

DAYANANDA SAGAR UNIVERSITY
SHAVIGE MALLESHWARA HILLS, KUMARASWAMY LAYOUT
BENGALURU-560 111, KARNATAKA.

SCHOOL OF COMMERCE & MANAGEMENT STUDIES



MASTER OF BUSINESS ADMINISTRATION (MBA)

Student Handbook

Batch
2022-2024

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1. Dean's Message

Dayananda Sagar University, MBA program is a brilliant aggregate of carefully curated courses in management science. The new age MBA focuses on the changing needs of industry and jobs in preparing our students for brilliant careers by offering new age specializations. Courses are taught by faculties who have outstanding educational credentials and leadership experience, with a pedagogy which compares with the best in the world. Our teaching is holistic and we concentrate on a student's life-skills too, preparing them for a life after school. We are not just about business.

At the School of Commerce & Management, MBA program, we offer an education that attracts students who value our deep commitment towards student learning and preparing our students to make outstanding careers in the national and international markets. Our MBA program moves beyond management as normal by using the power of data to drive problem solving and making smart decisions. We provide the skills you need to solve complex business issues in a range of environments with a challenging, rigorous education that includes support, coaching, and personalized attention. We believe strongly in the value of data in the analysis of all business problems, and it is reflected in our steady progress as a top school for business. Top companies are increasingly focusing on a deepened understanding of business with a heavy data-driven focus with a strong emphasis on the external environment. These forward thinkers hire people with an understanding of problem identification and analysis to better understand patterns in consumption and the movements of goods, and what motivates and drives those patterns. While the school offers traditional management programs our courses on Business Analytics and Artificial Intelligence reflect the future and are delivered by professors who have a substantial understanding of business in the real world, particularly one that is racked by uncertainty. During your time at Dayananda Sagar University, you will develop deep relationships with outstanding faculty members who have been creating both great research and new classroom content to help businesses cope with the complexity of the business. Today's competitive business world demands a different kind of business school preparation. Get your degree from a school that provides it and the city of Bengaluru, touted as a premier hub of innovation and entrepreneurship welcomes you to explore education, work and life.

Welcome to the Dayananda Sagar University MBA program!

Best Wishes,

Capt. A. Nagaraj Subbarao

2. Accreditation

Dayananda Sagar Institutions founded in the 1960s by a visionary, late Hon'ble Dayananda Sagar committed to take knowledge to the people, transforms today's students into responsible citizens and professional leaders of tomorrow. Dayananda Sagar University, Bengaluru was created by an Act of the Karnataka State in 2014 as a state private university.

3. Vision, Mission, Values

Vision: What future we want to create?

To be known as the best B-School for aspiring management leaders in the country with industry focused curriculum and practice.

Mission: Why we exist?

To create value for students, business and society by providing intellectual leadership, advancing the science and practice of management, and developing confident leaders to be the agents of change in a world driven by data, technology and innovation.

Objectives

- To create a platform of learning opportunities for students and to enable them to take careers in the corporate sector, public and social fields, research and academics.
- To effectively impart to the students the management concepts and principles.
- To enhance the students' life skills, critical thinking skills and implementation of the reasoning and problem-solving models.
- To encourage and support faculty members to carry on quality research in the context of management and publish in cited journals
- To encourage collaborative research between faculty members, students and other stakeholders inside and outside the university.
- To support and develop the college's participation and involvement with the larger business community, organisations associations and forums.
- To extensively work on revenue-generating projects, consultancies and related assignments.

- To collaborate with reputed domestic and international institutions to highlight the university's image and advancing the existing management education to superior levels.

Values: What is important to us?

Our approach is Learning with Purpose (LwP). It is based on five pillars of sustainability:

- Transforming the portfolio of programs that we offer by creating short-term programs in skilling students in specific areas while strengthening our flagship programs like the MBA and Executive MBA and thus making young people more employable (Human Sustainability)
- Induct teachers with passion and depth of management knowledge and an ability to mentor students (Knowledge Sustainability)
- Limiting our environmental impact by reducing our carbon footprint by having 30-40 % of classes online where students need not travel to the university and occupy a class (Environmental Sustainability)
- Lifting disadvantaged people by offering new types of support to women in training them to be confident entrepreneurs (Talent Sustainability).
- Delivering superior financial returns (Financial Sustainability)

4. Program Objectives & Outcomes

Program Education Objectives (PEOs)

PEO 1: Post graduate students will demonstrate leadership and problem solving competencies to become professional managers leading to a successful career.

PEO 2: Post graduate students will demonstrate commitment towards sustainable development for the betterment of society while pursuing business objectives through innovation.

PEO 3: Post graduate students will choose to pursue lifelong learning to improvise their decision making skills in generating value-based life through creative use of research and adoption of latest technology.

Program Specific Outcomes (PSOs)

PSO 1: Creates a sound knowledge base in understanding the functioning of the local and global business environment in identification of potential business opportunities and exploration of entrepreneurial opportunities.

PSO 2: Inspire students on their journey of professional life through individual development plans by helping them reflect on their Projects and Internship experiences.

PSO 3: Provides a strong analytical foundation in key functional areas such as business analytics, strategy, operations, finance, human resources and application of skills in leadership roles at various levels of the organization and lead teams across organizational boundaries.

PSO 4: Nurtures industry ready professionals with business and management acumen powered with decision making skills for sustainable business and societal development as well as the understanding with the digital world.

Program Outcome (POs)

PO 1: Leadership and Management: Develop the students with requisite knowledge, skills and right attitude necessary to create effective leadership that enables students to prove, develop and sustain in a global environment.

PO 2: Environment and Sustainability: Evaluate business environment and opportunities and devise solutions and strategies for responding effectively to problems, threats, and opportunities. Understand the changing technological environment.

PO 3: Professional Ethics and Team Work: Apply ethical principles and commit to professional ethics, responsibilities and effectively manage teams as per the norms of the management practices.

PO 4: Communication: Communicate effectively with various stakeholders within and outside of industry.

PO 5: Entrepreneurship Skills and Project Management: Demonstrate Knowledge and understanding of the business and management principles which inculcate entrepreneurship skills and ability to manage adversity.

