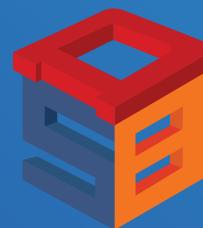


DSB

STUDENT HANDBOOK

PGDM (GENERAL) | PGDM (FINTECH)

**BATCH
2025-27**



DELHI SCHOOL OF BUSINESS
By Vivekananda Institute of Professional Studies - TC

*“The greatest religion is to be true to your own nature.
Have faith in yourselves.” – Swami Vivekananda*

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An exciting journey of your transformation awaits you, right here.

Dear Students,

Welcome to **Delhi School of Business (DSB)**!

We thank you for placing your trust in us for your higher education. We assure you that your decision to join DSB will pave the way for a successful and rewarding career, nurtured through our robust and dynamic learning ecosystem.

At DSB, our faculty represents a unique blend of exceptional academic expertise and rich corporate experience. They bring real-world insights into the classroom, enabling students to understand the practical applications of theoretical concepts and prepare effectively for the challenges of the professional world.

To ensure holistic development and an enhanced learning experience, our pedagogy extends beyond traditional classroom teaching. It is enriched with simulations, management games, and experiential learning methods. The program focuses on developing strategic thinking by integrating critical, creative, innovative, and inventive thinking. In addition to cognitive skills, students' technical and professional competencies are strengthened through industrial visits, student club activities, entrepreneurial ideation competitions, and community engagement initiatives—instilling a sense of social responsibility and service to society.

Our endeavor is to transform students into industry-ready professionals by identifying, nurturing, and expanding their inherent talents and potential. Holistic personality development is a core objective of the program and is achieved through a wide range of co-curricular and extra-curricular activities conducted by various clubs and committees. These initiatives help students discover their passions while fostering leadership, teamwork, and interpersonal skills. Universal Human Values such as care, compassion, respect, and integrity form the foundation of education imparted at DSB.

The Institute will make every effort to ensure that the two years you spend on campus are not only academically enriching but also among the most memorable and transformative years of your life.

We wish you great success in your academic journey.

Warm regards,

Delhi School of Business

Message From The Chairman



In recent years, India has emerged as a dynamic force on the global stage. Today, it stands as the world's fourth-largest economy—a testament to the collective ambition and resilience of its people. With growing geopolitical stability and strong investor confidence, the country is fast emerging as a hub for innovation, entrepreneurship, and a boost has been given to start-ups. From chip design to artificial intelligence, from CPUs to GPUs and quantum breakthroughs—technology is reshaping how we think, work, and live.

In such a world, learning to engage with these changes is no longer optional—it's essential. The more one understands technology, the more confidently one can navigate the world ahead. It's not about becoming an expert in everything, but about being open, adaptable, and ready to grow.

Future managers need to upskill their knowledge with AI Tools (LLM), Data Science and Data Analytics. The decisions you shall make will not only impact markets but also influence lives. It is important, therefore, to build not just competence, but character. Combine your analytical skills with empathy, your ambition with responsibility, and your drive with purpose. The business world is evolving, and it needs thoughtful, ethical, and forward-looking leaders.

You are welcome to a platform that fosters continuous learning and an open mindset, thereby developing your innate abilities apt for complex and demanding global situations. Swami Vivekananda once said, "**Education is the manifestation of the perfection already in man.**" That journey begins with the right mindset to broaden one's knowledge horizon. This is an opportunity to discover your strengths, widen your perspective, and shape a future you're proud of.

Wishing you all the very best.

Regards,

Dr. S.C. Vats

Chairman,
Vivekananda Institute of Professional Studies

From the Director

Message



The global business scenario in the recent past has been plagued by the geo-political uncertainty and rapid changes in the rules of trade and cooperation among nations hitherto unobserved. This has posed great challenge for the business world, grappling with uncertainty and unpredictability.

The current dynamic business environment globally has necessitated a sea-change in the concept of learning and consequent pedagogy in most of the Business Schools. Exploiting the human potential by building the right attitude and aptitude among the learners is the essence of the current learning landscape.

The new learning approach also instils in individuals the traits of empathy, patience and self-sacrifice, helping them to be an effective manager and driving higher performance among the workforce. It also catalyses critical, creative and innovative thinking acumen of human brain, an apt skill when it is coupled with human face and behaviour can bring forth change in business world and the society for a congenial and prosperous world.

Delhi School of Business fosters an environment of continuous learning within and outside the classrooms wherein thrust is on achieving greater perfection, creativity, higher thinking and decision-making abilities. Students are not only equipped with technical skills in the curriculum but also imparted with life skills for their own personal and professional development.

We, at Delhi School of Business strive to produce well trained and educated managers, fit to dive into the corporate world with ease with a zeal for creating an impact on business and society, thereby achieving the citadels of glory and success.

With best wishes,

Prof. Sourindra Bhattacharjee

director@dsb.edu.in

Vision

To emerge as one of the aspiring business schools in the country, providing quality management education and the basis for life transformation.

Mission

To provide an enabling environment with right blend of values, skills and knowledge for career building, inculcating ethical and innovative behavior and mindset among them to face diverse challenges and catalyze societal transformation and holistic sustainability.

Mission Statement of DSB (PGDM)

- M1 To provide relevant and contemporary knowledge and skills for career building across sectors in the society
- M2 To provide an enabling and learning environment with right blend of values and transformation skills
- M3 To equip students with entrepreneurial, innovative, and global mindset, relevant across functions, industries and different sections of society
- M4 To sensitize students of the challenges of the globe -social, environmental, ethical dimensions and to prepare them for creating sustainability on earth

Core Values

Ethics: We believe in being professional, trustworthy, accountable, and acting within a certain moral code of conduct

Empathy: We seek to understand and respect the feeling, thoughts, attitudes and emotions of others.

Diversity: We respect individuality and individual freedom and inclusion of all for the institutional success and multiplicity of its character.

Excellence: We pursue excellence in all our activities: teaching, research, scholarship, and service.

Service: We strive to serve all our stakeholders, community, and the nation honestly and faithfully.

Integrity: We follow integrity-fairness, truthfulness, transparency- in all our activities and conduct.

Creativity: We encourage and recognize creativity and innovations through critical and out-of-box thinking.

Social Responsibility: We strive to foster the spirit of responsible citizenship by inculcating high value to our responsibility towards the betterment of the society.

Program Outcomes (POs)

PGDM - General

After the completion of the program, students will be able to :

1. Understand application of management theories in business decision making.
2. Demonstrate analytical and critical thinking abilities for business solutions.
3. Demonstrate leadership, innovativeness and creative thinking while working individually and in groups.
4. Integrate ethics in decision making for achieving organizational goals.
5. Practice sustainability in formulating business solutions.

PGDM - Fintech

After the completion of PGDM-Fintech Program, the students will be able to

1. Analyse the financial markets using theoretical concepts of finance and economics.
2. Apply techniques of business research to analyse financial securities and portfolios and assess their risk and return.
3. Evaluate the need for data analytics techniques as a tool for risk management.
4. Assess the use and impact of Artificial Intelligence on delivery of financial services and development of financial products.
5. Analyse the role of Machine Learning in the growth of financial products and services.
6. Estimate the role of Blockchain and Sandboxes in the expansion of financial services and markets.
7. Evaluate the complexities of Cryptocurrency valuation and analyse their future.
8. Decipher the risks of Digital transactions and laws available for investor and customer protection.
9. Evaluate the status and future growth of Insure Tech, Investment Tech, Wealth Tech, Lending Tech and Reg Tech.
10. Examine the future of FinTech SaaS – Software as a Service.
11. Analyse the emergence of Neo Banking in India.



About Delhi School of Business



Delhi School of Business was another step in the numerous milestones of educational excellence established by Vivekananda Institute of Professional Studies - Technical Campus (VIPS - TC). VIPS has been imparting high quality education over the past 25 years, Law, Journalism, Information Technology, Business Studies, Economics and English Language in the field of Artificial Intelligence, Data Sciences, Industrial Internet of Things, Machine Learning, The testimony to the dedicated efforts towards learning is established by the achievements of Alumni through exceptional Placements both in reputed companies and in prestigious institutes like IIMs and other Institutions of Excellence for Higher education.

Delhi School of Business is located in Delhi, India which is established in the year 2012 under Vivekananda Institute of Professional Studies Technical Campus renowned institution in Delhi state with a NAAC A++ rating. DSB offers Post Graduate Diploma in Management PGDM General & PGDM Fintech which is AICTE approved, accredited by NBA and awarded equivalence to MBA by Association of India Universities (AIU). Delhi School of Business is member of AMDISA and AACSB. Delhi School of Business is awarded with Outstanding B-School in India at World Education Summit, 2024; India's Best B School with A++ Rank by Business India; 3rd Rank in Top Private B-School in Delhi by Outlook; Best B-School of the year North by ASSOCHAM; 6th Rank among the B-Schools Delhi-NCR by Competitive Success Review; and 23rd Rank among Best B-Schools in India by Competition Success Review. We are sure our offerings will be of value to you in establishing competitive edge in the business environment.

PGDM – FinTech was launched by DSB in 2022. This is a two-year full time AICTE Approved program which prepares students for the fastest growing Industry sector in India - FinTech. Given the need for awareness on technology and finance, the program caters to the niche segment of Financial Technology.

Delhi School of Business is proud to announce the launch of a Fellow Program in Management from 2023. This program will enrich the research work and profile of the institution.



PGDM (General) Program

About the Program

Programme Structure



Post Graduate Diploma in Management (General) is a Full-Time course spread across two academic years. The course comprises 6 Trimesters with 3 Trimesters conducted every year. The program offers dual specialization to students from the areas offered by the Institute. The areas of specialization include - Marketing, Finance, Human Resource Management, Analytics and Operations, and International Business.

Courses offered under each area of specialization are designed through a consultative process with industry experts and all other stakeholders. This ensures that the curriculum is updated annually based on inputs regarding future trends and also on the feedback of previous year course delivery and performance of students in placements.

The Program comprises of 30 core courses, 12 (6+6) elective courses, Ability Enhancement courses and inter-disciplinary subjects and Individual Development Training Programs. Essential Projects include Live Projects with companies, Capstone Projects and Summer Internship Projects. All subjects encourage students to conduct & present field and desk research projects in respective areas.

The first year of the program imparts learning on fundamental and core courses to develop basic functional competencies in all functional areas providing a holistic perspective to business management. After completion of three trimesters, students undergo practical training in the form of summer internship to gain first-hand experience of working in the real business world and for application of classroom learning. The second year provides the opportunity to students to choose courses from the areas of specialization as per their interests. The three trimesters of the second year develop an in-depth understanding, and analytical application, of concepts in different areas of specializations.

