



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

Post Graduate Programme In Management

PROGRAM MANUAL

Batch 2020-22



DELHI SCHOOL OF BUSINESS
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Technical Campus

PGDM PROGRAM MANUAL **Section I - About the Institute**

Learning Philosophy

“Education is the manifestation of the perfection already in man.” Our students are in a learning environment that compels them to think across disciplines and open their minds to new horizons, even as they learn the fundamentals of business, they question stereotypes and foster creative and critical thinking. The learning process is strongly backed by participation in inter-institutional events, cross-cultural negotiations, live business projects, simulations, and role plays, creating a strong bridge between the industry, its experts and our students.

Values

Delhi School of Business practices value-based sharing of knowledge. Our core values are:

1. **Ethics:** We believe in being professional, trustworthy, accountable, and acting within a certain moral code of conduct.
2. **Empathy:** We seek to understand and respect the feeling, thoughts, attitudes, and emotions of others.
3. **Diversity:** We respect individuality and individual freedom and inclusion of all for the institutional success and multiplicity of its character.
4. **Excellence:** We pursue excellence in all our activities: teaching, research, scholarship, and service.
5. **Service:** We strive to serve all our stakeholders, community, and the nation honestly and faithfully.
6. **Integrity:** We follow integrity- fairness, truthfulness, transparency – in all our activities and conduct.
7. **Creativity:** We encourage and recognise creativity and innovations through critical and out-of-box thinking.
8. **Social Responsibility:** We strive to foster the spirit of responsible citizenship by inculcating high value to our responsibility towards the betterment of the society

Vision - Vision and Mission statements:

Delhi School of Business-VIPS-TC (DSB), was established by the Vivekananda Institute of Professional Studies (VIPS) in 2012. VIPS believes in the **philosophy** of **Swami Vivekananda**: “***Education is the manifestation of the perfection already in man***”. Deriving from this philosophy, DSB practices value- based sharing of knowledge.

These core values are reflected in our

Vision

Delhi School of Business aims to create a knowledge society by establishing, maintaining and promoting the Centers of Excellence in the field of business education, comparable with the best in the world and become a nationally recognized leader in business education among the private business schools and among top ten institutes in the county in the next five years.

Mission:

To equip students with skill-based practical business management knowledge and analytical skills and develop their capacity to lead domestic and global organizations through adaptability, innovation and creativity.



Program Educational Objectives (PEO Statements)

DSB facilitates the realization of the inherent potential in each student through experiential education that leads the individual towards a self-motivated path in aspiring for perfection, personal success, professional achievement and responsible citizenship. To these ends, we:

1. Leverage cutting edge teaching quality, resource and infrastructure for sustained learning and development.
2. Prepare our students for ever changing business requirements.
3. Provide an environment that encourages creativity, analysis and critical thinking and effective communication.
4. Simulate real-life environment in our up-to-date labs so as to build confidence among our students.

Consistency of PEOs with the mission

PEO Statements	M1	M2	M3	M4	M5	M6	M7
PEO 1: Sustained Learning & Development	3	3	3	3	3	3	3
PEO 2: Ever changing Business requirements	3	3	3	3	3	3	3
PEO 3: Creativity and critical thinking	3	3	3	3	3	3	3
PEO 4: Lab simulations	3	3	3	3	3	3	3

M1 Practical business management knowledge

M2 Practical business management analytical skills

M3 Capacity to lead domestic organizations

M4 Capacity to lead global organizations

M5 Adaptability

M6 Innovation

M7 Creativity

M1 to M7 are the broken-down, actionable points arising out of the Mission Statement. The rationale linking these Mission components with the PEO are outlined below:



PEO1: Sustained Learning and Development

The universe of business management knowledge is a dynamic, interactive outcome of the actual business experiences and the academic insights arising out of analyses of these experiences. M1 and M2 are directly influenced by these dynamic interactions. This is borne out by engaging with the industry on a regular basis and including in the faculty, people with direct industry experiences. The sustained learning focus is also strongly needed to develop the ability to lead organizations in both the domestic and global contexts (M3 and M4). M5, M6 and M7 follow as strongly correlated, as anyone with a practical exposure of the VUCA nature of the business environment will vouch.

PEO2: Ever changing business requirements

Businesses operate in a dynamic environment, now characterized as VUCA. The need for being flexible, agile and alert runs through M1 to M7 with a very high correlation, as each of these mission components only create a better skill and ability to deliver results under any circumstance.

PEO3: Creativity and critical thinking

VUCA ensures that the skills of the past and the learnings of the past are not always relevant and appropriate. Any potential manager has to learn to be creative and enhance his ability to think critically while analyzing the business situation and evaluating choices for making the right decision. Each component of M1 to M7 has a high correlation with this ability, without which the manager will be rendered ineffective.

PEO4: Lab simulations

In the education pedagogy of medicine and engineering, practical exposures are possible to the learner. However, in management education, this is not possible. The case methodology has tried to simulate the actual business issues. In DSB, in addition, the use of problem based learning and labs for Finance and Entrepreneurship studies help in further developing the skills of the students. The relevance of these skills run through each of M1 to M7 components and each bears a strong correlation.



Learning Pedagogy

The two-year full time Post Graduate Diploma in Management (PGDM) programme of Delhi School of Business (DSB) is designed to develop students into future leaders capable of creating, leading and managing organizations. The pedagogy adopted at DSB is student-centric and participative in order to bridge the gap between theory and practice, enhance employability of the PGDM students and improve their individual and interpersonal behaviour.

Outcome-based Education/Learning (OBE/OBL)

DSB uses outcome-based education/learning (OBE/OBL). Each course will specify the Course Outcomes (COs) and link COs with the learning methods and the assessment methods. Outcome-based learning is based on participative learning where a student owns the responsibility of learning. Learning Pedagogy includes lectures, discussions, case studies, real-life problems, projects, role plays, group or team discussions, and guest lectures by eminent academicians and professional captains of industry to build conceptual clarity and analytical ability. Summer training and industrial visits are some of the other methods used by the institute for enhancing the skills and competencies of the students.

Case, Problem, and Project - Based Learning (PBL)

Within the framework of Outcome-based Education, three most important learning methods used by DSB faculty are Case Based Learning (CBL), Problem Based Learning (PBL) and Project Based Learning (PBL).

Case Based Learning (CBL): Case is generally a decision problem of an organization where actual data and information is given including information about the decision-makers and others. Students are required to identify issues and problems and analyze the given information; solve the problem and make a recommendation. In CBL, there is high involvement of the students in the class learning.

Problem Based Learning (PBL) is also a student-centric approach. PBL is not solving problems/exercises given at the end of a book chapter. Rather, it a real-world problem which is unstructured or semi-structured, unlike a case where information is already available. Students take the responsibility of, identifying the problem, required information, resources etc and thus of the entire learning process. Teachers thus become facilitators/mentors/guides and even participants themselves. Teachers would guide and motivate students for self-learning of concepts and theories using the “Flipped Classroom” approach. That is, teachers help students to create their own classrooms: teachers make available to students in advance voice-recorded ppts, short duration videos/audios of short lessons/technical notes, online resources etc. Further, they may help and guide students in clarifying concepts and theories by giving mini-lectures (about 5-15 minutes) and holding group tutorial classes.

