampoorna Swaraj Foundation, CEO- Inkroma Technologies.  Dr. Shankar Prasad, 156, 8th Main Road, VHBCS Layout, RR Nagar, Blr-98 Email: dr.shankaraprasad@gmail.com Ph: 9845049970	Member
10	Mr.Sujoy Guha	MD & CEO Criticalog India.  Sujoy Guha, #306, Victoria 2, Patel Rama Reddy Road, Domlur Layout, Blr - 71 Email: sujoy.guha@criticalog.com Ph: 9008000555	Member
11	Mr.Srinivas B Vijayaraghavan	Country Head - Marketing, Pluralsight India, #B-302 Zen Gardens 6 Artillery Road Ulsoor Bangalore -560008 Email: srinivas.b.vijayaraghavan@gmail.com 9972032279	Member
12	Brigadier Ashwani Sharma Indian Army (Rtd.)	Defense Consultant, M.Tech - IIT Kanpur.  #787, 17 F2 Main , 6th Block Koramangala, Bangalore- 560095 ashwani.sharma.bangalore@gmail.com Ph.: 9663242946	Member

Centre for Executive Education  
Dayananda Sagar University

*[Handwritten Signature]*  
Registrar  
Dayananda Sagar University  
Bangalore



Contd...

The term of the Board shall be TWO years from the academic year 2018-19 or till re-constitution, whichever is earlier.

The Board shall follow the guidelines stipulated by the University, from time to time, in all academic issues to be decided by it.

To,  
The Concerned

CC: 1.The Chief Finance Officer, DSU  
2.The Concerned Dean, DSU

  
Registrar  
Registrar  
6/2/18  
Dayananda Sagar University  
Bangalore

Centre for Business Education  
Dayananda Sagar University





  
Registrar  
Dayananda Sagar University



Dr. Puttamadappa C, ME, Ph.D

Règle nr-

**NÖTIFICATION**

No. DTU / 2016:-17/..BOS

Dated:21-10-2016

Sub: Constitution of Board of Studies in School of Commerce and Management- Management (BBA & MBA) of Dayananda Sagar University, Bengaluru.

In supersession of the previous notification in this regard and in accordance with Sections 22 (vi), 28 and 32(i) of the Dayananda Sagar University Act 2012, the Vice Chancellor, has been pleased to constitute a Board of Studies in School of Commerce and Management - Management (BBA & MBA) comprising of the following:

Board of Studies in School of Commerce and Management Management Studies Stream (BBA & MBA)

SN	Name	Affiliation & Contact Details	Designation
1	Dr. S.K. Prasad	Dean, School of Commerce & Management Studies, Dayananda Sagar University, Bangalore, 973973182s., drsksrasad09@giriail.com	Chairman
3	Pré:ALñièsh'' ñ-	DOMS, IISC, Bangalore - 9845452517, akhil266@gmail.com	k/lembe
3	Mr. Manivannan	Zonal Manager, ICICI Securities Ltd, 9742273109 - manivannan.cd@gmail.com manN'an nen.'d@ îÉitiséu'üritie'.EOfil	É1é 'be2
3	Sr .ShankarSuür\$maoian	HP Technölogiès itid'a 'Lti4 - 96cüs3?.714 : Wubramaryàm.ns@griiaf.com	Member
5	Mr Sanjeev Cherjeri	ReÉärice Money Inñiastrü'çturë.Ltd - 9590875972 schéñjèii àll.tri	Member
6	Dr. N.S. Vishwanath	DoMS, Bharathiya Vidya Bhavan -9886'2]4%6Æ msv@mpbim.com	fvte.mBGr

P.T.Ö.

SN	Name	Affiliation & Contact Details	Designation
7	Dr. Joy Mukhopadhyay	coO ä Chief stiate'giÉL Thiüküorp Coüsultency services - 9986Q24ü*4-s -;oymuħ@yahoo.com	Member
8	Prof. Krishna Kumar	Professör; 5CM5 Ö*SU - 9B-4*513S*36.ž3 trishnâkumar.@dsu.edu.in	Member
9	Dr. Revathy Shivashankaran	Ptög<ãm.ce ordidator; MBA, DSU - 9663890999 revathyshivasha'n.karan@gmail.com	Member

The t%rm efthe Bc'ard shall be TWO years fröm the acädemic yeár 20'>.6. 17 or till re•cör 'stítu\*Í Tì; wüichèvö2 is.'éá\*ilièr.