The Institute follows a system of continuous assessment and evaluation for measuring students' learning through course and program outcomes. Each course therefore assesses student learning through different pedagogical interventions on a regular basis.

Number of Credits in the PGDM (General) Program

The PGDM programme has a total of 114 credits, of which 72 credits correspond to Core courses, 36 credits correspond to Elective courses, Ability Enhancement courses/workshop, 3 credits for the summer internship project, Non-credit for interdisciplinary courses/ workshops, Certification courses and 3 credits for the Capstone Project.

TRIMESTER- I

No.		Credits	Sessions	Hours
Core Courses				
1	Financial Reporting & Analysis	3	20	30
2	Managerial Economics	3	20	30
3	Marketing Management -I	3	20	30
4	Organizational Behaviour	3	20	30
5	Spreadsheets for Business Application	3	20	30
6	Business Mathematics	3	20	30
Ability Enhancement Course:				
1	Essentials of Business Communication-I	3	20	30
2	Placement Training			

TRIMESTER- II

No.		Credits	Sessions	Hours
Core Courses				
1	Cost & Management Analysis	3	20	30
2	Economic Environment & Policy	3	20	20
3	Business Statistics	1.5	10	15
4	Marketing Management - II	3	20	30
5	Operations & Supply Chain Management	3	20	30
Ability Enhancement Course:				
1	Writing Ability (Essentials of Business Communication -II)	1.5	10	15
2	Placement Training			

TRIMESTER- III

No.		Credits	Sessions	Hours
Core Courses				
1	Business Research Methods	3	20	30
2	Financial Management	3	20	30
3	Sales and Distribution Management	3	20	30
4	Strategic Management	3	20	30
5	Sustainability, Responsible Business & CSR	3	20	30
6	Human Resource Management	3	20	30
7	Legal Aspects of Business	3	20	30
8	MIS and ERP	3	20	30
Ability Enhancement Course:				
1	Placement Training			

TRIMESTER- IV

No.		Credits	Sessions	Hours
Core Courses				
1	International Business	3	20	30
2	Negotiation	1.5	10	15
3	Business Analytics	3	20	30
Elective Courses				
1	Customer Experience Management (Marketing)	3	20	30
2	Digital Marketing & IMC (Marketing)	3	20	30
3	Investment and Portfolio Management (Finance)	3	20	30
4	Financial Derivatives and Risk Management (Finance)	3	20	30
5	Cross Cultural Management & IHRM (HR)	3	20	30
6	Strategic HRM (HR)	3	20	30
7	Machine Learning Business Applications (Analytics & Operations)	3	20	30
8	Operations & Supply Chain Analytics (Analytics & Operations)	3	20	30
9	Export-Import Management (International Business)	1.5	10	15
10	Int Business Law, IPR, Contracts (International Business)	1.5	10	15

Ability Enhancement Course:

1	Summer Internship Project	3
2	Placement Training	

TRIMESTER- V

No.		Credits	Sessions	Hours
Core Courses				
1	Entrepreneurship & Family Business	3	20	30
2	Research Tool and Data Visualization	3	20	30
3	Financial Management-II	1.5	10	15
Elective Courses				
1	Brand Management (Marketing)	3	20	30
2	Marketing Research & Analytics (Marketing)	3	20	30
3	HR Analytics (HR)	1.5	20	30
4	IRLL (HR)	1.5	10	15
5	Talent Acquisition, Engagement and Compensation Management (HR)	3	20	30
6	Corporate Banking and Credit Analysis (Finance)	3	20	30
7	Corporate Finance Modelling (Finance)	3	20	30
8	Project Management (Analytics & Operations)	3	20	30
9	Social Media Analytics (Analytics & Operations)	3	20	30
10	International Marketing (International Business)	3	20	30
11	Global Business Strategy (International Business)	3	20	30

Ability Enhancement Course:

1	Placement Training
2	Capstone

TRIMESTER- VI

No.		Credits	Sessions	Hours
1	Consumer Behaviour (Marketing)	3	20	30
2	Business to Business Marketing (Marketing)	3	20	30
3	Valuation, Mergers and Acquisitions (Finance)	3	20	30
4	Project Finance and Financial Service Market (Finance)	3	20	30
5	Performance and Learning Management & Development and Mentoring (HR)	3	20	30
6	Leadership and Change Management (HR)	3	20	30
7	AI for Managers (Analytics & Operations)	1.5	20	15
8	Cybersecurity Technology and Laws (Analytics & Operations)	1.5	20	15
9	Cloud Computing for Business (Analytics & Operations)	1.5	20	15
10	Block Chain (Analytics & Operations)	1.5	20	15
11	International Financial Management (International Business)	3	20	30
12	Global Supply Chain and Logistics Management (International Business)	3	20	30

Ability Enhancement Course:

1	Capstone Project	3
2	Placement Training	

- Courses with maximum choice of students are offered
- Course content can be modified as per the industry requirement.

PGDM (Fintech) Program



About the Program

Fintech refers to the technology and innovation that aims to compete with financial services to create new and better services for consumers in industries such as banking, asset and wealth management, investing, insurance and mortgages. FinTech is a broad term which includes Digital Payments, Cryptocurrencies, Neo Banking, Digital Banking, Lending Tech, Wealth Tech, Investment Tech and Insure Tech.

FinTech innovation is fueled by AI, which creates tailored, quick, secure services that are accessible globally and have a greater level of consumer satisfaction.

Artificial Intelligence is the capability of devices to conduct processes independently without human interventions. These devices can assist in credit analysis, customer service and support, fraud detection and prevention, credit risk assessment and management, insurance, wealth management, and much more. Machine learning allows devices to get programmed to perform specific functions without manual inputs. Such systems thus get the capability to recognize activity that looks suspicious and detect and prevent frauds.

FinTech program at DSB will help the students to understand and explore the role of technological advancements in all the financial services and products. Students will get insights into the evolution of AI, ML, Block Chain and IoT in Financial products and services.

PGDM (FinTech) is a two year Full time PGDM program, only offered by Delhi School of Business in Delhi NCR. The Pioneering program will train students for powered careers in emerging technologies with job roles powered by new software of AI, BlockChain, IoT and Machine Learning.

Curriculum Structure Total Credits - 121.5

Two Year PGDM Programme with Six Trimesters

- Core Courses
- Ability Enhancement Courses
- Interdisciplinary Courses: Workshop Mode
- Summer Internship Project:
- Capstone Project:

TRIMESTER- I

No.	Core Courses	Credits	Sessions	Hours
1	Financial Reporting & Analysis	3	20	30
2	Managerial Economics	3	20	30
3	Marketing Management	3	20	30
4	Organizational Behaviour	3	20	30
5	Spreadsheets for Business Application	3	20	30
6	Quantitative Techniques-1	3	20	30
7	Operation Management	3	20	30
Ability Enhancement Course:				
1	Essentials of Business Communication-I	3	20	30
2	Placement Training			

TRIMESTER- II

No.	Core Courses	Credits	Sessions	Hours
1	Cost & Management Analysis	3	20	30
2	Financial Markets	3	20	30
3	Introduction to FinTech	3	20	30
4	Blockchain and Applications	3	20	30
5	Economic Environment Policy	3	20	30
6	Advanced Excel	1.5	10	15
Ability Enhancement Course:				
1	Writing Ability (Essentials of Business Communication - 2)	1.5	10	15
2	Placement Training			

TRIMESTER- III

No.	Core Courses	Credits	Sessions	Hours
1	Business Research Methods	3	20	30
2	ERP & MIS	3	20	30
3	Strategic Management	3	20	30
4	Legal Aspects of Business	3	20	30
5	Financial Management-I	3	20	30
6	Human Resource Management	3	20	30
7	Cloud Computing & API Economy	3	20	30
8	Python for Managers	1.5	10	15
9	R for Managers	1.5	10	15
Ability Enhancement Course:				
1	Placement Training			

TRIMESTER- IV

No.	Core Courses	Credits	Sessions	Hours
1	International Business	3	20	30
2	Negotiation Skills	1.5	10	15
3	Financial Management-II	3	20	30
4	AI for Managers	1.5	10	15
5	Risk Management	3	20	30
6	Fundamentals of InsurTech and RegTech	3	20	30
7	Investments & Portfolio Management	3	20	30
8	FinTech in Banking and Finance	3	20	30
Ability Enhancement Course:				
1	Summer Internship Project	3		
2	Placement Training			

TRIMESTER- V

No.	Core Courses	Credits	Sessions	Hours
1	Entrepreneurship & Family Business Mgmt.	3	20	30
2	Data Visualization with Power BI	3	20	30
3	Regulations & Compliance in Fintech	3	20	30
4	Corporate Financial Markets	3	20	30
5	Machine Learning in Fintech	3	20	30
6	Crypto Currency & Digital Currency	3	20	30
7	Robotics Process Automation	3	20	30
Ability Enhancement Course:				
1	Placement Training			
2	Capstone			

TRIMESTER- VI

No.	Credits	Sessions	Hours
1	Cyber Security in Fintech	3	20
2	Introduction to Big Data Analytics	3	20
3	Sustainable Finance & Project Management	3	20
Ability Enhancement Course:			
1	Capstone Project	3	
2	Placement Training		

Fee Structure for PGDM (General) Batch (2025-27)

Details	Instalment I	Instalment II	Instalment III	Instalment IV	Total
Due Dates	At the time of Admission	Nov 3, 2024	March 9, 2025	Aug 9, 2025	
Tuition Fee	1,90,500	1,90,500	1,90,500	1,90,500	7,62,000
Exam Fee	11,000	11,000	11,000	11,000	44,000
IT Support & Lab Fee	12,500	12,500	12,500	12,500	50,000
Library Fee, Case Study Subscription & Online Database	15,000	15,000	15,000	15,000	60,000
Reading Material Fee	15,000	15,000	15,000	15,000	60,000
Capacity Building	7,500	7,500	7,500	7,500	30,000
Alumni Membership Fee	5,000				5,000
Student Welfare Fee	10,000				10,000
*Security Deposit (Refundable)	5,000				5,000
Total Fees Payable	2,71,500	2,51,500	2,51,500	2,51,500	10,26,000

Fee Structure for PGDM (Fintech) Batch (2025-27)

Details	Instalment I	Instalment II	Instalment III	Instalment IV	Total
Due Dates	At the time of Admission	Nov 3, 2024	March 9, 2025	Aug 9, 2025	
Tuition Fee	1,90,500	1,90,500	1,90,500	1,90,500	7,62,000
Exam Fee	11,000	11,000	11,000	11,000	44,000
IT Support & Lab Fee	16,250	16,250	16,250	16,250	65,000
Library Fee, Case Study Subscription & Online Database	15,000	15,000	15,000	15,000	60,000
Reading Material Fee	15,000	15,000	15,000	15,000	60,000
Capacity Building	7,500	7,500	7,500	7,500	30,000
Alumni Membership Fee	5,000				5,000
Student Welfare Fee	10,000				10,000
*Security Deposit (Refundable)	5,000				5,000
Total Fees Payable	2,75,250	2,55,250	2,55,250	2,55,250	10,41,000

*The fees is refundable after the program, if all dues are paid.