Project Based Learning requires students to work on a complex problem/question for an extended period of time. Projects are focused on student learning outcomes and may involve field work.

Participative learning pedagogy, such as CBL or PBL, will give explicit specification of Learning Outcomes (LO). A course is divided into units/modules, with specific Outcomes of each unit/module.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

Programme Structure

The two-year full-time PGDM programme follows a Term system. Each term will approximately be of nine-week duration including time for mid-term quiz and end-term examinations. Every year has **four** terms; hence the program has a total of **eight** terms spread over two years. There will be an eight weeks break for summer internship after fourth term. The programme content consists of compulsory and elective courses. Most of the compulsory courses are taught in the first year as they are common for all students. Electives are chosen on the basis of areas of specialization opted by the student and are taught during the second year. Electives will be awarded based on merit criteria.

The duration of a full one unit course or three credits course will be thirty hours. One credit equals ten hours of learning and so on. Institute may offer courses of varying credits depending on course contents. Tutorials may be held to supplement the teaching sessions.

Before the commencement of the regular classes, there would be a Foundation Module on Basic Communication, Quantitative Techniques and Accounting.

Learning from leaders: Special lectures from CEOs and top executives of good companies are organized frequently, as a part of the experiential learning. Attendance in these special lectures is **compulsory**.

Seminars, Workshops, Conclaves and Panel discussions are an inherent part of the programme. Students are encouraged to initiate and participate in these activities to inculcate and develop managerial and leadership skills. Attendance is compulsory in these events.

Mentoring: The institute has a mentoring program within which, each student has an internal faculty mentor who may be assisted by a corporate mentor when needed who meet student mentees regularly and coach them to identify their individual strengths and weaknesses vis-à-vis corporate requirements. This constant and continuous exercise assists students to improve their competencies and stay updated with the latest trends in industry needs of skills.

The program structure could be modified anytime in order to make improvements in the learning environment to be provided to students. New courses could get added to cater to the industry requirements.

Regular feedback is obtained both from Students, Faculty, the Governing Council, the Academic Advisory Committee and industry leaders, to get inputs towards enrichment and enhancement of the programme.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

First Year Registration

All PGDM students are required to submit all original documents to support their academic and other qualifications on the Registration Day. Failure to complete document verifications on the Registration day will automatically invalidate a student's admission and the fees deposited will not be refunded. Students, whose final year results for the qualifying examination are not declared at the time of registration, shall be provisionally admitted subject to submission of their results by the 30th November, 2020. If a student does not meet the qualifying examination eligibility condition, his/her admission stands cancelled.

Second Year Registration

Second year begins after the Summer Internships. Students have to choose elective courses out of the ones being taught at the Institute. Students are required to register for electives when intimated to do the same.

Specializations

The institute may offer courses in several areas of specializations, for example, Marketing, Human Resource Management, Finance, Information Technology, International Business and Entrepreneurship. Students choose courses in the second year on the basis of their area of interest. Courses could have prerequisites and structures as per the design of the faculty handling the course. **Courses would be offered only if there are sufficient number of applicants for the course.**

The elective courses, which will be taught in the second year, will be announced towards the end of the first year to facilitate the pre-registration of courses. Once the elective courses are announced prospective second year students could, if they so desire, meet with the concerned faculty, to obtain details about the courses they may like to select.

Students would be required to meet eligibility criteria determined by Faculty Council for grant of Specialization. Faculty Council will decide what subject specializations will be offered and the condition for the choice of specializations.

Dropping / Suspension of Courses

Courses with pre-registration of students less than 20 may be dropped as soon as the pre-registration is complete. Students registered for such courses will be asked to register for substitute course(s). This is subject to the assessment by the PGDM office.

Course Workload and Class Preparation

A student is expected to study six to eight hours after contact classes on a daily basis. This includes both individual and group preparation time. Many of the courses require additional reading beyond the specified reading material.

Reading Material

Based on the requirements of a course, the students will be supplied with reading material and detailed course outline for each course well in advance. Students are expected to read all the required material before the class and be prepared for discussions and presentations as scheduled for the class.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

Sessions and Attendance

Classes are held in daytime during weekdays for First Year as well as Second Year students. Some classes, special lectures, seminars or some other activity of business awareness and skill development may be held in the evening or on weekends/holidays.

Students are expected to be present in all classes at least 5 minutes before the scheduled class timings. Students must strictly adhere to the break timings in between two classes. Once the class session has started, the student will be allowed inside the class only with the permission of the faculty.

Students are expected to comply with prescribed rules of conduct and maintain discipline while in the institute.

Students absenting themselves from classes, while representing the Institute in any internal/ external event or activity shall obtain the Director General's and concerned faculty's permission well in advance and submit the permission to the PGDM Office.

The attendance of students during seminars, workshops, and other activities of the institute along with extra responsibilities taken during these activities, and general conduct of the student during these activities will be taken into consideration during overall appraisal of the student.

Contributions to the class discussions are evaluated in every class and students are scored on the basis of the quality of their contributions.

The required attendance for every course is 100%. 20% grace may be allowed by PGDM office in case of unavoidable exigencies such as illness (supported by hospital records) or family emergencies. **Any student with less than 80% attendance will not get the Class Participation marks of 20%** (Please see Course Outlines). Students will be allowed to sit for End term examination only if they have a minimum of **80% attendance** in class.

Attendance requirement is 100% in special lectures, workshops and seminars.

The exempted 20% attendance (out of 100%) is for sickness or extraordinary circumstances with the approval of the PGDM Office.

Leave Rules

The students under extraordinary circumstances, within the 20% exemption limit, may obtain leave of absence under the following rules:

All applications/ intimation of leave requirements, (except in medical emergencies) must be made in advance to the PGDM office with the faculty's recommendation obtained. Where leave is sought on medical grounds, a valid Medical Certificate will need to be submitted to substantiate the claim afterwards, which may be subjected to verification by the institute.

The student will be responsible for losing any segment of evaluation because of absence with or without permission. The course faculty has full discretion to give or not to give make-up test or assignment.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

Absence without prior permission or un-notified class absence will be considered as an act of negligence and an unacceptable behavior and may attract disciplinary action, including expulsion from the institute.

Students are not allowed to leave the class session before its completion. In the event of an emergency, one must obtain permission of the faculty.

Fees and Payment Schedule

The payment of fees for each term is to be made by the student as per the notified schedule. Students who do not pay their fees by the notified due date will be required to pay a **Late Fee Fine** of Rs. **100** per day.

Fees once paid will not be refunded except as required under conditions prescribed by the regulatory authorities.

Final Clearance

Withdrawal from the programme and leaving the campus permanently must be on the basis of prior intimation to authorities concerned and completion of checkout formalities by obtaining final clearance from all concerned offices, such as Library, Computer Centre, Placement Office, PGDM Office and Accounts. The students should also return their identity cards before final clearance.



Section II - Code of Conduct and Disciplinary Regulations

Introduction

Our purpose at Delhi School of Business (DSB) is the pursuit of knowledge through scholarship and research, teaching and general development of students and dissemination of knowledge and learning to society at large. The freedom to teach and to learn depends upon the creation of appropriate conditions and opportunities in classrooms, lecture halls and the campus as a whole. All members of the academic community, namely faculty, students and staff share the responsibility for securing and sustaining the general conditions conducive to this freedom.