MASTER OF BUSINESS ADMINISTRATION (MBA)

5. Introduction to MBA Programme

This MBA programme of Dayananda Sagar University, Bengaluru will have the distinction of being of high quality, globally relevant and stimulating. The programme is designed to provide the students a blend of theoretical knowledge, practical know how and understanding to enable their success in whichever industry they choose to jumpstart their career.

The School of Commerce & Management Studies (hereinafter referred to as SCMS) offers MBA Specializations in Artificial Intelligence, Business Analytics, Entrepreneurship, Finance, Marketing, Supply Chain Management, IT Systems Management and Human Resource. These programmes help the student emerge into a well-rounded professional ready to take up challenges in the industry in diverse areas from the manufacturing to service sector. The combination of papers is designed to instill a multidisciplinary approach in them and thus train them to take up the mantle in global businesses by also providing dual functional specializations.

The programme will equip the students to develop into top-notch professionals or entrepreneurs in their chosen area.

The full-time MBA program at SCMS is fundamentally driven by brilliant faculty, a carefully thought out curriculum leading to a dual specialization, a pedagogy that is practice oriented and with a clear focus on industry connect and placement opportunities for all students.

- Intellectual Capital with superbly qualified professors. A pool of scholarly professors and also a pool of industry leaders as professors of practice.
- New age specialization (Artificial Intelligence | Business Analytics | Supply Chain Management | Information Technology).
- Core Specializations in Finance | HRM | Marketing | Entrepreneurship.
- Dual Specialization MBA program ending in immersive internships and capstone projects for all students giving students depth and reach leading to enhanced placement opportunities.
- Pedagogy that is creative and incorporates short projects, case studies, simulations, lectures and field studies. Lectures and interaction with faculty from

across the world. Value Added Programs (VAP) that adds to the student's competence levels.

- Certification Programs in Design Thinking & Innovation | Persuasion and Negotiation | Career Branding | Leadership and Digital Marketing from leading universities from across the world
- Mentorship Program for every student following Comprehensive Assessment of Students (CAST Program)
- Career Focus initiatives - Industry Preparedness Program | Internships | Placements | Short Projects | Career Advancement Training for Students (CATS) leading to 100% placement for students.
- Business Simulation from the All-India Management Association (AIMA) giving participants a holistic idea of how industry works and the impact that one function has on another in a fast paced and competitive environment.
- Centres for Proficiency Enhancement (COPE) in Digital Transformation | Supply Chain Management | HR & Leadership | Business Analytics | Communication
- Student Clubs and Management Games
- International Associations with - ITPS, Switzerland | Dataiku, USA, 365Datascience, and domestic associations with several organizations - NASSCOM | IBM | UIPATH | SuryaSoft | Anambah (Oaktree Kitchens), Cycle World, Maya, W&W, New Zealand
- International Culture Tour (ICAT) for DSU MAT | MAT | CAT students
- Brilliant infrastructure that resembles a professional Corporate Office with air-conditioned classrooms
- We are located at the hub of India's IT Capital - Electronic City, Hosur Road.

6. Scope and Content

- i. The Regulations documented here are applicable for the MBA programme offered by SCMS.
- ii. The applicability of the Regulations must be understood in the context of the given scheme of study and syllabus of the programme.
- iii. The Regulations given here are in addition to the rules and regulations notified at the time of admission.

- iv. The authorities of the University may modify, add, delete, expand or substantiate any part of the Regulations and syllabi at any point of time.

7. Specializations Offered

The MBA program at SCMS is a dual specialization program with functional specializations in:

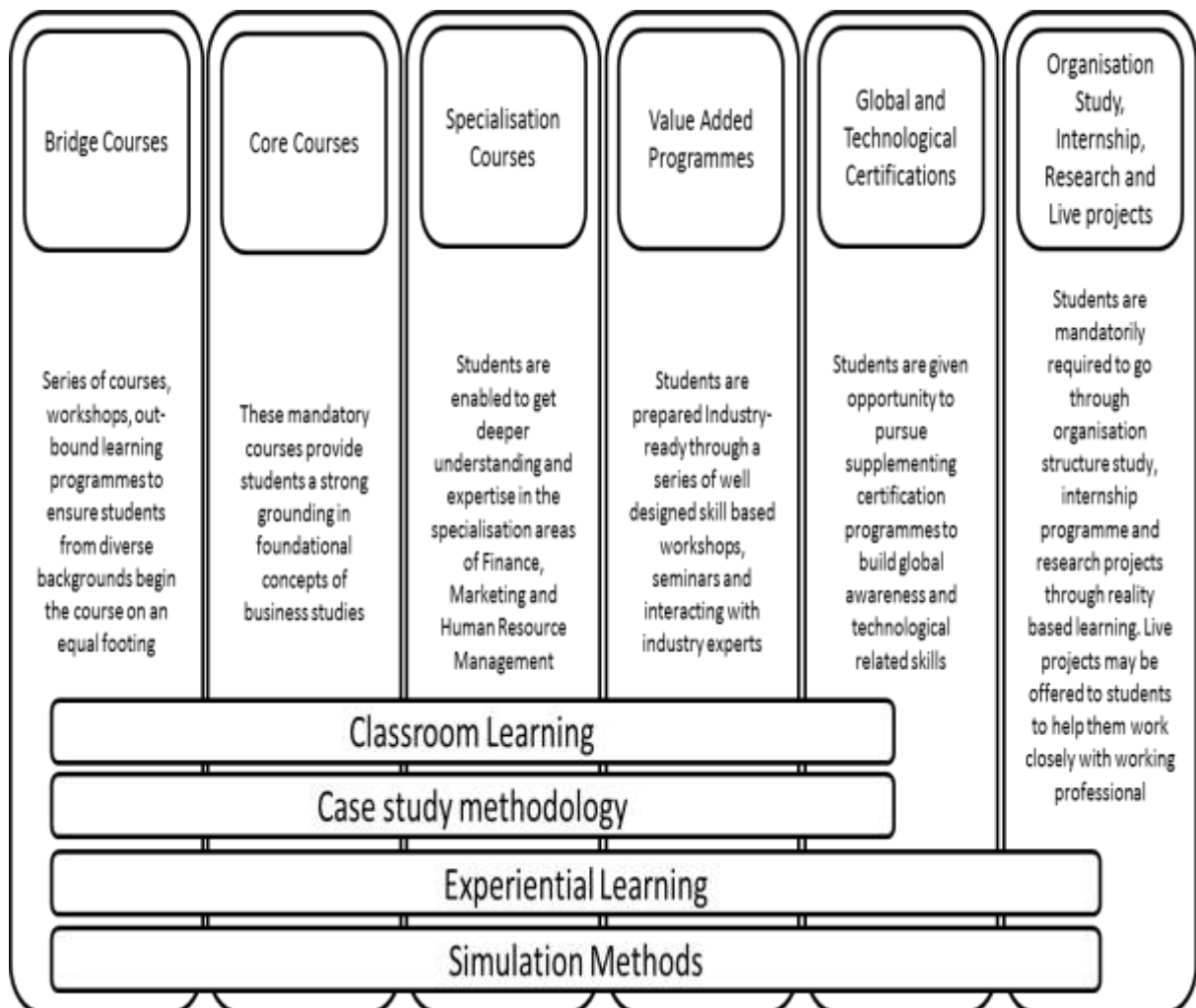
- Financial Management
- Human Resource Management
- Supply Chain Management
- Marketing Management
- Information Technology & Systems
- Business Analytics
- Artificial Intelligence
- Entrepreneurship