Note: The Institute adheres to AICTE Guidelines.

An Invigorating and Distinct Pedagogy

The unique learning experience of Delhi School of Business is facilitated through a wide range of techniques that include variety of processes and pedagogies.

Classroom:

Classroom learning experience is a unique opportunity for students to develop their critical and creative thinking ability. Case based discussions in classrooms develop the analytical skills in students which ensure that their decision-making abilities are enhanced and sharpened.

In depth analysis of business situations through extensive case reading followed by intensive discussions on the case perspectives, augments the mental abilities of students to build a macro and business perspective to a seemingly small functional problem. Field and Desk research projects are a part of the teaching process and they develop the research ability in a student. Projects improve the ability to evaluate a given situation or event and build a rational and unbiased perspective on it.

The pedagogy is based on Flipped Classroom Model, where the students are provided reading material before the class. They are expected to read the material before the class and come to class with their own perspectives on the content provided. Basic understanding of the concept is done through a personal reading by the student, but analytical abilities are developed only through discussions in classrooms. Students present their views on the topics and events and the class deliberates on the practical nuances of the theoretical topics read by them. This discussion is facilitated by the faculty who ensures that the latest trends in the concepts are covered and discussed at length in the class.

Ability enhancement courses: Build soft skills, life skills and professional ethics to develop a robust personality with strong ethics & character. Capstone project: Students are expected to have a cumulative and comprehensive learning experience through Capstone Project. The Project allows assimilated learning from all the courses that the student has learnt during the first year and learns during the specializations, as the project progresses in the second year of the program.

Mentorship:

Student mentoring is an important part of holistic development process of the students. The need for a humane touch to personal and professional problems of students has been identified as a major driver of personal growth of the students. Psychological and social concerns faced by students may act as impediments to the development of the students and hence it is pivotal that the problems and concerns are resolved before they reach a chronic stage.

Faculty mentoring: Faculty members interact and decipher students' abilities, potential, skills, interests, strengths and weaknesses to design a career for them. Industry mentoring: Industry experts and leaders share their experiences and try to understand students' personalities to help them choose the best field of work well suited to their abilities. They also share their experiences with students to allow them to get a deep insight into the professional and personal challenges they would face as they enter the corporate world.

Alumni mentoring: Students who have passed out from the Institute understand the culture and ethos of the institution and are able to give practical insights into how the current students could manage their schedules and their development to be able to get good placements and also establish themselves in their career in the long run.

Exposure:

Practical experiential learning is an essential part of the learning pedagogy designed for students at Delhi School of Business. These are an essential component to build competencies that can be learnt only after firsthand experiences of field realities. Job realities are diverse and challenging. They get influenced by physical, tangible and intangible factors. These realities can be understood in their implications only when students experience them on the ground. These experiences are facilitated for students through -

Live Projects: where students get an opportunity to work with companies while they are pursuing their program

Industry Visits: where they visit the physical facilities of companies and understand the physical layouts, facilities, processes and interactions within the campus of the companies

Internships: assist students to explore their competencies vis-a-vis the job requirements when they work like an employee and assess their performance with respect to the expectations of the corporate world

Guest lectures/industry talks: facilitate interactions with industry leaders who impart both technical, professional and personal skills to students aiding in their preparation for jobs in diverse sectors

Holistic Development:

Holistic development of a student ensures an overall personality development including all technical and social skills. At Delhi School of Business, we ensure that students imbibe a strong moral value system and a robust sense of responsible citizenship, because we believe that these are a primary pre-requisite for any good professional development.

Student Clubs: harness the creativity of students and allow them to explore their innovative and inventive thinking. Thinking skills cannot be developed in students unless they organize events and activities which will make them plan, organize, direct, control and improve. All student activities are handled by student clubs and committees which the students volunteer to be a part of. The variety of clubs and activities allow students to choose the type and extent of work they would like to contribute towards the events. The greater is the involvement of the students, the greater is their learning and hence the activities are driven entirely by the students.

Inter disciplinary courses include workshop-based courses Indian Management Philosophy, Industry 4.0, 5.0 and Geopolitical Implications for Global Business. These courses give a distinguishing ability to our students to look at business problems from a diverse, critical, comprehensive and inclusive framework. They get an unparalleled exposure to Indian Management Ethos and its influence on Indian Business Mindset and overall business culture in India

Inculcation of Universal Human Values is one of the most important ingredients of business education at Delhi School of Business. Professionalism without professional ethics is a wasteful intellectual resource as it may not direct steps in the right direction. Thus the work culture of Delhi School of Business ensures that every student imbibes an ethical value system which will guide their decisions forever in their professional and personal life.

Outcome Based Education

Teaching-Learning Philosophy at DSB



Outcome Based Education/Learning (OBE/OBL)

The outcome-based approach to course design at Delhi School of Business, is intended to make the education processes completely skill based and fully student centric. The teaching pedagogy is based on the specification of what the student would be expected to achieve by the end of the program/course.

Learning outcomes are an essential part of any course outline. A learning outcome is a clear statement of what a learner is expected to be able to do, know about and/or value at the completion of a unit of study, and how well they should be expected to achieve those outcomes. It states both the substance of learning and how its attainment is to be demonstrated.

Learning outcomes not only serve the purpose of directing the content and design of a unit of study, they form the basis of assessment and are also linked to the larger outcomes of learning set by the Institute in the form of specific graduate attributes and program outcomes.

All course outcomes attainments are assessed using various methods and attainments are calculated for the complete program after collating all course outcome attainments.

The outcome-based approach has been developed in conjunction with credit-based modular frameworks in which each course carries a specified number of credits, awarded on its successful completion. In order to achieve the desired qualification, the student must accumulate a minimum number of credits and grades.

Calculation of Program Outcome Attainment

The PGDM Programme has clearly defined Program Outcomes which have been carefully drafted to ensure that they include subject-specific skills and generic skills, including transferable global skills and competencies.

Course learning outcomes called Course Outcomes (COs) are specific to the learning for a given course of study related to a disciplinary or interdisciplinary/multi-disciplinary area. All Course-level Outcomes (COs) are mapped to Programme Outcomes (POs). Hence the Attainment of Program Outcomes are determined through Attainment of Course Outcomes, which is calculated on the basis of the performance of the class in the assessments.

Every question in every assessment is mapped to a course Outcome(s). The performance of individual student and the entire class is assessed on Outcomes after every assessment.

Outcome Attainment based on all Assessments is analysed after every Assessment component is executed. This ensures faculty takes remedial, proactive and preventive measures to increase the Attainment levels in students. Attainment is also analyzed at the end of every course for remedial and preventive measures in the future.

Learning Pedagogy

Case, Problem and Project - Based Learning

Within the framework of Outcome-based Education, three most important learning methods used by DSB faculty are

1. Case Based Learning
2. Problem Based Learning
3. Project Based Learning

Case Based Learning: 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 is not solving problems/exercises given at the end of a book chapter. Rather, it is 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, getting required information, resources etc and thus of the entire learning process. Teachers 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.

Assessment Components

There is a wide variety of assessment methods available to choose from. Each method has its strengths and weaknesses, and some are more suited to the evaluation of certain types of learning outcomes than they are to others. A combination of different assessment methods over a course or programme allows for the testing of a wider variety of outcome types and help sustain students' interest and engagement with the course.

Projects (Individual and Group): Allow all-round ability testing with potential for sampling wide range of practical, analytical and interpretative skills, wider application of knowledge, understanding and skills to real/simulated situations, and provide a measure of time management. Group projects can provide a measure of teamwork skills and leadership through peer and self-assessment.

Presentation test preparation skill: Understanding, knowledge, capacity to structure, information and oral communication skills. Feedback can come from faculty, self or peers. Marking for grading of presentations, may include measures of ability to respond to questions and manage discussion.

Cases and Open problems: have the potential for measuring application of knowledge, analysis of problem and evaluative skills. Work based Assessment is typically used to assess Summer Internship Reports and Capstone Projects.

Multiple Choice Questions: are a standard method to assess a wide range of knowledge quickly and has potential for measuring understanding, analysis, problem solving skills and evaluative skills. They are easy to mark and analyze results so they are useful for self-assessment, and screening with potentially high reliability, validity and manageability. Faculty may use assessment methods beyond the ones mentioned above as per the learning requirements of the students for the course.

DSB Committees

For effective governance, the institute has constituted a few committees which have been given the responsibility to conduct activities & manage processes.

The details of committee members are given as follows:

Disciplinary Committee

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof. Rattan Sharma	Professor-Emeritus	Accounting & Finance	rattan.sharma@dsb.edu.in	9910171010
Members	Prof. Rashmi Sharma	Professor	OB and HR	rashmi.sharma@dsb.edu.in	8285814168
	Prof. Neerja Arora	Professor	Analytics and Operation	neerja.arora@dsb.edu.in	9910753545
Coordinator	Mr. Sandeep Kushwaha	COE	Administration	sandeep.kushwaha@dsb.edu.in	8178774864

Student Grievance Redressal Committee (SGRC)

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof. Rashmi Sharma	Professor	OB and HR	rashmi.sharma@dsb.edu.in	8285814168
Members	Prof. Chandan K. Thakur	Professor	Marketing	chandan.thakur@dsb.edu.in	8400542090
	Prof. Bishnu Prasad Dash	Assistant Professor	Operations & Supply Chain Management	bishnuprasad.dash@dsb.edu.in	8235194957
Coordinator	Ms. Lalita Bisht	Administrative Officer	Administration	lalita.bisht@dsb.edu.in	95824 34682
Student Member	One Boy & One Girl student				

Internal Complaint Committee (ICC)

	Name	Designation	Area	Email ID	Contact No.
Presiding Officer	Prof. Rashmi Sharma	Professor	OB & HR	rashmi.sharma@dsb.edu.in	8285814168
Members	Prof. Thriveni Kumari Karlapudi	Professor	OB & HR	thriveni.k@dsb.edu.in	9538289363
	Prof. Bishnu Prasad Dash	Assistant Professor	Operations & Supply Chain Management	bishnuprasad.dash@dsb.edu.in	8235194957
Ombudsman	Ms. Meera Kaura Patel	Advocate	Legal	mail@no2ragging.org	9910002111
Coordinator	Mr. Sumit Anand	Sr. Manager	Administration	sumit.anand@dsb.edu.in	9891246547