Disciplinary regulations protect the well-being of the academic community by defining and establishing certain norms of behavior. The disciplinary system establishes procedures for a fair hearing, including advising individuals fully of the charges against them, affording them ample opportunity to speak on their behalf, and requiring a clear explanation of their rights of appeal. Since rigid codification and relentless administration of rules and regulations are not appropriate to an academic community, the rules and policy statements that follow serve mainly to clarify commonly accepted standards of conduct within our institution.

Code of Conduct

Expectations from the student community as regards appropriate conduct within the campus and classrooms, are outlined below.

Academic Integrity

The quality and integrity of student's academic work is extremely important. Maintaining basic honesty in one's work, words, ideas, and actions is a principle to which students must adhere.

The use of any "outside source" (i.e. any work, published or unpublished, by any person other than the student without proper acknowledgment) will be considered as **plagiarism**.

Any **quotations**, however small, must be placed in quotation marks or clearly indented beyond the regular margin. Any quotation must be accompanied (either within the text or in a footnote) by a precise indication of the source—identifying the author, title, place and date of publication (where relevant), and page numbers. Any sentence or phrase which is not the original work of the student must be acknowledged.

Any material which is **paraphrased** or summarized must also be specifically acknowledged in a footnote or in the text. A thorough rewording or rearrangement of another author's text does not relieve one of these responsibilities.

Any ideas or facts which are borrowed should be specifically acknowledged in a footnote or in the text, even if the idea or fact has been further elaborated by the student. Occasionally, a student in preparing an essay has consulted an essay or body of notes on a similar subject by another student. If the student has done so, the student must state that fact and indicate clearly the nature and extent of their indebtedness to the other source. The name and class of the author of an essay or notes which are consulted should be given, and the student should be prepared to show the work consulted to the instructor, if requested to do so.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

The requirement to acknowledge sources is not limited to printed material such as books or journal articles. Information is now readily available through many newer media, including text and images on the World Wide Web, CD-ROM, and electronic mail. Information or quotations from any of these sources must be properly cited.

During the course of an in-class examination, the failure to follow examination procedures as set forth by the faculty member(s) who oversee that examination will be considered as violation of code of conduct and will attract penalties.

Attire

Students are expected to be properly groomed and professionally attired every day. Clothes should be comfortable and sufficiently loose to facilitate work without physical restraint. Translucent dresses are forbidden. Lady students should wear tops with sleeves and with length at least 7" below the waist.

On **formal occasions** such as interviews, guest lectures, corporate presentations, seminars, workshops and special activities, students are expected to wear formals.

Gentlemen: Light coloured shirts, dark trousers, jackets and closed leather shoes.

Ladies: Light coloured shirts, dark trousers, jackets / churidar-kurta/saris with closed shoes.

Wearing heavy ornaments and/or jewellery on campus is discouraged. Make up should be sober and unobtrusive. Hairstyle should be neat.

Gentlemen are expected to be **clean shaven and well groomed**.

Identity Cards

Students must carry identity cards issued by the PGDM Office all the time on campus.

Classroom Behaviour

Students are expected to be seated in the respective classroom 5 minutes before the scheduled class time.

Following actions and behaviour will be considered as indiscipline

- Arriving late once class has commenced
- Indulging in conversations with classmates during class
- Being argumentative bordering on insolence and disrespect, with faculty and staff members
- Making noise and indulging in unruly behaviour
- Use of improper language, unwelcome jokes or comments on gender
- Causing injury to other students
- Littering and defacing classroom walls and property
- Improper use of furniture within the classroom
- Eating and drinking in the classroom, other than water
- Use of mobile phones while class is in session



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

Use of mobile phones during the class is considered a grievous offence as it disturbs faculty and students and is a mark of disrespect towards the teacher. Mobile phones should be switched off and kept inside one's bag or locker. If a student is found using mobile phone in class, the phone will be confiscated for the entire term or a period of two months and a fine of Rs. 2500 will be payable.

Campus Behaviour

Absenteeism from seminars, workshops, guest lectures, and other activities organised by the institute will be considered as indiscipline.

Following actions and behaviour will be considered as indiscipline

- Not wearing or carrying the I card within campus
- Rude and abusive behaviour of any kind
- Any kind of misbehaviour with peons, guards and other staff members of VIPS
- Unruly behaviour in the corridors
- Sitting around in the stairs and common passages
- Smoking, gambling, drinking or intake of any alcoholic/toxic substance in the campus premises
- Indulging in any action resulting in injury to other students as well as oneself
- Ragging of any student
- Any form of sexual misconduct, exploitation and harassment which includes unwelcome jokes or comments on gender
- Physical intimacy with another student beyond socially accepted norms
- Littering of campus premise
- Defacing any property

Communication

It is suggested that Faculty should be respectfully greeted and addressed whenever one meets them both in and outside the classroom.

Members of management have to be duly greeted and respected whenever students meet them on campus.

Emails addressed to faculty and staff should have proper salutation and closing.

Staff members should be greeted and respectfully addressed.

Basic etiquette should be followed in informal communication with peer group.

Misuse of DSB or VIPS name or logo in any communication or action will be considered as indiscipline.

Misrepresentation of information or facts about DSB or VIPS or any of its members will be considered as indiscipline.

Meeting hours with PGDM Office and Placement Office will be 3:00 pm to 4.30 p.m. Monday to Friday. Attempt to interact with these offices at any other time will be considered an act of indiscipline.

Conduct during Examination

All belongings such as bags, books, notes, mobiles, wallets etc. will be kept in the area specified by the PGDM office before entering the examination hall.

Detailed rules of examinations are given in Annexure I.



Harassment

Unwelcome verbal or physical behavior which is directed at a person based on a protected characteristic, when these behaviors are sufficiently severe and/or pervasive to have the effect of unreasonably interfering with a student's educational experience, working conditions or living conditions by creating an intimidating, hostile, or offensive environment amounts to harassment and is forbidden.

Examples of conduct that can constitute harassment include:

- Unwelcome jokes or comments about a legally protected characteristic (e.g., racial or ethnic jokes).
- Disparaging remarks to a person about a legally protected characteristic (e.g., negative or offensive remarks or jokes about a person's religion or religious garments).
- Displaying negative or offensive posters or pictures about a legally protected characteristic.
- Electronic communications, such as e-mail, text messaging, and Internet use, that violate the individual's well-being.

Use of Social Media and Web

All uses of DSB's information technology and network resources are subject to the regulations and policies set forth in the IT Policy.

Students, who engage in any illegal or fraudulent use of DSB's information technology resources, including infringement of copyright-protected materials, may be subject to disciplinary action, including the termination or suspension of network privileges.

Students may not use DSB's IT and network resources for commercial (including consulting) purposes.

Detailed Guidelines on use of Social Media are mentioned in Annexure II. Any violation of code of conduct with respect to use of social media which may have negative implications for the institute will be considered as indiscipline

Library Cards

Up to two Library cards will be issued to a student. Library cards will be required at the time of Issue / return of books from the library. The rules regarding issue and return and upkeep of library books during the period of issue to students will be available with the library. The Library rules are given in detail in Annexure-III.