8. Eligibility for admission & Student Intake

- i. The minimum qualification required to be eligible for admission is 50% aggregate in the Graduate/Degree examination of a recognized University.
- ii. The method of selection for the course shall normally be by means of a Group Discussion (GD) and Personal Interview (PI). The Institution may decide to conduct additional online tests to select candidates. The shortlist of candidates to be called for GD/PI shall be prepared based on the score obtained by them in a State/National Level Entrance Examination like MAT/CAT/Karnataka PG CET/DSUMAT and so on.
- iii. The MBA program size is one hundred and eighty students.

9. Components of the programme, learning methodologies

The MBA programme shall be for duration of four semesters, spread over a period of two years covering various aspects related to business management



The first year courses anchor the student in an environment for learning the concepts and fundamentals in areas such as accounting, law, statistics, quantitative techniques, finance, marketing, human resources management, operations etc.

A student is also expected to sensitise himself / herself to the ethical issues in business management. Proficiency in the usage of computers is expected of every student, particularly in Microsoft Excel. Every student is expected to have a personal laptop.

Courses in the second year, will be the elective courses. Some courses may be offered as add-on / non-credit courses. A non-credit course will not have examinations and will

not be graded. To pass the courses the students need to perform satisfactorily on the assignments and other projects assigned to them. The faculty's decision will be final. A non-credit course is equivalent to a credit course in all ways except that it will not have any examinations and will not be included for CGPA calculation. To pass in a non-credit course, attendance requirements and all other course requirements as set by the faculty, have to be met satisfactorily.

In the first year, all the courses offered are basic / foundation courses across all domains and are compulsory. In the second year, the student is required to select two areas of specialization, from among those offered.

The learning life cycle of an MBA graduate starts with a well-designed orientation programme (socialization) followed by bridge courses (adaptation). The core and foundation courses help the graduate to acquire a general management orientation: followed by electives for functional expertise. The school also offers industry relevant workshops and global certifications from national and international agencies.

To increase the engagement of the learner and maximize learning the school uses a variety of pedagogical tools that are designed to enrich application-based learning with a reflection of the real world.

10. Attendance requirement

- i. The MBA programme is intensive and it requires students to put in 100% attendance. However, 85% attendance is mandatory (course wise) for being eligible to write the University examination. Authorization of absence will be done only in exceptional circumstances as per the minimum attendance criteria of the University.
- ii. Students failing to fulfil the minimum attendance criteria of the University will not be eligible to take up the University examination. Such students will be required to re-join in the same semester in the following academic year.
- iii. Students are required to attend and participate in all scheduled class sessions, guest lectures, workshops, outbound learning programs and club activities of academic and non-academic nature.

11. Assessment and Examination

11.1 Credits

- Credit Points will be awarded for all the courses. One credit is equivalent to 10 contact hours. Each subject of the programme is of **2 or 3 or 4 credits for Core Courses** and **4 credits** for Specialization Courses.
- Internship Project (IP) and Research Project will carry **6 credits and 12 credits respectively**.

For award of degree the student is required to secure 102 credits in the 4 semesters of study. A total of 102 credits are being offered presently as per AICTE guidelines. The distribution of courses semester wise is shown below:

Semester	Number of Core courses offered	Number of Specialization courses offered	Total Number of Credits offered
1	8	0	23
2	8	0	26
3	1	6	27
4	0	2	26
		SIP & Research Project (2)	
TOTAL	17	6+2	102

**(Choice Based)*

A student will also participate in various Audit Courses and Value-Added Programs which are meant to improve the knowledge quotient of a student and broad base their learning.

The industry internship and research project are undertaken after the third semester and completed before the fourth semester.

11.2 Pattern of Assessment for Core courses and Specialization courses

Assessment of student's performance in theory courses will be based on two components - Internal Assessment and University Examination conducted at the end of the Semester.

Each course will comprise of Internal Assessment (60 marks) and Semester-end University Examination (40 marks).

The breakup of Internal Assessment marks		
Assessment	Marks	Remarks
Attendance	05 marks	85% to 100% - 5 marks 75% to 84% - 2 marks*
Internal Assessment Assignments, Activities, Project, Presentation, Tests, Quizzes, etc.	55 marks	Faculty will specify the assessment components in the session plan.
Total	60 marks	

Note:

- The Semester-end examinations will be conducted as per university regulations.
- Summer Term Exams will be conducted as per university regulations.

12. Eligibility for Pass

- A student shall be declared to have passed in a course if he/she secures a minimum of 40% marks out of total 100 marks collectively assessed through internal assessment component and end-term examination. The student is required to attend all the components of internal assessment and end-term examination.
- When a student appears for the failed course(s), the internal assessment marks originally secured by him/her, in the first appearance in the course(s) if any, will be carried forward.
- A student shall be declared to have passed in the Internship and Research Project if he / she secure at least 40% marks in both the Report and the Viva Voce.

13. Promotion Policy

A student is permitted to traverse trimesters and complete the program in four semesters.