Anti-Ragging Committee:

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof. Meghna Chhabra	Professor	Finance	meghna.chhabra@dsb.edu	9753128071
Members	Prof. Thriveni Kumari Karlapudi	Professor	OB & HR	thriveni.k@dsb.edu.in	9538289363
	Prof. Bishnu Prasad Dash	Assistant Professor	Operations & Supply Chain Management	bishnuprasad.dash@dsb.edu.in	8235194957
Coordinator	Mr. Sumit Anand	Sr. Manager	Administration	sumit.anand@dsb.edu.in	9891246547

Anti-Ragging Squad:

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof. Meghna Chhabra	Professor	Finance	meghna.chhabra@dsb.edu	9753128071
Members	Prof. Chandan K. Thakur	Professor	Marketing	chandan.thakur@dsb.edu.in	8400542090
	Prof. Swati Narula	Associate Professor	Finance	swati.narula@dsb.edu.in	9873724236
Coordinator	Mr. Sumit Anand	Sr. Manager	Administration	sumit.anand@dsb.edu.in	9891246547

Institution-Industry Cell (IIC):

	Name	Designation	Area	Email ID	Contact No.
Presiding Officer	Prof. Rattan Sharma	Professor Emeritus	Finance & Accounting	rattan.sharma@dsb.edu.in	9910171010
Members	Prof. Meghna Chhabra	Professor	Finance	meghna.chhabra@dsb.edu	9753128071
	Prof. Thriveni Kumari Karlapudi	Professor	OB & HR	thriveni.k@dsb.edu.in	9538289363
Coordinator	Ms. Renu Dewan	Sr. Manager	Placement	renu.dewan@dsb.edu.in	7683039830

Admission Committee:

	Name	Designation	Area	Email ID	Contact No.
Presiding Officer	Prof. Sourindra Bhattacharjee	Director	International Business and Economics	sourindra.bhattacharjee@dsb.edu.in	8400542090
Members	Prof. Chandan K Thakur	Associate Professor	Marketing	chandan.thakur@dsb.edu.in	8400542090
	Prof. Ruchika Sharma	Associate Professor	Marketing	ruchika@dsb.edu.in	9654927235
Coordinator	Ms. Geeta Oberoi	Manager	Admission	geeta.oberoi@dsb.edu.in	9354505182

Student Affairs Council:

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof. Jaspreet Kaur	Professor	Marketing	jaspreet.kaur@dsb.edu.in	9811882862
Members	Prof. Meghna Chhabra	Professor	Finance	meghna.chhabra@dsb.edu.in	9753128071
	Prof. Barkha Goyal	Asst. Professor	Finance	barkha.goyal@dsb.edu.in	8198919592
Coordinator	Mr. Aditya Sharma	Graphic Designer	Admission	aditya.sharma@dsb.edu.in	8920362595

PGDM Committee:

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof. Sourindra Bhattacharjee	Director	International Business and Economics	sourindra.bhattacharjee@dsb.edu.in	8400542090
Members	Prof. Rashmi Sharma	Professor	OB and HR	rashmi.sharma@dsb.edu.in	8285814168
	Prof. Neerja Arora	Professor	Analytics and Operation	neerja.arora@dsb.edu.in	9910753545
Coordinator	Ms. Lalita Bisht	Administrative Officer	Administration	lalita.bisht@dsb.edu.in	95824 34682

Examination Committee:

	Name	Designation	Area	Email ID	Contact No.
COE	Mr. Sandeep Kushwaha	COE	Administration	sandeep.kushwaha@dsb.edu.in	8178774864
Members	Prof. Sourindra Bhattacharjee	Director	International Business and Economics	sourindra.bhattacharjee@dsb.edu.in	8400542090
	Prof. Rashmi Sharma	Professor	OB and HR	rashmi.sharma@dsb.edu.in	8285814168
Coordinator	Ms. Manju Belwal	Office Executive	Administration	manju.belwal@dsb.edu.in	7011267798

Alumni Committee:

	Name	Designation	Area	Email ID	Contact No.
Chairperson	Prof Rattan Sharma	Professor-Emeritus	Accounting & Finance	rattan.sharma@dsb.edu.in	9910171010
Members	Prof. Neerja Arora	Professor	Analytics and Operation	neerja.arora@dsb.edu.in	9910753545
	Prof. Chandan K. Thakur	Professor	Marketing	chandan.thakur@dsb.edu.in	8400542090
Coordinator	Ms. Bhawna Sehgal	Sr. Executive	Centre for Sustainable Development	bhawna.sehgal@dsb.edu.in	9899059150

Placement Rules

Placement process is a high priority activity in the Institute. Placement Cell proactively trains students & contacts companies to facilitate the student recruitments process both for Internships and Placements.

1. Summer Internships are mandatory after the completion of third trimester for a period of 8-10 weeks and prior to the commencement of second year classes in the next academic session.
2. Final Placements are conducted for students in the final year.

Summer Internship Reports are graded. They carry compulsory credit. “F” Grade in SIP Report will render the student ineligible for Diploma.

Rules for Summer Placement

1. Students are requested to give their consent to allow the institute to organize their Summer Internships’. Those students who wish to do internships with companies of their own choice are permitted after furnishing all necessary details about the company & project.
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 have to participate in the selection process without fail. Students who apply and do not appear for the selection process shall be debarred from further 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.

Rules for Final Placement

1. All eligible Students will be required to express their interest and register for DSB Placement Process. Students who are not looking for jobs at the end of the programme are required to give declaration stating so.
2. In order to be considered eligible for Placement the CGPA at the time of his/her name being forwarded to an organization must be a minimum of five (5).
3. 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.
4. Students who have expressed interest and have registered for the placement process are required to follow the placement process guidelines and adhere to the rules and regulations. In case anyone is found defaulting he or she may be debarred from the placement process.
5. All students who express interest and are subsequently shortlisted 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 may be debarred from any further Placement Assistance. Decision of Placement Chair will be final.
6. A student can opt not to apply to a max of two organizations for which the student is eligible.
7. A student can have a maximum of two job offers provided the second job applied for after the first offer has a salary of at least 1.5 times the first.

8. For one to take part in Placement Process – One needs to attend all Training Programs, Webinars, Conferences, Seminars, Leadership Talk, Guest Lectures, CEO Talks. In case there is repeated absenteeism, student may be debarred from the placement process. Minimum attendance is 80% for all such events. Students not fulfilling minimum academic requirement of Class Attendance, Class Participation will not be given Placement Assistance.
9. Eligibility Conditions: Students not providing any data after a deadline which Placement Cell may seek will be deemed not interested (Example – CV's, Photos, Student Academic Data, etc.)
10. 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
11. It is mandatory for students to register and attend the placement process for which the Placement Committee nominates the students based on its assessment of the suitability of his / her candidature.

Library: Rules & 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 or on silent mode before entering the library.

1. Library Timings

- The library shall remain open on Monday to Saturday from 9:00 am to 6:00 pm
- The library will remain closed on all official holidays of the institute.

2. Library Usage Process

- 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, when an exam is going on.
- A call will be given half an hour before the closing time of the Library. At the second and final call Members must leave the library immediately.
- Before leaving the library a student shall enter his/her 'out' time, in the register, 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.

3. Borrowing Process

- Maximum two Library books shall be issued to each student from the library. Full-time faculty will be issued a maximum of six books at a time against their Library Cards.
- The loan period is seven days for students and one month for full time faculty members.
- 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 non-restricted material, is needed permission will be obtained from the librarian for the same. The book will be issued for a one-hour period for photocopying. Reference books are not permitted for photocopying.
- 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. 10/- per day for book will be levied.

4. 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.

5. General Conduct within the Library

- Library is an absolutely silent place.
- 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 & use of storage devices are 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 has 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.

Attendance & Leave Rules

1. Attendance Requirements

Students are expected to attend all scheduled classes i.e., 100% attendance in each course is required. However, leave of absence may be granted for participation in various co-curricular activities such as

- attending conferences/seminars/workshops/summits/symposia
- organizing events on campus
- participating in competitions outside campus
- undertaking short-term projects of companies
- undertaking research projects (independently or in collaboration with a faculty) and serious medical problems or illness

For all the occurrences given above, a student would be allowed to remain absent upto a maximum of 20% of all the sessions planned in a course without attracting any grade loss. Students must get approvals from the PGDM Office, before they absent themselves from classes, for any of the reasons cited above.

Severe cases of illness leading to hospitalization, would be considered on a case-to-case basis by a committee constituted by the Director.

Detailed rules and formats for permission of absence related to Projects would be circulated by the PGDM Office and would entail a written consent of accountability of faculty for students' absence on account of Projects.

Rules and permission shall be issued by Chairperson SAC office regarding absence on account of student activities. There will be no grade cuts when 80% attendance is maintained.

It is to be noted that permission for absence from classes is a matter of concession and not a matter of right.

2. Placement Activities

Absence on account of final placement Interviews and Tests organized / approved by the Chairperson- Placement of DSB, shall be considered for the purpose of attendance provided the student actually goes through the process. Absence without attending the process will be treated as an act of indiscipline inviting penal action. Such students would be debarred from participating in at least five subsequent placement processes. Chairperson- Placement office will inform about any placement process and send the list of students to faculty and the PGDM Office. Subsequent to the conclusion of the placement process, the Placement Office shall inform the PGDM Office the names of the students who actually went through the process. Students who were required to attend but did not do so, will be treated as absent and will attract the penalty as mentioned above. Absence on account of the students' own volition will involve grade drops as given in point

3. Leave Permission Rules

All absences of any type must be notified to the PGDM Office well in advance. Explanations for absence received after the absence would not be accepted by the PGDM Office. All students are required to maintain 100% attendance in each course. Students below 80% attendance will be debarred from appearing End -Term Exam of the Course. Debarred student will be allowed to appear in the Exam with Next Batch of PGDM on payment of repeat exam fee of Rs.3000/-per course.

4. Norms for Offline Classes

Students should be seated in the classroom 10 minutes before the scheduled time and remain seated throughout the session.

5. Attendance Status

The students are advised to keep a track of their attendance status from the shared Google Sheet / Online Portal on a regular basis as advised by the PGDM Office.



Assessment and Evaluation

The PGDM Program follows a continuous use valuation system along with End Term Examinations, for assessing the students throughout the course. The continuous evaluation weightage is 40% and End Term examination together carries weightage of 60% as applicable.