Class Representatives

Class / Section Representatives and Joint Class Representatives will be appointed with consent of the class. They will be responsible for coordinating information dissemination to the entire class and represent the class in carrying out routine activities and their coordination.

Student Committees and Clubs

There will be student committees to encourage curricular and extra-curricular activities on campus. These student committees will have a faculty as the chair and students as members.

There will be various clubs which will be constituted by students with one faculty as the coordinator. These clubs would organize activities like Business Games, Business Quiz contests, Fests, etc on campus.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

Self-Help Study Groups (SHSGs):

Students may decide to form Self-help study groups in the areas of Marketing, Finance, HR, etc., for facilitating group study and pursuing interest areas on a voluntary basis.

Ragging

Ragging is illegal and strictly prohibited (as per the orders of Supreme Court) and anybody found indulging in it will be punished or expelled from the institute immediately.

Disciplinary Process

Any act of indiscipline or errant behaviour on part of the student will be communicated in writing by the concerned faculty or staff member to the Chairperson- Disciplinary Committee.

The concerned student will be required to present oneself before the Disciplinary Committee on an assigned date and time to explain and defend oneself.

The Disciplinary Committee may call other witnesses as it deems fit.

The Disciplinary Committee will be the competent authority to decide the penalty

Use of Mobile Phone

If a student is found using a mobile phone during class, he/she will be required to pay a fine of Rs 2500 and the phone with SIM will be confiscated for the entire term or for a specified period or two months. The phone will be returned after the stipulated period is over.

Range of Penalties

For all acts of indiscipline, the applicability and exact nature of each penalty may vary but in general the penalties, in ascending order of severity, are:

1. Warning

A formal admonition that does not become part of a student's permanent record, but that may be taken into account in judging the seriousness of any future violation.

2. Disciplinary Probation

A more serious admonition assigned for a definite amount of time. It implies that any future violation, *of whatever kind*, especially but not exclusively during that time, may be grounds for suspension, suspension with conditions, or in especially serious cases, expulsion from the University. Disciplinary probation appears on the student's permanent record.

3. Withholding of Degree

In cases involving seniors or graduate students, DSB may withhold a student's degree for a specified period of time. A withheld degree is recorded on a student's transcript.

4. Suspension

Removal from classes and institute activities for a specified period of time.

5. Suspension with Conditions

Removal from classes and institute activities until certain conditions, stipulated by the committee, have been fulfilled. These conditions may include, but are not limited to, restitution of damages, formal apology, or counseling. A suspension with conditions is recorded on a student's transcript.



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

6. Expulsion

This constitutes permanent removal from the academic programme of DSB. Relevant information remains on the student's permanent record.



Section III Evaluation Norms and Grading System

Students are subjected to continuous evaluation during the terms. Courses are evaluated on a number of assessment segments, such as assignments, quizzes, teamwork, class participation, mid-term quiz and end-term exams. Depending on the program requirements, other evaluation segments may be added by the faculty. The Course Outline provided by the faculty for each course, besides detailing the coverage, will also mention the course requirements and evaluation process. Before the session commences, students will be informed about the segments of the evaluation system and their respective weights.

A student getting F grade in the End term examination, will be awarded F for the course. Grades of each segment such as Class Participation, Quiz and Assignments will be considered for calculation of GPA or the course.

A student may reappear in an examination of any subject maximum five times for completion of the Diploma.

The Diploma must be completed within 5 years of taking admission in the Programme.

Assignment of Grades

As part of the continuous evaluation system, the faculty will evaluate students based on their performance in various subjects. Grades will be given in different segments of assessment based on the expected performance (as indicated in the course outline). Rubrics of grading in individual segments of evaluation are given separately in the manual. In order to ensure transparency in the evaluation system, the faculty will display all grades for all the students

The following are the grades and grade points that a teacher may assign to students in the individual segments of evaluation. A teacher may assign marks which will be converted into grades and grade points.

Table 1

Grades	Numerical Score	% of Marks
A+	7	>85%
A	6	>75% <85%
B+	5	>65% < 75%
B	4	>55% <65%
C+	3	>45% < 55%
C	2	>40% < 45%



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

D	1	>35% < 40%
F	0	<35%

Course with incomplete academic requirements

A student who has less than 80% attendance, will not be allowed to appear in the final examination and will be assigned “F” grade.

All students with F Grades due to low attendance will reappear in the examinations of these courses when they are scheduled with the next year students. They will be given 0 marks for CP.

Grading Norms

Students are required to successfully complete compulsory and elective courses to be entitled for PGDM Diploma. They are also required to successfully complete a Capstone Project, integrating their knowledge from all the courses taught during the program. The project will be undertaken during the second year.

Students are continuously evaluated in all courses during each term. Credit of a course implies the number of class contact hours. One credit is equal to 10 hours of classroom contact.

A faculty member grades the individual segments of the course as per the given rubric and assigns separate letter grade for each segment. Grading is based on the thresholds of expected performance set in the rubrics and communicated well in advance to the students in the beginning of the course.

A faculty member may assign marks for assessment purposes. The faculty member will convert marks into letter grades for individual segments according to already announced scheme to students. The marks obtained in a segment will not be combined with those for other segments of the course.

Grades assigned by a faculty member in individual segments of evaluation of a course are converted into grade points as given below:

Table 2

Letter Grades	A+	A	B+	B	C+	C	D	F
Grade Points	7	6	5	4	3	2	1	0

Course Grade Point: The final grade in a course is calculated as the sum of the multiplication the weightage of course assessment components/segments and their grade points:



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

$$GP = \sum_{i=1}^n w_i gp_i$$

where GP is grade point of a course, w_i weightage for assessment components, and g_i is the component grade point.

- Grade Point Average (GPA):** For each term completed by the student, GPA would be calculated. The GPA is a weighted average of the grade points received by a student in all courses during that term. The weight for each course will be the number of credits.

$$GPA = \frac{\sum_{i=1}^n C_i GP_i}{\sum_{i=1}^n C_i}$$

where GPA is average of grade points of courses in a term, C_i is the credit of each course and GP_i grade of each course.

- Cumulative Grade Point Average (CGPA):** Cumulative Grade Point Average (CGPA) would be calculated as the sum of the multiplication of the credits and grade points of all courses in all terms. Grades points are converted to the letter grades as follows:

Table 3

Grade	Letter Grades
A+	6.50-7.00
A	5.50 < 6.50
B+	4.50 < 5.50
B	3.50 < 4.50
C+	2.50 < 3.50
C	1.50 < 2.50
D	0.5 < 1.50
F	< 0.5

Example of Grading

Course grade: The following example illustrates the computation of the final grade in a course based on grades in individual segments:

Table 4

Assessment Segment	Grade	Points	Weight age	Points x weightage
Class Participation	B+	5	20%	1.00
Quizzes	A	6	20%	1.20
Assignment	B	4	10%	0.40
Mid-term Exam	A	6	20%	1.20
Final Exam	C +	3	30%	0.90
Course GPA			100%	4.70 = B+



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
 Technical Campus

The 4.70 grade points will be equal to B+ as indicated in Table 3.