The Board shall follow the guidelines stipulated by the University, from time to time, in all academic issues to be decided by it

  
Registrar 2/10/16  
Dayananda Sagar University  
Bangalore

To,  
Concerned

CC: The Chief Finance Officer, DSU  
The Concerned Dean, DSU



Dayananda  
Sagar

## PROCEEDINGS OF BOS - Management

8<sup>th</sup> March 2017.

The meeting commenced with Dr. Chetan Bajaj, Dean, School of Commerce & Management Studies (SCMS), welcoming the learned BOS members. He mentioned that it was an honour for Dayananda Sagar University to have such an enlightened

BOS and his personal privilege in hosting them as a Dean. He was sure that the day's deliberations will culminate with the Unearthing of the unique DNA for the School.

### Vision and Strategy

1) At the outset, Dr. Bajaj mentioned that the context of the meeting was to develop Syllabus, Pedagogy and Evaluation to carry forward the Vision of the University. To help the School of Commerce and Business Studies *find* its Unique place under the Sun, through *an*

innovative market Driven Syllabus, which helps the MBA and BBA Programs of the University attain a Unique Positioning.

2) The Unique positioning could be developed by market driven Syllabus through :

- Offering Certification and Dual Degree Programs simultaneously, in collaboration with Industry or Professional bodies, in emerging areas with spiraling corporate demand. This may involve mapping up of

our Syllabus with those of Professional bodies like Institute of Chartered Accountants, Cost & Works Accountant, ACCA etc.

- Tie-up with Industry to offer Dual Programs — in emerging areas where Industry has the expertise.
  - Develop a Syllabus structure, which facilitates exchange programs with foreign universities.
- 3) Focus on engaging Teaching Pedagogy, encouraging student participation, rather than only Lecture/Discussions — including, Case Studies, Role Plays, Management Games, Research and Exploration. Thus, separate hours have been specified for this purpose in Syllabus.

### **Discussions**

- 1) BOS members appreciated the idea of integrating the ACCA program with our MBA program, so that the students can get Dual Degree/Certification. It was agreed that this integration will open up possibilities for placement of MBA students in the attractive area of Accounts and Costing. Eventually this will lead to better Placements
- 2) To facilitate above it was agreed that two more Specializations be offered in MBA, in areas of Accounting & Taxation and Management Accounting. These will cover a total of 10 ACCA papers.

- 3) Four of the ACCA courses will be integrated in the first year of M8A Curriculum. These courses are Financial Accounting, Management Accounting, Financial Management and Corporate & Business Law
- 4) There was no course in International Business in the MBA Curriculum, in spite of increasing Globalization of Business and markets. Hence, modules covering important aspects of International Business will be added to the course on Business Ethics. The course will be accordingly re-titled International Business and Ethics.

### Issues to Follow up

#### MBA

- 1) The Final course structure would be prepared by the  
Dean, SCMS based on above discussions and circulated among BOS members.
- 2) The Syllabus for ACCA integrated courses will be mapped by FTI Global to ensure compliance with ACCA standards.
- 3) FTI Global will finalize the title and contents of the 10 Elective papers, offered under the two streams of Specialization which will help the student attain ACCA certification.
- 4) The list of Electives offered under Marketing, Finance and HR streams in MBA are being modified and circulated separately

---

## BBA,

- S) In BBA, the BOS perceived that some changes were necessary in course structure to make it more market driven. Marketing area had only one core paper even though this area generates maximum employment opportunity for BBAs. Accordingly, 2 courses in marketing stream namely, Sales & Distribution and Services Marketing were added. A course on Indian society was added to sensitize students to the diverse social problems we face today. Further to balance the Course Design, contents covered under 3 courses in the area of Financial and Corporate Accounting were

grouped into two courses namely, Financial Accounting 1 and 2. Similarly, the contents of the course on Operations Management were grouped under Production Management and Project Management. The contents under course on business Mathematics were rationalized and the course is being reintroduced with 2 credits.

- 6) A major move towards developing the Corporate Leaders of tomorrow will be use of engaging Pedagogy. The faculty members will identify and develop cases, activities, role-plays and research projects to engage students and make learning an exciting experience.

The meeting ended with a Vote of Thanks to the Boardmembers and with a Dream of seeing a better tomorrow.



Dr. Chetan Bajaj