Continuous Evaluation

Continuous evaluation of minimum 40% weightage comprises Class Participation, Quizzes, Assignments, Projects, and Presentations. The course faculty has full discretion to choose the various components of the continuous evaluation process.

However, Class Participation will be a necessary component which will be assessed through a defined Rubric shared by the PGDM Office. It accounts for 15% of total score for all courses.

All other assessment components will be mapped to course outcomes and have clearly defined rubrics. The details of all components of evaluation and the respective weightages will be communicated to the students within the course outline at the beginning of each term.

There will be no individual component grading and only numerical marking will be done. Relative Grading is followed and for each course grading will take place for the total marks combining all components. Final Course Grade for the class shall be declared after the ratification of the Moderation Committee.

1. **Outcome Based Assessment:** Throughout the term, students will be tested on their abilities to understand concepts, learn techniques, apply them to problem situations of the real world and analyze them critically. The exact scope of assessment of these competencies will be defined through the Course Outcomes. Outcome Based Assessment will be communicated to the students after every assessment component to allow students to strive to improve their learnings during the course.

For better understanding of students, faculty members may also provide qualitative feedback.

2. **Grading Pattern:** The grading system will be on a 10-point scale. Following is a description of the grades:

Letter Grade	Grade Point	Description
A+	10	Exceptional
A	9	Excellent
A-	8	Proficient
B+	7	Very Good
B	6	Good
B-	5	Fair
C+	4	Satisfactory
C	3	Low Pass
C-	2	Poor
D	1	Very Poor
F	0	Fail



3. **Relative Grading:** The PGDM programme follows a system of relative grading. This implies that the grade a student obtains for performance is relative to grades obtained by the class as a whole. It may happen that a student gets an average grade even after obtaining perceptively high marks if the class average is also high.

4. Component wise assessment. Every component of the assessment shall be awarded marks. All component marks to be totaled and the total marks for the course would be given a Letter Grade. The Grading would be relative and would also be moderated.

5. CGPA Calculation: In each course, a student is thus awarded a letter grade only. The weighted average for all courses taken by a student in the programme is called the Cumulative Grade Point Average (CGPA) (Please note that the weights used to compute CGPA are relative to the number of credit hours for a course).

Term Grade Point Average (TGPA) credit courses only as per following:

$$GPA_t = \frac{\sum_i^n C_i \times G_i}{\sum_i^n C_i}$$

Where, Ci = credit associated with course “i”, Gi = Grade point obtained in course “i” n = No. of courses credited in the term/semester, GPAt= GPA for term “t”

CGPA is calculated over all the courses studied on credit basis throughout the period.

At the end of the Term, final results would be communicated to the students by the PGDM Office, as per the dates mentioned in the Academic Calendar.

6. Improvement End Term Examination Rules: Students who miss or are debarred from attending the end term examination due to deficiency in attendance or have a C, D or F Grade, will be allowed to appear for repeat End Term Improvement examinations scheduled at the end of the academic year. The fees for the Improvement Exam will be Rs. 3000/- per subject. The Maximum grade that a student can score after an Improvement Exam would be a B+ Grade.

If a student fails to enhance the Grade in the Improvement Exam, the student may opt for another repeat attempt with the successive batch in the next academic year.

Examination Rules



Instructions for Students for Examinations on Campus

1. Students must enter the examination hall 10 minutes before the commencement of examination.
2. Late comers will be allowed only after 10 minutes 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 and may not exchange any stationery item with each other during the exam.
4. Reading material if allowed by faculty of the course may not be exchanged with each other in the examination hall.
5. Students are not allowed to go out of the examination hall during the first and last 30 minutes of the examination.

6. Not more than one student will be allowed for temporary absence from the examination room at a time.
7. Students are permitted to leave the examination hall only once during the Examination.
8. Students found with mobile phones/any other unacceptable/not allowed material during the examination would be suspended from the examination immediately. Such students would be awarded “F” Grade for the course.
9. Students will not bring any material or personal belongings inside the examination room, except those prescribed for the examination.
10. Students will not argue with faculty and staff on exam duty and follow instructions strictly.
11. All incidents related to any misconduct during examinations will be brought by the invigilators to the, COE, PGDM Office for further action.
12. Students are not allowed to write anything (except their roll numbers) on the question paper or case study. They should also not exchange the question paper. Any student who writes anything other than the roll number on question paper or case will be deemed to have indulged in malpractice.
13. Any item brought by the students during the examination and kept outside the exam room shall be the responsibility of the student. In case any such item is found missing during or after examination, no responsibility shall rest with either the invigilators or the Institute.



Criteria for Promotion to Second Year and Qualifying Requirement for Award of Diploma:

1. Promotion to Second Year: A student will be required to obtain a minimum CGPA of 4.50 at the end of the first academic year (end of Trimester III) in order to qualify for entry into the second academic year of the programme. Students must not have obtained more than 4Ds or 2Fs, in the courses of first year to be eligible for promotion to the second year. One F grade is equivalent to two D grades for the programme.
2. To be eligible for participation in the final placement process during 2nd year of the PGDM program, a student will be required to attain a minimum CGPA of 5.00 at the end of Term IV/ V with reference to the date of participation in the final placement process.
3. A warning letter will be issued after Trimester I and II to all student(s) whose CGPA lies below 4.50 indicating the probability of repeat of the first year. A caution letter will also be issued to students who qualify for promotion to the second academic year of the programme, but their CGPA lies below 5.00 at the end of the first year of the programme, regarding their probable loss of opportunity to participate in the final placement during the 2nd year, if the CGPA is not improved to the minimum requirement of 5.00. The same would be communicated to their parents/ guardians.
4. If a student does not qualify for entry into the second academic year of the programme, such student may be offered the option of either repeating the first academic year of the programme with full payment of fee for first year or withdrawing from the programme after consultation with their parents/guardians.
5. Award of Diploma: A student will be required to obtain a minimum CGPA of 5.0 at the end of the second academic year in order to qualify for award of the Diploma. Students also must not have accumulated more than 4 Ds or 2 Fs throughout the course. Both the conditions must be satisfied for the award of Diploma. For assessment purposes, One F is considered equivalent to two Ds. Successful completion of the Summer Internship Project and Capstone Project is mandatory for the award of the Diploma.
6. If a student fails to qualify for the award of the Diploma after completion of the second academic year of the programme even after taking the improvement examinations which will take place at the end of the academic year, they will be offered the option of taking repeat examinations with the successive batch to improve the CGPA.
7. Improvement Examination: Grade Improvement through Improvement examination opportunity will be given to students if they have an “C, D or F” Grade in any course, or, to those who could not appear for the end term examination due to attendance deficiency. It may also be noted that in case the student’s performance in repeat examinations is below the previous grade, the grade maybe kept the same. If fresh grades are higher than earlier grades, then these grades will supersede the existing grades subject to the condition of not being higher than B+. There will be a fee of Rs. 3,000/- per course improvement examination.
8. In case the student is not able to satisfy the minimum stipulated requirement of an overall grade of 5.0 and accumulated Ds to less than 4 or accumulated Fs to less than 2, even after improvement assessments, the student will not be awarded the Diploma.

9. Those students who do not qualify to get the Diploma or progress into the Second year even after attempting Improvement examinations as per the stated rules above will have to take repeat examinations with the following batch whenever conducted.
10. The maximum number of years that a student can take to complete the Diploma is 5 Years. No student will be allowed to complete the programme beyond five academic years.

Issue of Transcripts

The Institute will provide detailed marks Transcripts to students on requests. Such requests need to be forwarded to the PGDM Office.

Issue of Duplicate Certificates

The institute will provide duplicate certificates; mark sheets and transcripts to students in case these are lost, misplaced, or destroyed.

To procure duplicate certificates, mark sheets and/or transcripts the student has to submit a written application along with an FIR, a notarized affidavit, to that effect, to the PGDM Office specifying the academic year, roll number and reason for requesting duplicate copies.

The student will also have to remit processing fees of Rs. 2000/- per document as notified by the PGDM Office. On receipt of the application and fees, the PGDM Office will prepare the duplicate certificates and dispatch them to the address communicated by the student in his / her application.

Registration to the Second Year of the program

Students eligible for promotion to the second year will be required to register for the second year of the program. Second year begins after the Summer Internships.

In the beginning of the second year, faculty will present an overview of the elective courses on the basis of which, the students have to choose elective courses out of the ones offered by the Institute. Students are required to register for electives when intimated to do the same.

Minimum number of students needed to run an elective would be 20 when an area of specialization has more than 50 students opting for it. For areas where the number of students is lesser, a minimum of 15 students are required to run an elective. The list of electives on the website, admission guide or handbook at the time of admission, are suggestive only and may change if the industry trends & demands change during the first year of the program.

Code of Conduct & Disciplinary Rules

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 clearly indicate 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.

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 oversees that examination will be considered as violation of code of conduct and will attract penalties.

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 wished 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 during break time from Monday to Friday. Students can also meet faculty at the stipulated time given by the faculty. Students must take prior appointments with faculty in case they wish to meet them.

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.

Identity Cards

- Students must wear their identity cards issued by the PGDM Office all the time while they are on campus.
- In case of loss of the Identity Card, a duplicate card will be issued only after a copy of FIR is produced.
- A penalty of Rs.250/- will be charged for issuing duplicate I-Card

Classroom Behavior

Following actions and behaviors will be considered as indiscipline

- Arriving late after the class has commenced
- Leaving the class before the session ends
- Indulging in conversations with class mates during class
- Being argumentative bordering on insolence and disrespect towards faculty and staff members
- Making noise and indulging in unruly behaviors
- Use of improper language
- Causing disrespect / mental trouble / physical discomfort / injury to other students
- Littering and defacing classroom walls and property
- Improper use of furniture with in the classroom
- Use of reading material other than permitted by faculty for the session
- Use of mobile phones/electronic gadgets without permission from faculty during the sessions

In case of repeated violation of the above-mentioned norms or any other inappropriate class behaviors, the concerned faculty member may recommend to the PGDM-Chairperson for restraining such student/s from attending specified number of classes.

Rules related to Mobile Phones and Electronic Gadgets for Offline Classes on Campus

Use of Mobile phones during the class is considered as a grievous offence as it disturbs everyone in the class and denotes disrespect towards the faculty / instructor.

Students are not allowed to use their mobile phones during the class or guest lecture or examination.

Use of laptops or any other electronic gadget in the classroom will be allowed subject to requirement and prior permission of the faculty.

If a student is found violating rules pertaining to the usage of mobile phones in class, the phone will be confiscated for the entire term or a minimum period of two weeks with a fine of Rs.5000 per offence of this kind.