However, the overriding condition for passing in a course will be determined by the student acquiring at least a grade of 'D' in the mid and end term examinations put together.

Grade Point Average (GPA): The following example illustrates computation of GPA (assuming there are only four courses in, say, first term). The GPA of 4.077 will be equal to Grade B, as per Table 3.

Table 5

Course Title	Points	Credit	Points x credit
AAA	0.00	1	0.00
BBB	4.70	1/2	2.35
CCC	6.43	1	6.43
DDD	6.90	1/2	3.45
Total		3.0	12.23
CGPA			12.23/3= 4.077=B

Cumulative Grade Point Average (CGPA): CGPA can be calculated in the same way as GPA accounting for all courses in all eight terms. We can also use GPA of each term to calculate CGPA as shown below:

Term	GPA	Term Credits	Points x credit
Term 1	4.72	18	84.96
Term 2	4.00	18	72
Term 3	6.74	18	121.32
Term 4	3.35	15	50.25
Term 5	3.76	18	67.68
Term 6	5.10	12	61.2
Term 7	4.00	9	36
Term 8	4.00	9	36
Total		117	529.41
CGPA		=457.41/99	4.52 = B+



Assessment Rubrics

Rubrics are tools used to set patterns for scoring students

A rubric is a scoring tool that clearly delineates the performance expectations for an assignment/ project/ paper or piece of work. A rubric segregates the expected work into specific and unique components with clear descriptions of the exact nature and features of the work expected as per each component, at varying levels of mastery. Rubrics can be used for a wide range of assignments: papers, projects, oral presentations, artistic performances, group projects, etc. Rubrics can be used as scoring or grading guides, to provide formative feedback to support and guide ongoing learning efforts, or both.

Rubrics for Class Participation

Class participation (CP) accounts for 20% weightage. Quality of your contribution and its frequency will be the criterion for your CP grade.

Criteria	Excellent (A+/A) 6/7 points	Very Good (B/B+) 4/5 points	Good (C/C+) 2/3 points	Average/Poor (D/F) 0/1 points	Score
Frequency of Participation 20%	Attends classes regularly and has more than 95% attendance	Attends class regularly and has at least 90% attendance.	Has at least 80% attendance.	Irregular in attending classes and has less than 80% attendance	
Quality of Participation 30%	Makes high quality contribution in the discussions by identifying critical issues, raising imaginative questions, drawing from assigned readings, appropriately challenging assumptions and perspectives; shows interest in and respect for others' views; participates actively in small groups.	Makes contribution sometimes to the discussion in some ways mentioned in the second column	Rarely contributes to the discussion in the ways mentioned in the second column.	Never makes any contribution to the discussion.	
Leadership 10%	Leads discussion more frequently and listens others' views carefully and respects them but builds on them	Sometimes leads discussion and listens others' views carefully and respects them but builds on	Rarely leads discussion and listens others' views not carefully.	Never leads discussion and does not listen others' views.	



DELHI SCHOOL OF BUSINESS
 VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
 Technical Campus

		them.			
Team Spirit 10%	Initiates team work in the preparation of assigned case for discussion; makes effective contribution and encourages others to have their points of views. (1)	Sometimes initiates team work in the preparation of assigned case for discussion; generally makes effective contribution and sometimes encourages others to have their points of views.	Rarely initiates team work in the preparation of assigned case for discussion; rarely makes effective contribution and sometimes encourages others to have their points of views	Never initiates team work in the preparation of assigned case for discussion.	
Communication 20%	Puts his views clearly and effectively so that everyone understands what he/she is talking. (2)	Mostly, but not always, puts his views clearly and effectively so that everyone understands what he/she is talking.	Rarely puts his views clearly and effectively so that everyone understands what he/she is talking.	Never puts his views clearly and effectively so that everyone understands what he/she is talking	
Total					
Overall grade					



Rubric for Presentation

Task: Each student will make a 5-minute presentation on an assigned problem of the course. The student may focus the presentation in any way he or she wishes, they will have to demonstrate the knowledge, application and analysis of technical concepts. The presentation should include appropriate calculations and graphs etc. for the clarity of the subject.

Criteria	Excellent (A+/A)	Very Good (B/B+)	Good (C/C+)	Average/Poor (D/F)
Knowledge 20%	The presentation demonstrates a thorough knowledge of finance concepts and theories using most relevant and accurate detail about the topic. Student demonstrates that he/she searched relevant material beyond the text book.	The presentation demonstrates knowledge of finance concepts and theories with minor mistakes generally using relevant and accurate detail about the topic. Student demonstrates that he/she searched some material beyond the text book.	The presentation demonstrates very little or no knowledge of finance concepts and theories and makes mistakes in using details about the topic. Present does not fully understand text book material.	The presentation demonstrates no knowledge of finance concepts and theories and makes mistakes in using details about the topic. Present does not fully understand text book material.
Understanding and thinking 30%	The presentation is analytical and centered around a concept or theory about the topic, which shows a highly level of understanding of its logic, assumptions and limitations.	The presentation is analytical and centered around a concept or theory about the topic, which shows a reasonable level of understanding of its logic, assumptions and limitations.	The presentation is not quite analytical nor is it centered around a concept or theory about the topic. Presenter shows little understanding of logic, assumptions and limitations	The presentation is not at all analytical nor is it centered around a concept or theory about the topic. Presenter does not show understanding of logic, assumptions and limitations



DELHI SCHOOL OF BUSINESS
 VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
 Technical Campus

Communication 20%	Presenter uses correct, appropriate and effective language in conveying main ideas. Ideas are creative.	Presenter uses correct, appropriate and effective language in conveying main most ideas. But ideas are not creative.	Presenter generally does not use correct, appropriate and effective language in conveying main most ideas which are not creative.	Presenter does not at all use correct, appropriate and effective language in conveying main most ideas which are not creative
Presentation style 20%	The presentation includes appropriate visual aids such as ppts, graphs, tables etc. and which the presenter uses appropriately and with utmost clarity to explain his/her	The presentation includes few visual aids and which the presenter uses appropriately to explain his/her ideas, but sometimes lacking clarity.	The presentation uses little include visual aids and which the presenter is not able to use appropriately to explain his/her ideas, and also lacks clarity.	The presentation does not include visual aids and which the presenter is not able to use appropriately to explain his/her ideas, and also lacks clarity.
Presentation skills 10%	The presenter always speaks clearly and loudly enough to be heard, using eye contact, a lively tone, gestures, and body language to engage the audience. All questions from the audience are answered.	The presenter speaks most of the time clearly and loudly enough to be heard, generally using eye contact, a lively tone, gestures, and body language to engage the audience. Some questions from the audience remain unanswered.	The presenter cannot be heard many times or speaks so unclearly that she or he cannot be understood. There is no attempt to engage the audience through eye contact, gestures, or body language.	The presenter cannot be heard or speaks so unclearly that she or he cannot be understood. There is no attempt to engage the audience through eye contact, gestures, or body language.
Total				
Overall Grade				



Rubric for Problem Solving

Task: Students to work on an assigned problem (for example, How should NTPC determine its Cost of Capital)