14. Classification of successful students

- i. The equivalent of percentage of marks in terms of letter grades and numerical grades is given in the following table. On successful completion of the programme, the students will be classified as below: -

Level	Outstanding	Excellent	Very Good	Good	Above Average	Average	Pass	Fail
Core (marks) Range %	90-100	80-89	70-79	60-69	55-59	50-54	40-49	<40
Grade	0	A+	A	B+	B	C	P	F
Grade Points	10	09	08	07	06	05	04	00

ii. SGPA and CGPA

The **Semester Grade Point Average (SGPA)** is the weighted average of all the grade points earned by a student in all the courses credited and describes his/her academic performance in a semester. SGPA is computed by dividing the sum of the products of the credits and grade points earned by the total number of credits registered in that semester.

$$SGPA = \frac{\sum C_j G_j}{\sum C_j}$$

Where, C_j denotes credit assigned to the j^{th} course taken by the student in the concerned semester and G_j indicates the grade point equivalent obtained by the student in j^{th} course.

The **Cumulative Grade Point Average (CGPA)** indicates the overall academic performance of a student in all the courses up to and including the latest completed semester/ summer semester. CGPA is computed as follows:

$$CGPA = \frac{\sum C_i G_i}{\sum C_i}$$

Where, C_i denotes credit assigned to the i^{th} course and G_i indicates the grade point equivalent obtained by the student in i^{th} course.

iii. Class Equivalence of Grade points

CGPA	Class/Division
>=5.0 - < 5.75	Pass Class
>=5.75 - <6.75	Second Class
>=6.75 - <7.75	First Class

>=7.75 – 10	First Class with Distinction
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iv. Formula for conversion of CGPA to percentage of marks

$(\text{CGPA Earned} - 0.75) * 10$

v. Ranks

Only students, who have passed each of the semester examinations at the first appearance and with a CGPA of 9.0 and above, shall be eligible for award of Ranks. The first **ten** ranks shall be notified.

15. Award of Degree

Students will be awarded the MBA degree upon fulfillment of the following criteria:

- i. Must have passed all the courses of the four semesters;
- ii. Must have secured a minimum aggregate of 40 % Marks in all courses
- iii. Must have complied with all other assessment guidelines and criteria notified during the conduct of the programme.

16. Maximum period for the completion of the Programme

The maximum period for the completion of the programme shall be **FOUR** years from the date of joining the programme.

17. General Guidelines

17.1 Academic Integrity and Ethics

- i. A student who has committed an act of academic dishonesty will be deemed to have failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is not only a basis for disciplinary action but also is relevant to the evaluation of student's level of performance and progress.
- ii. Where there has been violation of the basic ethos and principles of academic integrity and ethics, the Director/Board of Examiners/Course coordinator may use their discretion during the semesters on the disciplinary action to be taken.
- iii. Academic dishonesty includes, but is not necessarily limited, to the following:
 - a) Cheating or knowingly assisting another student in committing an act of cheating;

- b) Unauthorized possession of examination materials, destruction or hiding of relevant materials;
- c) Act of plagiarism;
- d) Unauthorized changing of marks or marking on examination records.

17.2 General

- i. The students are expected to spend a considerable amount of time in research, reading and practice.
- ii. All students are expected to develop and maintain a positive professional attitude and approach throughout the programme and in conduct of all other activities.
- iii. Attendance alone is not sufficient. Students are expected to participate, to help the class learn and understand the topics under consideration.
- iv. Food and drinks are not permitted in the classroom/conference hall.
- v. All students are expected to dress as per stipulated dress code.
- vi. Cell phones are strictly prohibited in the campus.

Change of Regulations: Any regulation can be modified by the Academic Council of University.

18. Curriculum Matrix
SCHEME - MBA - 2022-23 ONWARDS

I SEMESTER

SL	PROGRAM CODE	COURSE CODE	COURSE TITLE	CR / AU	SCHEME OF TEACHING					PREREQUISITES	
					L	T	P	S/P	C	SEM	COURSE CODE
1	205	22MBA5101	ACCOUNTING FOR MANAGERS	CR	3	-	2	-	4	*	***
2	205	22MBA5102	MARKETING MANAGEMENT	CR	2	-	2	-	3	*	***
3	205	22MBA5103	HUMAN RESOURCE MANAGEMENT	CR	2	-	2	-	3	*	***
4	205	22MBA5104	ORGANIZATION BEHAVIOUR	CR	2	-	2	-	3	*	***
5	205	22MBA5105	INFORMATION SYSTEMS	CR	2	-	2	-	3	*	***
6	205	22MBA5106	STATISTICS FOR MANAGERS	CR	2	-	-	-	2	*	***
7	205	22MBA5107	BUSINESS ECONOMICS AND POLICY	CR	2	-	2	-	3	*	***
8	205	22MBA5108	BUSINESS COMMUNICATION – I	CR	2	-	-	-	2	*	***
					17	-	1 2	-	23		
9	205	22MBA5109	CREATIVITY & INNOVATION	AU	2	-	-	-	-	*	***
10	205	22MBA5110	EXCEL & POWERPOINT BASICS	AU	2	-	-	-	-	*	***

CR – Credit, AU – Audit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, C – No. of Credits,

SCHEME - MBA - 2022-23 ONWARDS

II SEMESTER

SL	PROGRAM CODE	COURSE CODE	COURSE TITLE	CR / AU	SCHEME OF TEACHING					PREREQUISITES	
					L	T	P	S/P	C	SEM	COURSE CODE
1	205	22MBA5201	FINANCIAL MANAGEMENT	CR	3	-	2	-	4	*	***
2	205	22MBA5202	OPERATIONS MANAGEMENT	CR	3	-	2	-	4	*	***
3	205	22MBA5203	INTERNATIONAL BUSINESS	CR	2	-	2	-	3	*	***
4	205	22MBA5204	CORPORATE GOVERNANCE & BUSINESS LAW	CR	2	-	2	-	3	*	***
5	205	22MBA5205	ESSENTIALS OF ENTREPRENEURSHIP	CR	2	-	2	-	3	*	***
6	205	22MBA5206	BUSINESS COMMUNICATION - II	CR	2	-	-	-	2	*	***
7	205	22MBA5207	BUSINESS RESEARCH METHODS	CR	2	-	2	-	3	*	***
8	205	22MBA5208	INTRODUCTION TO BUSINESS ANALYTICS	CR	3	-	2	-	4	*	***
					19	-	14	-	26		
9	205	22MBA5209	DESIGN THINKING	AU	2	-	-	-	-	*	***
10	205	22MBA5210	LEADERSHIP & BUSINESS ETHICS	AU	2	-	-	-	-	*	***