Code of Conduct on Campus

Following actions and behaviors will be considered as acts of indiscipline and are not allowed. If these are violated there will be penalties imposed on the violators as per the rules of the PGDM Office.

- Absenteeism from seminars, workshops, guest lectures, and other activities organized by the institute
- Not wearing the Identity card when on campus
- Rude and abusive behaviors of any kind anywhere on campus
- Any kind of misbehaviors with peons, guards, and other staff members
- Sitting around in the stairs and common passages or places not authorized to sit
- Smoking, gambling, drinking or intake of any alcoholic/toxic substance within the campus premises.
- Indulging in any action resulting in injury to other students as well as one self
- Ragging of any student
- Any form of sexual misconduct, exploitation, and harassment
- Physical intimacy with another student beyond socially accepted norms
- Littering of campus premise
- Defacing any part of Institute's property

Dress Code

Students are expected to be properly groomed and professionally attired everyday as described below:

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

Ladies: Light colored shirts with dark trousers / churidar-kurta / saris with closed shoes or sandals.

Clothes should be comfortable and sufficiently loose to facilitate work without physical restraint. Students should be dressed modestly in a respectable and professional manner.

On formal occasions such as interviews, guest lectures, corporate presentations, seminars, workshops and special activities, students are expected to wear formal uniform as designed by the Institute.

Gentlemen: Light colored shirts, dark trousers, Jackets, and closed leather shoes.

Ladies: Light colored shirts with dark trousers and Jackets/ churidar-kurta / saris with closed shoes.

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

Gentlemen are expected to be well groomed.

Students are allowed to dress in Casuals on Fridays. This would allow students to wear Collared T-Shirts and Jeans which are not torn or patched. Round neck T-Shirts or Sleeveless T-shirts are not allowed on campus on any day of the week. If the students do not adhere to the above-mentioned norms, they will not be allowed to participate in any professional activity on campus or may be asked to leave the classroom.

Breach of Discipline

A student committing any breach of discipline in the institute campus as specified below will render himself/herself liable to disciplinary action:

1. Found indulging in ragging.
2. Absence (continuously for more than 10 days) from lectures/training programs without permission.
3. Absenting from university exam without any valid reason (like sickness/ hospitalization etc.).
4. Found inappropriately and indecently dressed.
5. Use of foul language and socially unacceptable words on campus especially in the classrooms, corridors, canteen and ground area.
6. Moral turpitude or misbehavior and misconduct of any kind with associates, staff, faculty and outsiders.
7. Use of criminal force with fellow students or any other person.
8. Consumption of alcohol or any form of tobacco inside 100mtr radius of DSB.
9. Possession, use and/or distribution of substances of abuse on DSB premises.
10. Noncompliance of any order/instruction of the competent authority of DSB as displayed on notice boards from time to time.
11. Use of Crackers or Holi Colors in the Campus.
12. Eve teasing & creating nuisance in the class or during events/functions.
13. Failing to pay the prescribed fee within the time schedule notified by the Institute.
14. Unauthorized communication/association with foreign nationals, press, undesirable persons and political parties in India and abroad.
15. Entry into areas declared 'Out of Bound' by the Institute authorities.
16. Socially unacceptable behavior including the style of dressing.
17. Not carrying Institute ID Card inside the Campus.
18. Collection of funds for any purpose, unless authorized by the Institute authorities.
19. Cell Phones shall be on "Switch Off" mode in the class/laboratory/ library or during any other academic activity, like Seminar, etc.

20. Damage of any building, trees, plants or property belonging to the Institute.
21. Defacement of desks, tables, seats or any other furniture of the Institute
22. Putting information/poster without permission of the Director on Notice Boards.
23. Cheating in any form during examination, class test, or written reports including case analysis, experiments or assignments.
24. Unauthorized possession of notes or any material related to the examination or test, whether the student actually uses them or not.
25. Copying or allowing another to copy from one's examination papers. In the latter case, both parties shall be held liable.
26. Vandalism or the deliberate destruction of property belonging to the Institute and visitors on campus.
27. Carrying or possession of a deadly weapon inside the Institute's premise or outside the Institute during an academic function or school activity.
28. Any other act or conduct of a student or groups of students which undermines the system of discipline and academic atmosphere of the institution.

Penalties and Punishments

For any breach of discipline, the competent authorities may impose penalties/ punishments as approved by the Principal of the Institute which includes:

Removal/Restication from the Institute Rolls

A student may be removed from the rolls of the DSB by the competent authority on the grounds of:

- a) Unsatisfactory disciplinary conduct.
- b) Deliberately furnishing false particulars for admission to the Institute.
- c) A student may be rusticated for a term or more on academic grounds as decided by the competent authorities and Director.

Student Affairs Council

Student Affairs Council (SAC) of DSB is a student driven body which is engaged in organizing and participating in various extra-curricular events and activities which are an integral part of curriculum. SAC is aimed towards the holistic development of DSB students. SAC has the following objectives:

- Organize student led and student driven extra-curricular events.
- Enhance student's team building competencies and make learning fun.
- Take initiatives to address societal issues for overall well-being of the society and nation.



FYNAMICS- The Finance and Economics club of Delhi School of Business aims to bridge the gap between the industry's expectations and the student's knowledge base. The objective of the club is to develop the conceptual understanding of Finance in the real world and provide detailed explanation of how finance is changing in the current times, through weekly discussions and debates on the current economic trends. The core activities of the club are to organize various workshops like financial modeling, technical analysis and many more. The club releases a term-wise magazine which is a collection of all the news analysed in that term, articles on significant developments in the financial world, finance riddles and some detailed financial analysis of companies.

MarkX is the marketing club of Delhi School of Business. It works on the basic principle that "marketing is a religion". Its goal is to enhance and enrich marketing skills. It works on the Mantra: "Preach and Practice Marketing". The MarkX exists to help understand the conundrum that marketing has become. It organizes various event to enhance practical marketing skills among the students by practicing different activities involved in a sale, marketing, advertising and understanding of different marketing strategies.

EKAGRA- - The cultural club of Delhi School of Business aims to keep the creative side alive and helps in discovering the hidden artistic and cultural talents. The objectives of the Group are : To encourage expression of arts from the heart and to inculcate cultural awareness and sensitivity towards it. The Ekagra club also organises the Independence day event, Farewell and Freshers every year for students.

PRATYAKSH is the entrepreneurship group of Delhi School of Business. It motivates students towards an entrepreneurial career. It aims at creating a great sense of self-confidence by organizing various inter college and intra college events. Students get an exposure of risk taking abilities needed for entrepreneurial career. The aim of the club is to assist the students overcome the fear of failure.



INVICTUS is the Data analytics club of Delhi school of Business. Its objective is to inculcate the spirit of research in students. Students develop insights into the creating meaningful information from raw data converting this information into visuals that allow easy comprehension and easy analysis. It ensures that students get acquainted with data from diverse functional and industrial domains.



DAIVYA Club of Delhi School of Business is the social extension club which provides students an opportunity to lend a helping hand to the needy and less privileged sections of society. The aim is to make a difference for a better present and future. It works to empower, motivate and encourage people to bring change in the society. The goal is to make peace, increase education and be the voice of those who cannot advocate for themselves. Daivya club organized various donation drives to help the needy multiple times every year.



EKAY is the HR club of Delhi School of Business. Its aim is to encourage students who are interested to develop and grow their skills in the domain of human resource management. The Club helps them in enhancing the interpersonal skills of students to help them excel in their roles in the field of HRM. Club also helps the students to develop leadership and team spirit.



SPARDHA is the Sports club of Delhi School of Business. In AY 2022-23, the sports committee organized an intra college event termed as Khel-Shakti. Following games are organised at DSB - Badminton, Basket Ball, Volley Ball, FootBall, Cricket, Tug of War, Kho Kho, Table Tennis, Carrom and Chess.

Summer Internship Programme

Policy and Guidelines

Introduction

Delhi School of Business offers a PGDM programme which ensures students are industry-ready when they join their organization. Hence, the programme is designed to be rigorous, contemporary and aligned to the needs of the industry. An important means to achieve this necessary industry-preparedness in the students is through Summer Internship.

Objectives

The objective of the Summer Internship Programme (SIP) is to expose the students to the dynamics of an organization and to integrate classroom learning with practical experience. The SIP benefits the students through the first-hand experience earned, while the host organization benefits through availability of young and enthusiastic interns who are having new ideas, to innovate in organizational tasks or projects during the internship.

Following are few objectives of SIP:

- To provide students possible opportunities to learn, understand and sharpen the real time managerial skills required at the job.
- To expose students to the current developments relevant to the subject area of training.
- To enable students, apply the experience gained from the SIP in discussions held in the classrooms.
- To enhance skills of students in writing project reports.
- To expose students to the professional responsibilities and ethics.

Credits & Marks – 3 Credits (100 Marks) Duration – 2 months (60 days)

Evaluation Pattern

Sr. No.	Evaluation Component*	Weightage (%)	Indicative Timeframe
1	Proposal	10	Within 10 days of SIP commencement (Refer Annexure-1)
2	Weekly Reports	20 (2.5 for 8 weeks each)	Every Monday during SIP tenure (Refer Annexure-2)
3	Mid-term Report	10	After 30 days of commencement of SIP (Refer Annexure-3)
4	Feedback of CompanyGuide	10	In the last week of SIP tenure (Refer Annexure-4)
5	Internal SIP Presentation and Viva -Voce	20	In the first 15 days post-SIP tenure (Refer Annexure-5)
6	Final Report	30	At a suitable date in Term V (Refer Annexure-6A and 6B)
	TOTAL	100	

General Guidelines:

1. All first year PGDM students by the end of the second term shall inform the Placement team in the prescribed format to be circulated by Placement whether the student intends to use the services of the Institute for Summer Placement or would like to do so on their own.
2. The Placement Team of DSB would approach organizations to offer internships. Notification of Summer Placement opportunities offered would be informed to the concerned students. Applications received from students would be sent to the organizations for selection as per their process.
3. Selected students will be required to accept the offer and their names would no longer be forwarded to any other organization.
4. Students who wish to arrange Summer Internships on their own would be required to follow the process steps given below.
 - 4.1 Inform the Chairpersons of the PGDM Programme and Placement of the name of the organization where they wish to pursue their internships.
 - 4.2 The concerned Chairs will need to approve the organization where the students intend to undergo internships.
 - 4.3 Based on their approval PGDM Office will issue the required NOC to the student.
 - 4.4 No student can undertake Summer Internships on their own without a NOC from the PGDM Office.
5. Summer Internships must be of eight (8) weeks duration in the summer break between the first and second year of the programme during the month of April to June.
6. All students would be assigned a faculty guide for the Summer Internship project.
7. The SIP need not be a research project. It may be based on completing a task assigned to the student.
8. Mid-term Review report from the students shall be ensured after 30 days of SIP commencement. The faculty guide may initiate any necessary interim or preventive action, based on the same.
9. Project Proposal, all weekly reports and Mid-term report shall be considered valid if their scanned copies are received by email or hard copy by the faculty guide as per timelines. In case of email report, it is recommended to mark a copy to mentor from Industry. For hard copy report signature of Industry mentor is a must.
10. As soon as the students resume their second year at DSB post-internship, the SIP Committee shall organize a session and following agenda points shall be covered during the same:
 - (i) Obtaining an insight into student feedback about their internship
 - (ii) Explaining to the students the next plan of action along with timelines viz. Report preparation, meetings with respective faculty guides, final report submission and viva-voce examination.
 - (iii) Ideally, SIP report draft should be ready with the student before he/she resumes the term after internship. The students shall seek guidance from their respective Internship faculty guides during the TT slots dedicated for the purpose and refine and finalize report file for Final evaluation. The Timetable of Trimester IV shall have sufficient number of slots dedicated for internship report related guidance.
11. Number of Copies: The final SIP report to be submitted in two hard copies and one soft copy to the respective internal guide of the institute. Only on acceptance of draft project report accepted and approved by the Internal Guide, the student should proceed to make the final copies duly signed and accepted by the guide.
12. SIP Reports & Presentations shall be assessed by a panel of 3 members including an external expert from the industry/academics.
13. Three best SIPs will be eligible for cash awards / reimbursement of conference registration expenses.

On the Job Project and Research Based Project

A student may perform the Summer Internship Programme based on either an ‘On the Job Project’ or a ‘Research based Project’. A Research based project may be undertaken provided the same is assigned by the Company.

On the Job Project:

1. The core of an On Job project shall be performing a project which involves a substantial component of doing tasks / activities which are regularly performed in the project organization.
2. Under an On Job project, the focus of the student shall be on activity or task performance rather than doing research.
3. The student shall gain first-hand experience of performing the task/activity by working independently or assisting an employee.
4. An On-the-Job project shall be typically performed by a student to understand how the activity is performed, what inputs or resources are required, what supporting infrastructure or technology is needed, how problems or issues are resolved, how communication is done, how reporting to the superior is done etc.
5. For Report writing purpose, the student shall follow the Chapter scheme for On Job Project (as mentioned in Annexures).

Executive Summary (for On job Projects)

An ‘Executive Summary’ is a chapter at the beginning of a Project Report which briefly summarizes the entire longer report in such a way that the readers can quickly become acquainted with the large body of material without having to read it all.

It shall contain information on the following in brief:

- (i) Background information on activity performed
- (ii) Objectives and scope of the project work
- (iii) Methodology followed
- (iv) Analysis
- (v) Main conclusions
- (vi) Learning
- (vii) Suggestions

Research Based Project:

1. The core of a research-based project shall be performing a project which involves a substantial component of research on a topic related to management domain.
2. Under a research-based project, the student shall conduct a systematic investigation into a management phenomenon or solve a management problem using a well-defined research methodology under supervision of the organization guide.
3. The student shall collect and analyze ‘Primary Data’ and/ or ‘Secondary Data’. The student shall be expected to use several tools and techniques learnt in the ‘Business Research Methods’ course.
4. For Report writing purpose, the student shall follow the Chapter scheme for Research Project (as mentioned in Annexures).

Instructions for SIP Report

- a) Format of the SIP Project Report: The students must adhere strictly to the format for the submission of the project report.
- b) Paper: The Report shall be typed on white executive bond paper, A-4 size for the final submission. The Report to be submitted to the Institute must be original (along with all original certificates) and subsequent copies may be photocopies on any paper.
- c) Typing: The typing shall be of Times New Roman, font size 12, and on one side of the paper only, using black color only. (Spacing: to be maintained at 1.5 between two lines), and the titles to be maintained at Times New Roman, font size 14.
- d) Margins: The top & bottom margins must be 1" and left margin for right side page and right margin for left side page should be 1.5"
- e) Binding: Resin bound in Black with Golden Embossing.
- f) Front cover: The front cover should be as per the format given.
- g) Color Graphs/Charts/Tables can be used – provided they display the values and units clearly.

Do's & Don'ts for Student:

Do's

- h) Report on the first day of Internship to the venue as communicated by the host organization.
- i) Be punctual.
- j) Always wear formal attire.
- k) Adhere to the timelines of Evaluation components submission / compliance.
- l) Stay in contact with Internship Internal Guide throughout the Internship duration.
- m) Exhibit pro-activeness & develop learning attitude (Remember Internship is the best opportunity to observe & get experience of how industry functions).
- n) Be polite with Internship External guide and other employees of the host organization.
- o) Contact Internship Internal Guide, in case of any issues at the host organization / with Internship External Guide.
- p) Be sincere in your approach towards Internship.

Don'ts

- q) Exhibit over-smartness or 'I know everything' attitude.
- r) Prepare fake documentation or show some work as your Internship which you have not done.
- s) Insist on getting reimbursements for travelling/ conveyance / food etc.
- t) Use host organization's resources like stationery or facilities like transport, canteen etc. unless permitted by the competent authority from the host organization.
- u) Copy reports from earlier batches.

Capstone Project - Batch 2025-27 Guidelines

The Capstone Project is aimed at evolving the capability of students to identify a problem, applying research tools and techniques to generate a possible and probable solution to the identified problem. All students will work on their projects under the guidance of allotted faculty mentors. The desired outcome from every capstone project is a research paper that may be presented in a conference or published in a reputable journal. Since the publication process is generally long, the capstone project will be evaluated for its overall research quality and publication potential. Students will steer the project using their technical knowledge and skills guided by the input from their faculty mentors. The faculty guide will actively participate and try to improve the content of the paper, making it suitable for publication.

The Capstone Project is conducted to analyze a comprehensive management problem or conduct an in-depth study of a situation or event with high practical relevance and significance. Students will demonstrate their technical proficiency by analyzing the chosen problem and produce a scholarly paper that reflects an in-depth understanding of the topic.

Students should choose the topic as per their interest and competence to explore a specific problem or to deepen their understanding of a particular management concept or theory. The Capstone Project allows students to demonstrate creative thinking and critical reasoning when they apply the theoretical concepts, conduct analysis, synthesize their understanding, and evaluate the application and relevance of concepts in the practical world. This helps students to expand their focus from only acquiring knowledge to evaluating and creating knowledge.

A Capstone Project must demonstrate the following characteristics:

Originality: The problem should be original and clearly defined. Students must demonstrate an in-depth understanding of the problem. They should formulate and develop their own perspective on the topic and not remain limited to what already exists in the broad research area.

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

Scope: The Capstone Project is equivalent to a three-credit course and students must dedicate adequate time to the project work to be able to produce substantial research results. Students must clearly define the realistic scope of their project work.

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

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

Publication potential: The Capstone Project work will be evaluated on its research quality and its publication potential. The faculty guide will participate with the students in its publication.

Allocation of Faculty Guide: An objective process which considers both faculty and student preference for allocation of faculty guide as per their common areas of interest, will be used to designate members of the research group with the faculty mentors. For students we will have two students as members of a single project.

Guidelines to conduct study

Students must do the following:

1. **Defining the problem:** Analyze a research area and define the research problem
2. **Proposal:** Prepare research proposal briefly specifying the following:
 - i. Need and scope of the Study explaining the reason behind the choice of the topic and the extent to which it shall be explored.
 - ii. Literature Review must be conducted to explore the past research work conducted on the problem
 - iii. Defining Research Objective and creating a Hypotheses
 - iv. Method of Inquiry explaining the process of conducting the research specifying whether it would be Quantitative, Qualitative or Case based
 - v. Data Collection & Organization describing the process through which data would be collected and organized.
 - vi. Methods of Data Analysis giving details about the tools that would be used to analyze data
 - vii. Discussion of Findings would prescribe the way the results would be analyzed to enable a conclusive perspective.
 - viii. Summary
 - ix. Publication opportunities: The group will identify at least three publication opportunities relevant for the research, under the guidance of faculty guide. These journals must be reputed and indexed in databases including UGC, Scopus, Web of Science, ABDC, etc.
3. **Approval of Research Proposal by Faculty Guide:** Faculty guide will approve the research proposal based on its novelty and scope of publication.
4. **First Review:** The presentations and report will be reviewed by a faculty panel that will suggest changes for improvements. The allocated faculty guide will approve the proposal after the revisions are incorporated. The proposals will be checked for their distinctiveness and unique contribution to management theory and applications.
5. **Final Review:** The presentations and report will be reviewed by a faculty and external panel that will suggest changes for further improvements.

6. **Conducting the Study:** Students will develop a time schedule for working on the project in consultation with the faculty mentors. Students will have to conduct extensive literature review and prepare a list of reading material that can serve as a guide while conducting the study. Before using a method of data analysis, students will have to thoroughly understand the appropriateness, pros and cons, diagnostics and limitations of the process. Students must adhere to the structure of the report and the report must be free from plagiarism.
7. **Research Paper Format:** Format of the Research Paper will be as prescribed by the targeted publications. All the publication guidelines must be fully adhered to.
8. **Paper Submission:** Typed paper will be submitted to the faculty mentor and a soft copy to the PGDM Office (Original .doc/.docx file, Times New Roman, Font size 12, keeping line space of 1.5). All figures and tables, etc., should be numerically numbered, captioned (captions to be attached to tables/figures) and embedded into the original file. APA reference style must be followed. The length of paper should be 5000 – 7000 words including abstract, tables, references, etc. but excluding appendices.

Plagiarism check will be conducted before evaluation by faculty guide. Plagiarism above 20% (excluding references) will not be accepted as a submission.

9. **Evaluation by faculty guide:** Faculty guide will evaluate the paper for its publication potential and will identify three or more potential publication opportunities (along with their listing categories) for the research work.
10. **Capstone Presentation:** The final report will be presented to a three-member committee of faculty members including external expert(s) from industry and/or academia. The presentation files for the report will be sent to the PGDM Office. Final presentations will be held on scheduled date and time.