Criteria	Excellent (A+/A) 6/7 points	Very Good (B/B+) 4/5 points	Good (C/C+) 2/3 points	Average/Poor (D/F) 0/1 points	Score
Defining the Problem 10%	Student states the problem clearly and identifies underlying issues.	Student adequately defines the problem.	Student fails to define the problem adequately.	Student does not identify the problem.	
Developing a Plan to Solve the Problem 20%	Student develops a clear and concise plan to solve the problem, with alternative strategies, and follows the plan to conclusion.	Student develops an adequate plan and follows it to conclusion.	Student develops a marginal plan, and does not follow it to conclusion.	Student does not develop a coherent plan to solve the problem.	
Collecting and Analyzing Information 50%	Student collects information from multiple sources and analyzes the information in-depth.	Student collects adequate information and performs basic analyses.	Student collects inadequate information to perform meaningful analyses.	Student collects no viable information.	
Interpreting Findings and Solving the Problem	Student provides a logical interpretation	Student provides an adequate interpretation	Student provides an inadequate interpretation	Student does not interpret the findings/reach	



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

20%	of the findings and clearly	of the findings and solves the	of the findings and does not	a conclusion.	
	solves the problem, offering alternative solutions.	problem, but fails to provide alternatives.	derive a logical solution to the problem.		
Total					
Overall Grade					



Rubric for Project/Case Analysis

This is a general rubric (based on Bloom's revised Taxonomy) for comprehensively assessing student learning outcomes based on learning domain categories using varying levels. Specific rubrics may be developed for specific assignment/case/project.

Learning Criteria	Excellent (A+/A) 6/7 points	Very Good (B/B+) 4/5 points	Good (C/C+) 2/3 points	Average/Poor (D/F) 0/1 points	Score
Remembering (20%)	Identifies significant problems, financial definitions, principles, methodologies and theories accurately	Identifies most problems, financial definitions, principles, methodologies and theories accurately	Recalls some financial content and definitions but not always accurately	No evidence for knowledge	
Understanding (15%)	Explains/demonstrates financial ideas, concepts and principles accurately and relevant examples	Explains /demonstrates financial ideas, concepts and principles with some accuracy and relevant Examples	Explains/demonstrates financial ideas, concepts and principles with limited accuracy and irrelevant examples	No evidence for understanding	
Applying (20%)	Always applies financial knowledge, technology, with appropriate quantitative analysis and reasoning with consistently and accuracy	Constructs and applies financial knowledge, technology, and concepts with some degree of consistently and accuracy	Constructs and applies financial knowledge, technology, and concepts with little consistency or accuracy	No evidence for application	
Analysing (20%)	Compares and breaks down financial analysis and cash flows, theories, models, graphs, calculations, and arguments into their elements	Compares and breaks down financial analysis and cash flows, theories, models, graphs, calculations,	Compares and breaks down financial analysis and cash flows, theories, models, graphs, calculations, and arguments into their elements with difficulty	No evidence for analysis	



DELHI SCHOOL OF BUSINESS
 VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
 Technical Campus

	with accuracy	and arguments into their elements with			
		minimal difficulty			
Evaluating (15%)	Integrates relevant financial knowledge and concepts from diverse perspectives with depth and breadth	Integrates relevant financial knowledge and concepts from diverse perspectives with some depth and breadth	Integrates relevant financial knowledge and concepts from diverse perspectives with little depth and breadth	No evidence for synthesis	
Creating (10%)	Demonstrates ability to assess the effectiveness of financial decisions, policies, or theory in problem solving and integrates them and relates recommendations and conclusions to the firm strategy	Determines with some degree of effectiveness financial decisions, policies, or theory in problem solving	Determines with a minimal degree of effectiveness financial decisions, policies, or theory in problem solving	No evidence for evaluation	
Total					
Overall Grade					



CAPSTONE PROJECT

The Capstone Project is an independent research-based project on a comprehensive, interdisciplinary management problem or question of practical significance. Interdisciplinary means that the problem should be such which draws from multiple management disciplines to be resolved. Students are expected to demonstrate their intellectual capabilities in discussing the chosen problem and produce a scholarly paper that reflects a deep understanding of the chosen topic. Students should choose a topic of their interest and competence or their desire to explore an unexplored area or deepen their understanding of a particular management area that was not covered in depth in the courses that they have already studied. The Capstone Project is a valuable intellectual experience to demonstrate skills of creative thinking, critical reasoning, application of theory, analysis, synthesis and evaluation.

A Capstone Project must demonstrate the following characteristics.

Originality: The problem should be original and clearly defined and interdisciplinary in nature. Students must demonstrate their deep understanding of the problem. They should formulate and develop their own perspective on the topic.

Independence: Students must be able work on the problem independently, though a faculty mentor will be available to guide and mentor the student.

Scope: The Capstone Project is equivalent to a three-credit course. Enough time will have to be devoted on the Capstone Project. Students must clearly define the realistic scope of their topic.

Process of Inquiry: Students should ask right questions to work on the topic; they must demonstrate their comprehension and understanding of the theoretical underpinnings related to their topic, to synthesize ideas, to identify, collect and scientifically and logically analyze the evidence to build and support their arguments and clearly communicate their ideas and conclusions.

Intellectual Stretch: The Capstone Project is intended to stretch the faculties of students to think originally and work independently and explore what they thought was difficult to explore.

Guidelines of Conducting the Study:

1. Topic: Identify the project topic
2. Proposal: Prepare research proposal briefly specifying the following: (i) Need of the Study (why do you think the topic chosen by you is significant); (ii) Literature Review (Mention briefly; detailed literature will be done when you start your project) (iii) Research Objectives/Problem/ Hypotheses; (iii) Method of Inquiry (How will you carry out your research? Will it be Qualitative, Quantitative; Case study); (iv) Data Collection & Organization (What methods will you use to collect and organize your data); (v) Methods of Data Analysis (How will you analyze the quantitative or qualitative data collected by you; (vi) Discussion of Findings; (vii) Summary. Last date for proposal submission to the PGDM office is 23rd July 2020.
3. Review of Approval and Faculty Mentor: Your proposal will be reviewed and approved and you will be allotted a faculty mentor to guide you. You will develop a time schedule of working on the project in consultation with the faculty mentor.
4. Conducting the Study: In consultation with the faculty mentor, you will have to prepare the list of



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VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

reading material which you will critically review and relate to your topic. Before using a method of data analysis, you will have to thoroughly understand it (appropriateness, pros and cons, diagnostics, limitations etc). You must follow the principles of written communication to write your report in a professional and scholarly manner.

5. Report Format: Same as the proposal.
6. Report Submission: Submit your typed report latest by 1st February 2021 to the faculty mentor and a soft copy to the PGDM office. Submit an original .doc/.docx file. Use 12 point Times New Roman fonts, keeping line space of 1.15. All figures and tables, etc., should be numerically numbered, captioned (captions not to be attached to tables/figures) and embedded into the original file. The length of paper should be about 2500 words including abstract, key words, references etc.
7. Report Presentation: You will be required to present your report to the students and faculty. Prepare ppts of your report and email to all students and faculty members two days before the date of presentation.
8. Grading: Your grade will be based on the quality of report (**60%**) and presentation (**40%**). Written report will be graded by the faculty mentor and presentation will be graded by a faculty committee.