CR – Credit, AU – Audit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, C – No. of Credits,

SCHEME - MBA - 2022-23 ONWARDS

III SEMESTER

SL	PROGRAM CODE	COURSE CODE	COURSE TITLE	CR / AU	SCHEME OF TEACHING					PREREQUISITES	
					L	T	P	S/P	C	SEM	COURSE CODE
1	205	22MBA6301	STRATEGIC MANAGEMENT	CR	2	-	2	-	3	*	***
2	205	22MBAXYYY	MAJOR SPECIALIZATION - ELECTIVE - 1	CR	3	-	2	-	4	*	***
3	205	22MBAXYYY	MAJOR SPECIALIZATION - ELECTIVE - 2	CR	3	-	2	-	4	*	***
4	205	22MBAXYYY	MAJOR SPECIALIZATION - ELECTIVE - 3	CR	3	-	2	-	4	*	***
5	205	22MBAXYYY	MAJOR SPECIALIZATION - ELECTIVE - 4	CR	3	-	2	-	4	*	***
6	205	22MBAXYYY	MINOR SPECIALIZATION - ELECTIVE - 1	CR	3	-	2	-	4	*	***
7	205	22MBAXYYY	MINOR SPECIALIZATION - ELECTIVE - 2	CR	3	-	2	-	4	*	***
					20	-	14	-	27		
8	205	22MBA6302	CORPORATE GOVERNANCE AND ENTERPRISE RISK MANAGEMENT	AU	2	-	-	-	-	*	***

CR – Credit, AU – Audit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, C – No. of Credits,

Note: **X = F/H/M/I/S/E/B/R**

SPECIALIZATION CODE (X)	SPECIALIZATION	SPECIALIZATION CODE (X)	SPECIALIZATION
F	FINANCE MANAGEMENT	S	SUPPLY CHAIN MANAGEMENT
H	HUMAN RESOURCE MANAGEMENT	E	ENTREPRENEURSHIP MANAGEMENT
M	MARKETING MANAGEMENT	B	BUSINESS ANALYTICS
I	IT & SYSTEMS MANAGEMENT	R	ARTIFICIAL INTELLIGENCE

SCHEME - MBA - 2022-23 ONWARDS

IV SEMESTER

SL	PROGRAM CODE	COURSE CODE	COURSE TITLE	CR /AU	SCHEME OF TEACHING					PREREQUISITES	
					L	T	P	S/P	C	SEM	COURSE CODE
1	205	22MBAXYYY	MAJOR SPECIALIZATION – ELECTIVE – 5	CR	3	-	2	-	4	REFER PERQUISITE MATRIX	
2	205	22MBAXYYY	MINOR SPECIALIZATION – ELECTIVE – 3	CR	3	-	2	-	4		
3	205	22MBA6401	INTERNSHIP/FIELD WORK	CR	-	-	-	12	6	*	*
4	205	22MBA6402	PROJECT WORK	CR	-	-	-	24	12	*	*
					06	-	04	36	26		

CR – Credit, AU – Audit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, C – No. of Credits,

Note: **X = F/H/M/I/S/E/B/R**

SPECIALIZATION CODE (X)	SPECIALIZATION	SPECIALIZATION CODE (X)	SPECIALIZATION
F	FINANCE MANAGEMENT	S	SUPPLY CHAIN MANAGEMENT
H	HUMAN RESOURCE MANAGEMENT	E	ENTREPRENEURSHIP MANAGEMENT
M	MARKETING MANAGEMENT	B	BUSINESS ANALYTICS
I	IT & SYSTEMS MANAGEMENT	R	ARTIFICIAL INTELLIGENCE

LIST OF ELECTIVES**SPECIALIZATION: FINANCE MANAGEMENT - F**

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAF001	FINANCIAL MARKETS AND SERVICES
2	22MBAF002	MERGERS, ACQUISITIONS & RESTRUCTURING
3	22MBAF003	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT
4	22MBAF004	FINANCIAL DERIVATIVES
5	22MBAF005	INTERNATIONAL FINANCIAL MANAGEMENT

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT - H

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAH001	EMPLOYEE RELATIONS AND LABOUR LAW
2	22MBAH002	PERFORMANCE MANAGEMENT & COMPENSATION MANAGEMENT
3	22MBAH003	HIRING & PSYCHOMETRIC ASSESSMENT
4	22MBAH004	STRATEGIC HR & CHANGE MANAGEMENT
5	22MBAH005	INTERNATIONAL HRM AND CROSS CULTURAL MANAGEMENT

SPECIALIZATION: MARKETING MANAGEMENT - M

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAM001	MODERN MARKETING MANAGEMENT (RETAIL, B2B, SERVICES, CBMR)
2	22MBAM002	RURAL MARKETING MANAGEMENT
3	22MBAM003	DIGITAL MARKETING
4	22MBAM004	INTEGRATED MARKETING COMMUNICATIONS (IMC)
5	22MBAM005	GLOBAL MARKETING AND DISTRIBUTION MANAGEMENT

SPECIALIZATION: IT & SYSTEMS MANAGEMENT – I

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAI001	ENTERPRISE IT SYSTEMS AND APPLICATIONS
2	22MBAI002	BUSINESS TECHNOLOGIES
3	22MBAI003	PROGRAM AND PROJECT MANAGEMENT, CUSTOMER SERVICE MANAGEMENT
4	22MBAI004	STARTUP AND PRODUCT DEVELOPMENT: (INNOVATION, IDEATION, PRODUCT MANAGEMENT, INTELLECTUAL PROPERTY AND BUSINESS DEVELOPMENT)
5	22MBAI005	FUNDAMENTALS OF AI/ MACHINE LEARNING & RPA

SPECIALIZATION: SUPPLY CHAIN MANAGEMENT – S

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAS001	INTERNATIONAL SUPPLY CHAIN OPERATIONS PLANNING
2	22MBAS002	TRANSPORTATION, INVENTORY & WAREHOUSE MANAGEMENT
3	22MBAS003	PROCUREMENT, FACTORY PLANNING & SCHEDULING
4	22MBAS004	DEMAND MANAGEMENT (DEMAND PLANNING & FORECASTING) & PROCUREMENT
5	22MBAS005	SCM FOR BUSINESS IMPACT: SUPPLY CHAIN METRICS, SUPPLY CHAIN ANALYTICS AND PERFORMANCE MANAGEMENT