A student may choose to work on a specific problem given by a company which need not be research based. However, the solving of the problem should require application of cross functional knowledge and skills.



DELHI SCHOOL OF BUSINESS
 VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
 Technical Campus

	Project Rubrics						Weights
	Level of Achievement						
	Below Expectation	Approaching Expectation	Satisfactory	Good	Excellent		
	0-40	40-55	55-70	70-85	85-100		
Presentation Mechanics Delivery Q&A	Presentation is not comprehensible by audience and/or does not match slides	Audience has difficulty following presentation and flow of information can be improved	Audience is able to follow presentation which is delivered well but too heavily scripted	Audience is able to follow presentation which is delivered will and smoothly	Presentation is interesting, eloquently delivered and with enthusiasm	20%	
	Unable to handle most Q&A	Able to handle some Q&A	Able to handle most Q&A	Able to handle all Q&A well	Able to handle all Q&A well and able to anticipate questions	20%	
Presentation Content Organization Supporting Materials	Illogical sequence without agenda	Agenda exists, but major disconnects in organization / sequence	Agenda exists, but only minor disconnects in organization / sequence	Agenda exists and coherent organization / sequence	Agenda exists, coherent & interesting organization/ sequence	10%	
	Little or no supporting materials, eg. Visuals	Supporting materials are used but not explained or put in context	Supporting materials are used and explained in context	Supporting materials are effectively used and explained in context	Supporting materials are effectively & innovatively used and explained in context	5%	
Technical competency - Level of technical understanding - soundness of Design	Does not comprehend project's technicalities	Able to explain some project's technicalities	Able to explain most project's technicalities	Able to explain most project's technicalities and understands associated technical limitations	Able to explain all project's technicalities and overcome associated technical limitations	15%	



DELHI SCHOOL OF BUSINESS
 VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
 Technical Campus

	Design is not able to achieve project objectives	Design is able to achieve some project objectives	Design is able to achieve most project objectives	Design is able to achieve all project objectives	Design exceeds all project objectives, takes into account future	10%
Initiative - Drive, originality & independence in problem solving	No observable interest and effort shown in project	Make some attempts according to supervisor's recommendations	Persisted in making repeated attempts as recommended by supervisor	Experiments on his own with reliance on supervisor for guidance	Experiments on his own exhibits independence and drive, and shows originality in his solution	10%
Scope Fulfillment - Scope Fulfillment	Barely fulfilled the project scope	Fulfilled some of the project scope but with significant portions missing	Fulfilled some significant portions of the project scope	Fulfilled most of the project scope	Completely fulfilled or exceed the project scope	10%



Promotion Rules

The following promotion rules will apply unless decided otherwise by the Faculty Council:

Promotion from first year to second year:

Students who meet the following **two conditions simultaneously** will be eligible for promotion to the second year:

1. Minimum CGPA 3.00 in the first year, and
2. Do not have more than four (4) D's or two (2) D's and one (1) F or two (2) F's in their grades for the courses (irrespective of the credit for the courses) completed in the first year, and

First year students must complete all first year courses before they join the second year programme or allowed to go for immersion programmes

Award of Diploma

The "Postgraduate Diploma in Management" will be awarded to the PGDM student at the end of second year, who in the judgment of the institute, has fulfilled all conditions and specified requirements for the award.

Students who have successfully completed all courses as per the institute's academic rules and regulations and who meet both the following requirements simultaneously will be eligible for the award of the diploma:

Minimum of **CGPA 3.00** and do not have more than four D's or two D's and one F or two F's in their grades for the courses completed in the first and second year put together (all eight terms included).

A student who has not completed all academic conditions of PGDM Diploma may be debarred from participating in the Institute's placement activity.

It may be noted that for the purpose of above two clauses, an F grade will be treated as equivalent to two D's. Students with extremely poor academic performance may be asked to repeat the first year courses or to discontinue at any time during the academic program. The decision of the Faculty Council will be final in this regard.

Note: All rules and regulations mentioned in this Manual are without restriction to the management of the Institute through its Director and such other official as authorized by him to use their discretion in the application, interpretation and modification of the rules. The institute reserves the right to change any of the above rules as and when deemed necessary, without prior notice.

* * *



Placement Rules

Placement is an important objective from your perspective in joining Delhi School of Business (DSB) and we understand this. Hence the Institution offers placement facilities. However this is a facilitative process. The DSB Placement Team can assist you in the process by arranging organizations to participate in our placement process. However, the responsibility to succeed in a selection process of a company and secure a job solely depends on your performance. In order to design a system that gives opportunity to all eligible students a set of Placement Rules are necessary which are given below.

1. The Placement Team will undertake the responsibility of contacting organizations and invite them to participate in our Placement Drive.
2. Placement essentially is of two kinds
 - a) Summer Internships for the first year students for a period of 8-10 weeks between mid-April to mid- June. This happens in the period post the conclusion of the first year examinations and prior to the commencement of second year classes in the next academic session.
 - b) Final Placement for students who are in the final year for joining the organizations who have offered them jobs post the conclusion of the final year examination
3. The initial step of the process is for you to complete the required Documentation asked for by the Placement Team as per the Date Line communicated.

Rules for Summer Placement

1. Students will be required to express their consent for DSB to organize their Summer Internships'. Those who wish to organize it on their own may do so provided the company is acceptable to the Placement Team.
2. Summer Internships will be notified by the Placement Team. Interested students need to apply and the Placement Team would forward the eligible Applications to the organization.
3. All students who apply and are subsequently invited by the organization to participate in the selection process will mandatorily be required to participate in the selection process. Students who apply and do not appear for the selection process will be debarred from Placement Assistance and will be required to organize their internships on their own.
4. Once a student is selected by a company for Summer Internship the names of such students will not be sent to any other company subsequently.
5. A student can opt to not apply to a maximum of two organizations for which the student is eligible.
6. The Placement Team can add to the list of applicants if it deems fit taking into account list of students who were required to apply and have not done so.
7. Students selected for Summer Internship by a company will necessarily have to do the internship there.



Rules for Final Placement

1. Students will be required to express their consent to participate in DSB's Placement Process. Students who are not looking for jobs at the end of the programme may give a declaration stating so.
2. Job Offers of companies along with the required information will be notified by the Placement Team. Interested students need to apply and the Placement Team would forward the eligible applications to the organization.
3. All students who apply and are subsequently invited by the organization to participate in the selection process will mandatorily be required to participate in the selection process. Students who apply and do not appear for the selection process will be debarred from any further Placement Assistance and will be required to organize their placements on their own.
4. A student can opt to not apply to a max of two organizations for which the student is eligible.
5. The Placement Team can add to the list of applicants if it deems fit taking into account list of students who were required to apply and have not done so.
6. Students selected for one job can apply for selection for another job after which the student will not be allowed to participate in any other company's selection process.
7. Subsequent to the close of the academic year the names of students who have any job will not be sent to any company. Only those who do not have an offer will have their names forwarded.
8. **All the conditions above will have an over-riding condition as follows – Students having backlogs at any point which makes them ineligible for award of diploma will not have their names forwarded for placement**



ANNEXURE-I

EXAMINATION RULES

Students will observe the following rules during examinations:

Instructions for Students for Examinations

1. Students must enter the examination rooms 10 minutes before the commencement of examination.
2. Latecomers will be allowed only after 10 minutes of the commencement of the examination, but not later than 30 minutes of the commencement of the examination.
3. Students will carry all necessary stationery for the examination in the hall. Students are prohibited from exchanging any stationery item with each other during the exam.
4. Reading material allowed by faculty of the course would be allowed only in the examination room and no exchange of such material will be allowed.
5. Students are not allowed to go out of the examination room during the first and last 30 minutes of the examination.
6. Students will not be allowed to leave a room more than once during the examination.
7. Students found with mobiles/any other unacceptable/not allowed material during the examination would be suspended from the examination immediately. Such students would be awarded "F" Grade for that course.
8. Students will not seek any attention except from the invigilators on duty. Any student found talking or taking any form of assistance from anyone except the invigilators would be suspended from the examination immediately.
9. Students will not bring any material or personal belongings inside the examination room, except those prescribed for the examination.
10. Not more than one student will be allowed for temporary absence from the examination room at a time.
11. Students are not allowed to talk to each other inside the examination room. Any concerns must be brought to the attention of the invigilator.
12. Students will not argue with faculty and staff on exam duty and follow instructions strictly.
13. All incident related to any misconduct during examinations will be brought by the invigilators to the PGDM Office for further action.



ANNEXURE II

GUIDELINES ON USE OF SOCIAL MEDIA

Social media is an important tool and platform to encourage interaction among student community. It is an excellent aid to improve coherence and coordination in the institution. It has great advantages but also has a few pitfalls and hence it needs to be dealt with carefully. A few guidelines are issued to all students of Delhi School of Business to ensure that social media is used for academic and research purposes and is not misused for any other purpose. The guidelines are as follows:

1. Use good judgement – Be informed about the prescribed code of conduct and privacy policy and do not violate it at any time. Assume all information shared on your social network is public.
2. Safety First – Do not reveal personal information on the internet about yourself or anybody else.
3. Show respect and courtesy – Treat everyone with respect and courtesy. Use the right tone of messages. There has to be differentiation between formality and informality.
4. Think before Posting – Think twice before sharing content. There is nothing private, messages spread very fast, and content can be pulled out years after deleting the messages. Do not post anything which can make you feel embarrassed in the future.
5. Be accurate, honest, responsible and ethical – Do not speak on behalf of the Delhi School of Business (DSB) or VIPS unless you are authorised to. Restrict your words to your domain of knowledge and responsibility. Post complete, accurate and true information instead of opinions/views unless you clearly specify that they are your personal views.
6. Confidentiality – Do not post or publish any information which is private/confidential or not public.
7. Copyright – Respect copyright and trademark information and DO NOT COPY any content, image, video as they may be copyrighted.
8. No Use of Logo – You are NOT ALLOWED to use the logo of Delhi School of Business or VIPS unless you are specifically authorised to.
9. Apologize for your mistakes – Be sure you do not make a mistake on the content posted on Social media. In case you have done then acknowledge and apologize immediately.
10. Cyber bullying – Do not engage in any activity which amounts to harassing, denigrating, impersonating, tricking, and demeaning an individual or the institution of Delhi School of Business directly or indirectly. All mentioned activities amount to cyber bullying, which is a crime.
11. Make constructive contribution – Ensure that the content posted by you adds value to research and academic activities and is devoid of prejudices and biases
12. Authenticity – Do not post any information unless you have established its certainty and validated its authenticity and accuracy.
13. Disclaimer – After every content posted, there needs to be a disclaimer given, that the views expressed are purely of the author and do not represent the institution where they belong to.



ANNEXURE-III

LIBRARY RULES AND REGULATIONS

Our DSB Library is a place of individual study. A calm and pleasant atmosphere is to be maintained in the library. Members are advised to refrain from conversation, consultation, discussion or demonstrative greetings of friends. Mobile phones should be switched off before entering the library.

Library Timings

The library shall remain open on Monday to Friday from **9:00 am to 8:00 pm** and on Saturday from **9:00 am to 2:00 pm**.

The library will remain closed on all official holidays of the institute.

Admission to the Library

A Student shall enter his/her name, course, semester and in-time legibly in the gate Register kept for the purpose.

Visitors will not be entertained in the library without prior permission from the librarian.

Bags, folders, personal books, magazines, ladies purse or any other personal belongings are not allowed inside the library.

Students cannot use the library during examination period.

A call will be given half an hour before the closing time. At the second and final call members must leave the library.

Before leaving the library a student shall enter his/her 'out' time in the register so placed at the Library Gate.

The Librarian reserves the right to use his discretion on admission into the library to any student/visitor or the use of any book.

Borrowing Privileges

Two Library cards shall be issued to each student and for borrowing books from the Library. Faculty will be issued six Library cards. Students can borrow a maximum of two text books and full time faculty six books at a time against the library cards. The loan period is seven days for students and one month for full time faculty.

Books marked "NOT TO BE ISSUED", Journals, Magazines, Newspapers, Project reports, etc., are for reference only and will not be issued.

Photocopying of any material in the library is prohibited. In case a copy is wanted of non-restricted material, permission will be obtained from the librarian. The book will be issued for a one hour period for copying. Reference books cannot be taken out for photocopying.

Books can be reserved in advance if they are already issued to someone else.

Request for reissuing the books will be entertained only if there is no prior reservation for the book.

Books must be returned on or before the due date, failing which a fine of Rs. 5/- per day for book will be levied.

Loss of Library Cards

Loss of library card should be reported in writing to the librarian immediately.

Duplicate card will be issued to the member on payment of Rs. 100/- each

The member shall, however, continue to be responsible for any loss that the library may suffer



DELHI SCHOOL OF BUSINESS
VIVEKANANDA INSTITUTE OF PROFESSIONAL STUDIES
Technical Campus

through the misuse of his/her card.

Library cards must be deposited back to the library at the time of final clearance and a “No Dues” certificate obtained from the Librarian.

Loss of Books

Borrowers shall be responsible for safe return of the books to the library. Loss of book(s) should be reported in writing immediately to the circulation counter.

The members shall satisfy themselves about the physical condition of books before borrowing. No plea that the book was already damaged will be entertained at the time of return

The student will have to either replace the book or will pay double the price of the book, if any damage or disfigurement of the book is noticed at the time of returning the book in the library. If any book so damaged or lost belongs to a set of books, the borrower shall have to replace the whole set or pay double the price of the set.

General Conduct within the Library

Silence shall be strictly observed in the Library.

A fine of Rs. 100 will be levied on the spot if anyone uses mobile phone or disturbs the library atmosphere in any way.

Eating, drinking smoking, and use of storage devices is strictly prohibited in the library.

Stealing or damaging books/ magazines/ journals etc. from the library or misbehavior with library staff shall be considered an offence for which strict disciplinary action will be taken against the student(s) concerned to the extent of expulsion from the institute.

In case a user is found to have torn off certain pages from a book, the act shall be seen as a serious breach of discipline and is liable for action by the institute. The librarian will immediately report this matter to the program coordinator.

The library computers cannot be used for personal use or for sending emails.

Use of ‘borrowed books’ is prohibited within the library.