SPECIALIZATION: ENTREPRENEURSHIP MANAGEMENT – E

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAE001	ENTREPRENEURSHIP & INNOVATION
2	22MBAE002	BUSINESS PLAN DEVELOPMENT
3	22MBAE003	ENTREPRENEURIAL FINANCE
4	22MBAE004	NEW VENTURE CREATION
5	22MBAE005	SOCIAL ENTREPRENEURSHIP

SPECIALIZATION: BUSINESS ANALYTICS - B

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAB001	DATA MANAGEMENT SYSTEMS
2	22MBAB002	APPLIED ANALYTICS
3	22MBAB003	DATA VISUALIZATION FOR DECISION MAKING
4	22MBAB004	PREDICTIVE ANALYTICS USING R
5	22MBAB005	EDA USING PYTHON

SPECIALIZATION: ARTIFICIAL INTELLIGENCE - R

SL.NO	COURSE CODE	COURSE TITLE
1	22MBAR001	DATA SCIENCE FUNDAMENTALS
2	22MBAR002	AI BASICS : MACHINE LEARNING, DEEP LEARNING, NLP, RI
3	22MBAR003	PYTHON PROGRAMMING & PYTORCH
4	22MBAR004	MANAGING AI PROJECTS & TRENDS IN AI
5	22MBAR005	INDUSTRY APPLICATIONS OF AI : BFSI , HEALTH CARE , EDUCATION , MANUFACTURING , SCM , RETAIL , PHARMA

19. Student Code of Conduct

19.1 About the Code of Conduct

The Student Code of Conduct sets out the standards of conduct expected of students. It holds individuals and groups responsible for the consequences of their actions. Failure to fulfil these responsibilities may result in the withdrawal of privileges or the imposition of penalties which may include fines and suspension from class.

SCMS is a community of students, faculty and staff involved in learning, teaching, research and other activities. All members of this community are expected to conduct themselves in a manner that contributes positively to an environment in which respect, civility, diversity, opportunity and inclusiveness are valued, so as to assure the success of both the individual and the community. The Student Code of Conduct reflects a concern for these values and tries to ensure that members of SCMS and the public can make use of and enjoy the activities, facilities and benefits of SCMS without undue interference from others.

The information provided on this page is an overview of the Student Code of Conduct.

19.2 When does the code apply?

The Student Code of Conduct applies to any student enrolled in a credit course at SCMS. The Code applies to conduct that occurs on or near the premises of SCMS. It also applies to conduct that occurs elsewhere if it is related to University-sponsored programs or activities, (such as travelling athletic teams), or if it occurs in the context of a relationship between the student and a third party that involves the student's standing, status or academic record at SCMS.

Students living in residence may also be subject to a separate residence policy for conduct that occurs in any buildings managed by Student Housing and Community Services or the property surrounding these residences.

19.3 Prohibited Conduct

All local, provincial, and federal laws apply on campus.

Prohibited conduct under the Code includes but is not limited to:

- Assaulting, harassing, intimidating, or threatening another individual or group
- Endangering the health or safety of others
- Stealing, misusing, destroying, defacing or damaging school property or property belonging to someone else
- Disrupting University activities
- Using school facilities, equipment, services or computers without authorization
- Making false accusations against any member of the school
- Supplying false information to the school or forging, altering or misusing any document or record
- Storing, possessing or using real or replica firearms or other weapons, explosives (including fireworks), ammunition, or toxic or otherwise dangerous materials on University grounds
- Using, possessing or distributing illegal drugs
- Violating provincial liquor laws or alcohol policies
- Hazing
- Encouraging, aiding, or conspiring in any prohibited conduct
- Failing to comply with a disciplinary measure or disciplinary measures imposed under the procedures of the school
- Littering in the class room
- Eating in the class room
- Not following the stated dress code

19.4 Dress Code

The manner a person is dressed is indicative of his/her self-respect and regard for others. A person's outfit at any point of time gives a cue to his/her personality. An elegantly dressed person acts responsibly, is duty bound, and is a winner. A manager or a prospective manager dresses in good taste. By his /her dress, he/she exudes confidence and wins over people.

The purpose of the dress code is to uphold the professional image of the Institute and its members while preparing students for the business world. Appropriate attire is

required for all students at all class sessions, competitive event meetings, seminars and workshops, corporate visits, placement interviews, and other college activities.

19.5 Attendance

Late Comers At the sole discretion of the faculty, a student coming in late may be permitted to join the class but without the benefit of attendance.

Online Attendance Record Student attendance is maintained online where applicable and updated on a daily basis. You should check the attendance record periodically and ensure that you maintain the required attendance. Any discrepancy in attendance marking should be brought to the notice of the concerned faculty immediately after the class; in any case, no later than the end of the day.

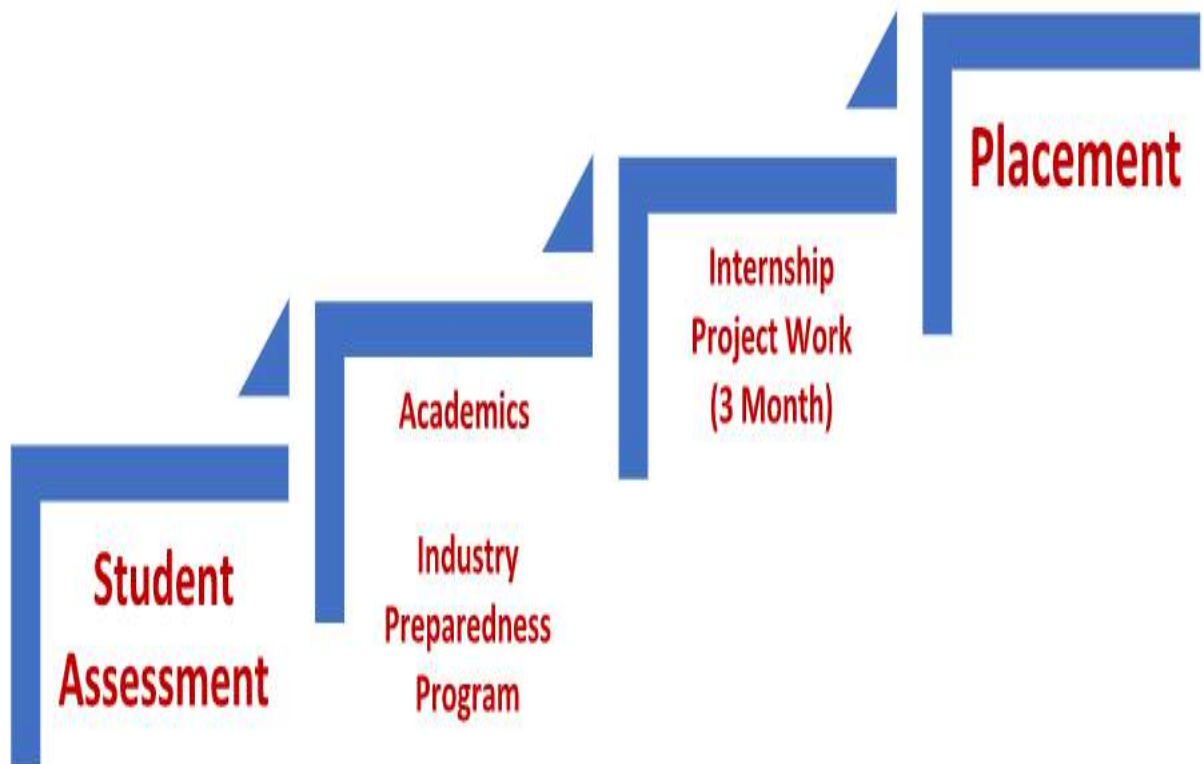
20. Student Placement

Organizations look for complex, functional and soft human skills in today's vibrant job market. At SCMS, we conduct an in-depth student assessment at the start of the program and help students develop the required skills and competencies through mentorship and training.

Our training modules for students align with the business needs and employer expectations. We have designed our training modules that teach basic life skills, communication, problem-solving, leadership, and decision-making skills. Pre-placement training such as resume writing, group discussion and mock interviews are also conducted. Industry Preparedness Programs are held for 4-5 hours a week wherein industry experts speak to students about the latest practices followed in different domains.

Our placement figures are outstanding, and we assure students of placement assistance of a high order. Our students work in significant MNCs like – Airbus | APTECH | Cargill | Capgemini | E&Y | Hewlett Packard | Happiest Minds | INFOSYS | ICICI Bank | ICICI Direct | PwC | Société Générale | TCS | Thoucentric | ITPS (Switzerland)| and other organizations.

Placement Process



21. Student Communication

- Communication occurs through class announcements, emails and notices placed on the notice board.
- Every class has a designated class SPOC, who will report on daily class activities to the Dean.
- Every student has a designated student mentor and mentorship sessions are held at regular intervals.
- Students may contact individual faculty to determine faculty office hours and schedule meetings.
- Students may bring issues to members of the Student Council for escalation.
- Students may approach the Academic Coordinator for program specific information or processes. Should the Academic Coordinator fail to address the need, the student may approach the class SPOC, their mentor and Dean for information. A student may approach specific committees or other officers of the university as mentioned on the university's website www.dsu.edu.in
- The university has several statutory committees and a student may reach out to these committees for redressal of a grievance.
- Internal Complaints Committee (ICC) The primary responsibility of ICC is Prevention of Women's Sexual Harassment at Workplace. Complaints / representation related to this should be sent to the convener of the committee.
- Anti-Ragging Committee
- Committee Under the SC / ST Prevention of Atrocities Act, 1989
- Internal Quality Assurance Committee (IQAC)
- Anti-Drug Committee

22. Student Council

MBA program students are represented by a body of students called as the Student Council. Program improvement initiatives may be addressed to this committee.

23. Student Outreach

COPE

Centre for Proficiency Enhancement (COPE) The vision of the COPE is to bring industry best practices in management to students and involve them in research.

Business Analytics

At the SCMS Business Analytics Centre for Proficiency Enhancement, we help students build new solutions and digital assets to keep them ahead of the curve. The Centre promotes a culture of data-driven problem-solving and innovation and facilitates the adoption of new tools and technologies in approaching traditional management areas. It also allows our students to experience prototypes that can be built quickly using reference models available at our Centre. The Centre is driven by Professors who are equipped with knowledge of emerging tools and technologies to support student engagements. It also serves as a training platform for our faculty, staff and students, enabling them to generate tangible value while working on client engagements right from pursuit to execution in the area of data analytics. The university collaborates with Dataiku, USA in allowing students access to their world-class AI/ML platform. Real advanced analytics projects require a series of steps that transform data from one state to the next, resulting in new datasets, features, metrics, charts, dashboards, predictive models, and applications. The Dataiku visual flow is the canvas where teams collaborate on data projects. With the visual flow, everyone on the team can use common objects and visual language to describe the step by-step approach and document the entire data process for future users

At SCMS Supply Chain Management Centre for Proficiency Enhancement, we help students build projections and models in the area of SCM. The Dayananda Sagar University, Bengaluru has been actively pursuing Supply Chain Management as a major area of teaching and research. With a distinguished faculty line-up, the school carries out dedicated research, teaching and consulting activities in different aspects of Supply Chain Management covering logistics management, inbound/outbound transportation, and Supply Chain Analytics. Recognizing the need for an effective mechanism to promote closer and enduring industry-institute collaboration, the School of Commerce & Management Studies has started the COPE Supply Chain Management, a strategic multidisciplinary Centre of Excellence which will collaborate with the COPE BA, dedicated to carrying out programs for our students, faculty and industry.

At SCMS Management Communication Centre for Proficiency Enhancement, we focus on management communication. Communication is the enabler of all human endeavours, and more so in the field of Management. To be successful in today's business environment, organisations and their managers need to be conversant with the science as well as the practice of business communication and management communication strategy—they need to know how to plan, develop, and execute communication strategy, and must be able to analyse audiences, organize ideas effectively, select appropriate media, communicate persuasively, and be culturally effective in a global business milieu. Story Telling is now an integral part of management practice. Storytelling communicates values, complex organization dynamics and character traits that grab hold of the listener's attention and imagination, and it helps them make sense of the focal events involved in the story. People who are more skilled as storytellers and story interpreters are found to be more effective communicators. A good story can stir up our emotions, attracts our attention, remains memorable, and most importantly, makes complicated concepts easily understandable. The Centre for Management Communication at SCMS is a unique endeavour to establish a base for practice in the management communication space. The Centre functions both as an academic area as well as a Centre for conducting research activities and events in the field of management communication. The centre will primarily aim at improving the communication skills of our students. The activities of the Centre will focus on the development of new courses for students, executive education and teachers, teaching aids and courseware based on existing scholarly research in communication sciences as well as new paths of communication including social media.

At SCMS HR & Leadership Centre for Proficiency Enhancement, we focus on building leadership and collaborative skills as well as explore new areas of Human Resource Management. The global business environment is changing. Its fast pace, increasing technology use and rising cost pressures have shifted human resource department and organizational priorities. The practice of HR is undergoing a sea change and the centre is a driver to bring industry best practices to our students.

Digital transformation of businesses is creating new products, processes, and services. But to provide these new offerings, companies must share information and assets with each other in ways that were previously off-limits. For example, digitized services may

require competitors to share physical assets such as warehouse space. At the Centre for Proficiency Enhancement (COPE) for Digital Transformation, we will equip students with latest Digital Tools, Processes and Techniques to become future-ready.

International Culture Appreciation Tour (ICAT)

The school arranges an international trip for merit list students who have gained admission through the university conducted process. The idea is to assist students in understanding an international culture through an immersive experience.

24. Student Clubs

The student community runs many professional clubs. The clubs give you the chance to apply classroom learning to the outside world. This helps students gain invaluable leadership as well as life skills. In addition to connecting students with other students who have similar interests, professional clubs are a platform for students to interact with alumni and professionals in their fields of interest. This helps one to build formal and informal networks while exploring career opportunities. Student clubs play a critical part in the teaching learning process.

The MBA program is more than just the classroom. Students bring their passion and interests to play. We believe that our clubs will help you work with one another: cooperate, negotiate and organise together.

Our student community comes together through various campus clubs for sustainability, entrepreneurship, HR, cinema, finance, marketing and so much more. We also have clubs for pursuits like case analysis and sports and culture.

We work to make the campus inclusive for everyone, through events and dialogues that help create an understanding and celebration of differences. We collaborate and coordinate within clubs and groups, and ensure a fair representation in everything that we do.

25. Student Facilities

The school provides the following facilities:

1. Canteen & Food Court
2. Library including a digital library
3. Sports
4. First Aid & Medical Centre
5. Parking
6. Air Conditioned Class Rooms which are ICT enabled
7. Washroom for differently abled persons
8. CCTV Surveillance and Security Systems
9. Synchronous delivery of lectures in the hybrid mode
10. Hostel (Gender segregated)
11. Computer Laboratories

26. Student Entrepreneurship Cell

The school shares space with the Atal Incubation Centre (AIC) where students can explore entrepreneurial ideas and create start-ups with generous seed funds. The school promotes entrepreneurship as one of its core value systems.

The schools entrepreneurship cell and the AIC may be contacted for more details.

27. Student International Exchange & Outbound Activities

Scheme available at SCMS includes the international student exchange scheme. As the name implies, such a scheme is based on the formal exchange of students between two partner universities, with one student from the first university being swapped with another student from the second university.

The school also encourages short international visits to international universities at subsidised rates.

The university's international office may be contacted for more details.

28. Student Social Impact Initiatives

The school has Memorandum of Understanding with several social organizations and NGO's in offering students an opportunity to understand social issues and contribute by offering assistance as well as constructive solutions.

29. Student Self Learning Initiatives

The school encourages students to work on live projects and inculcate self-learning strategies'. This is a very important part of the teaching learning process.

The school invites eminent personalities to talk to students and students can draw inspiration from the experience of these personalities'.

Conclusion

We live in changing times!

Corporations have changed dramatically over the last 40 years or so. Today's most valuable companies are Microsoft, Meta (Facebook), Apple, Amazon, Tesla, and Alphabet (Google). Aside from Tesla, which owns Gigafactories, these digital natives use knowledge, talent, subscriber networks, and innovation as critical assets, unlike the 20th-century global giants — General Electric, U.S. Steel, General Motors, Ford, Goodyear Tire, and ExxonMobil — that rely on land, buildings, machines, warehouses, and physical infrastructure to produce physical goods. The magnitude of this seismic change can be judged because, according to many calculations, each 21st-century digital giant is at least ten times more valuable than an average 20th-century industrial giant.

The MBA has been the quintessential managerial education program and has supplied more ready and trained managers to international corporations than any other graduate program. While MBA curricula are evolving to meet the changing needs of corporations, the pace of change must accelerate to keep the MBA degree future-proof. For a large part of the 20th century, business's dominant logic was based on using physical assets to produce physical goods. The most significant investments were in machines and factories. The costs of producing the product, composed of labour, raw material, energy, and machine hours, ate away most of the profits from revenues, leaving thin margins. Physical assets would depreciate with use. The primary role of the manager, then, was to make wise investments in physical assets, lower production costs, and extract maximum efficiencies out of labour and physical capital. Given the

limitations of transporting physical goods over long distances, most companies operating in local markets imply that numerous players worldwide could produce the same types of products. Laws of diminishing returns applied — there was a limit to what a machine or labourer could produce. When a company became too big or too profitable, competitors would arrive to produce mimicked goods at lower prices, stealing the market share and eroding profits.

Digital businesses defy those rules. Digital assets can be used infinite times in infinite places without any erosion. Each usage grows the value of the digital asset because of network effects, leading to increasing returns. Knowledge products can be distributed instantaneously using the internet, so most digital companies compete globally. Combined with meagre variable costs, this strategy implies that only some players can successfully address the global market. The dominant strategy is establishing a first-mover advantage, growing your market, and becoming the global market leader as quickly as possible. In accounting terms, this means growing revenues instead of managing costs.

Given this background, at SCMS, we are cognizant of the changes occurring in business and have incorporated these changes to reflect a genuinely new-age program. What is more important is that the school has the intellectual capital in terms of scholarly and practice professors to address these changes in the world and curricula.

India is one of the fastest-growing economies of the modern world, throwing up immense opportunities for young Indians. The ethos of the MBA program at SCMS is to create superior managers with four strong competencies - Entrepreneurial thinking, Leadership potential, Creative thought and Problem-Solving capabilities. These qualities, along with integrity and honesty, will allow students to build sustainable careers in India and abroad. A top-class MBA program from SCMS will equip a student with the skills and competencies to build great careers.