First Review Presentation Marks: 20

Final Review Presentation Marks: 30

Final Report Marks: 50

In addition, final grades will be subject to following requirements based on publication potential:

- a) Grade B & above: Well formatted paper that can be published in a peer-reviewed journal
- b) Grade B+ & above: Well formatted paper that has been accepted in a conference
- c) Grade A & above: Well formatted paper that can be published with NIRF ranked journals

First Review

Research must be done on a business management topic. Marks will be allocated to four components as follows:

SNo	Criterion	Weight	Rubric		
1	Literature Review	40% (8 marks)	Done well (6-8 marks)	Partially done (2-6 marks)	Not done (0-2 marks)
2	Research Objectives/ Hypotheses	15% (3 marks)	Well developed (2-3 marks)	Not well developed (1-2 mark)	Not developed (0-1 marks)
3	Methodology	25% (5 marks)	Completed (4-5 marks)	Started (2-4 marks)	Not started (0-2 marks)
4	Data collection	20% (4 marks)	Completed (3-4 marks)	Started (1-3 marks)	Not started (0-1 marks)

Final Review

Research must be done on a business management topic. Marks will be allocated to four components as follows:

S No	Criterion	Weight	Rubric		
1	Format as per publication target	20% (6 marks)	Completely done (4-6 marks)	Mostly done (2-4 marks)	Mostly not done (0-2 marks)
2	Findings	25% (7.5 marks)	Well developed (6-7.5 marks)	Partially developed (3-6 marks)	Not well developed (0-3 marks)
3	Discussion & Implications	30% (9 marks)	Well developed (6-9 marks)	Partially developed (3-6 marks)	Not well developed (0-3 marks)
4	Conclusion	25% (7.5 marks)	Well developed (6-7.5 marks)	Partially well devel- oped (3-6 marks)	Not well developed (0-3 marks)

Publication Potential

Tick, if applicable	Publication Potential
	ABDC B and above
	ABDC C and above
	Web of Science journals
	Scopus and SCI indexed journals
	Scopus indexed journals
	UGC Care listed journals
	International and National Conferences



DELHI SCHOOL OF BUSINESS

By Vivekananda Institute of Professional Studies - TC

If the project is not done satisfactorily the students will need to repeat the Project on a different topic. In the case of repeated projects that maximum grade that can be given is B. The timeline for completion will be May 2025. If the student does not submit the report before the last date, it would be completed with the next batch.

Annexure 1

CHAPTER SCHEME OF THE FINAL CAPSTONE REPORT

S.No.	Component	Page No
	Cover page and title page Declaration by student Certificate from the institute Table of contents Table of figures List of Symbols, Abbreviations, and nomenclature	
1	Abstract	
2	Introduction	
3	Literature review	
4	Research Methodology	
5	Data Collection and Analysis	
6	Discussion (with managerial implications)	
7	Conclusions, Limitations, Future Scope of Study	
8	Recommendations	
9	Appendices	
10	References	



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Specimen Cover Sheet

Topic _____

By
'Name of Student'

**Capstone Project Report
submitted in partial fulfillment
of PGDM Programme 2025-27**



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Declaration

I/We hereby declare that this report “Name of Project” is my/our own work, to the best of my/our knowledge and belief. It contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma of any other institute, except where due acknowledgement has been made in the text.

Signature: _____

Name

Roll Number

Batch 2025-27

Date:



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Certificate from Faculty Guide

This is to certify that work entitled 'Project title' is a piece of work done by 'Student Name' under my guidance and supervision for the partial fulfillment of degree of PGDM at Delhi School of Business.

To the best of my knowledge and belief this study embodies the work of the candidate. This requirement of the rules and regulations relating to the 'Capstone Project' of the institute, is up-to the standard both in respect of content and language for being referred to the examiner.

Signature

Name

Designation

Date:



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Annexure 2

TEMPLATE FOR FINAL PRESENTATION

- **Project Title**
- **Research Objective**
- **Synopsis**
- **Theoretical Background**
- **Research Design**
- **Data Collection & Analysis**
- **Conclusions / Findings / Observations**
- **Key Learnings**
- **Key Suggestions**

(Maximum 20 slides per presentation)



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Referencing

Follow APA guidelines

Or

Follow the guidelines of target journal/conference

Social Media Code of Conduct

1. Introduction

Delhi School of Business, Vivekananda School of Professional Studies - Technical Campus (DSB, VIPS-TC) recognizes the numerous benefits and opportunities that social media presents. We actively use social media to disseminate information about academic activities of the Institute to the general public, success stories and to communicate research and enhance the institute's public image online. Therefore, DSB, VIPS-TC also actively encourages institute students to make effective and appropriate use of social media channels to build a positive public image for the institute to benefit the DSB, VIPS-TC fraternity in the long run.

- 1.1 Despite the opportunities presented by social media, there are risks. Social media allows individuals to communicate with a potentially huge audience, and sometimes its informality can encourage us to be less cautious than we would be using other more traditional methods of communication and interaction.
- 1.2 This policy is for students and provides information on the appropriate use of social media when connected, or linked in some way, to their status as a student at the institute, or when directly or indirectly referencing the institute in any way.
- 1.3 This policy works alongside the policies stated in the PGDM manual and other institutional policies.

2. Scope

- 2.1 For the purpose of this policy, the term 'Social Media' has been used as defined by Kaplan and Haenlein (2010) as: "Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content"
- 2.2 They currently include, but are not limited to, Facebook, Instagram, Telegram, WhatsApp, Line, Snapchat, Twitter, LinkedIn, Reddit, Pinterest, Google reviews, and Quora.
- 2.3 This policy applies to social media communications made both on public and private forums. While posts added to public forums can be seen by any member of the public from the date of publication, students are asked to remember that posts added to private forums can also be shared publicly by others. There have been a number of high-profile cases where students across the country have been disciplined after offensive comments, made on private messaging services such as WhatsApp, were captured and subsequently shared. With this in mind, students should remember that action can be taken by the institute if behavior failing to meet policy guidelines is identified either publicly or privately.

3. Conduct on social media.

- 3.1 Students are personally responsible for what they communicate on or through social media and they must adhere to the standards of behavior set out in this policy.
- 3.2 Individuals are increasingly using social media for raising complaints. However, any students wishing to raise a complaint should do so via the PGDM Office. This is the fastest way to get a response and resolution to your problem.
- 3.3 Use of social media must not infringe on the rights, or privacy, of other students, faculty, staff, or any other person related to the institute, students must not make ill-considered comments or judgements about other students, staff or third parties.

3.4 Any material which is derogatory to any group of students, faculty, staff, any other person associated with the institute and generic social elements like cast / religion /language /place of dissent, upbringing economic condition, parental occupation should not be propagated through social media, if they impact the name and standing of the institute.

3.5 Student must have empathy and be considerate to student, faculty, staff, any other person associated with the institute. They must be mindful of these values before sharing content on social media.

3.6 Students must consider the veracity of the content before sharing it on social media.

3.7 Students have social responsibility to the society. They must follow ethical values and practices before sharing content on social media.

3.8 The following non-exhaustive list is of an unacceptable nature and should never be posted.

- I. Confidential information (which may include research not yet in the public domain, information about fellow students or staff or personal matters, non-public or not yet approved documents or information).
- II. Details of complaints/potential complaints and/or legal proceedings/potential legal proceedings involving the Institute.
- III. Personal information about another individual, including contact information, without their express permission.
- IV. Comments posted using fake accounts, made-up names or using another person's name without their consent.
- V. Inappropriate material, including images, that is, or may be perceived to be threatening, harassing, discriminatory, illegal, obscene, indecent, defamatory, or hostile towards any individual, group or entity.
- VI. Any other posting that constitutes, or may constitute, a criminal offence.
- VII. Anything which may bring the Institute into disrepute or compromise the safety or reputation of colleagues, former colleagues, students, staff, and those connected with the Institute.
- VIII. And any other details / information which is the subject matter of Social media policy from time to time.
- IX. Any message received individually from any other social media platforms/ accounts should not be propagated through the institutional social media platforms if they are prejudicial to anybody.
- X. Preparing or compiling image / video footage from unconnected and disparate images / video shorts of students, faculty or any other person connected with the institution displaying a wrong impression of the event and detrimental to the self-respect, interest and social standing of the person is prohibited.
- XI. Unauthorized use of an individual's text/image/video is prohibited.

4. Breach of the policy

- 4.1 If a student is found to have acted in breach of this policy this may lead to disciplinary action being taken against him / her within the framework of Social Media policy and on any other.
- 4.2 Any individual suspected of committing a breach of this policy will be required to cooperate with any investigation in accordance with the disciplinary procedure. Non-cooperation may lead to further disciplinary action.
- 4.3 Any individual may be required to remove internet or social media posts that are found by the Institute to be in breach of the policy. Failure to comply with such a request may result in further disciplinary action.
- 4.4 Any breach of this policy must be reported to DSB Office and the disciplinary committee.
- 4.5 Failure to obey instructions of DSB, could invite disciplinary action. Failure to comply with written or oral communications from an authorized DSB, VIPS-TC official to appear for a meeting or hearing could invite disciplinary action.

5. Punishments

The formal procedure of a complaint will be heard and adjudicated by the DSB Disciplinary Committee.

1. Major Penalties
 - I. Restrictions/Suspension of Privilege
 - II. Fine for Damage
 - III. Disciplinary Probation
 - IV. Suspension
 - V. Expulsion

6. Grievance Redressal

A student may appeal to the Grievance Redressal Committee if dissatisfied with the action of Disciplinary Committee.

What is Plagiarism

Plagiarism can take several forms, including but not limited to:

- Using the exact words of another writer in part of a paper without both citation, and quotation marks (or block indentation in the case of longer quotations)
- Cutting and pasting material from Internet or other electronic resources without proper citation of sources
- Including the paraphrased or summarized idea of another writer without acknowledging its source
- Accepting excessive assistance from another person in writing a paper without inform readers of the nature and extent of that collaboration
- Submitting for credit a complete paper or portion of a paper written by another person matter whether the paper was purchased, shared freely, stolen, found or acquired by other means
- Submitting music, drawings, paintings, sculptures or photographs that copy or rely closely on the work of other artists, without explicitly citing the original source
- Writing a computer program that is the same or closely similar to existing sources
- Accepting credit for a project, multimedia presentation, poster or other assignment that draws dishonestly on the work of others

Duplicate submission is also a violation of academic integrity, because every assignment

presumes that new inquiry and effort will produce new learning, and submitting a paper already written for another occasion subverts this learning. Submitting the same original paper for credit in more than one class in the same semester, without the expressed permission of both instruct involved, is not acceptable. Using the same paper or closely similar material from one semester to fulfill a requirement in another semester is normally not allowed without specific permission from the instructor.

How to Reduce Plagiarism

1. Content not created by the student in its original form must have reference of all sources used to create the content.
2. All sources have to be cited completely using APA format at the end in the “Reference” section
3. In text citations must be used while citing research articles.
4. All content must be submitted for Plagiarism check to the concerned Department.
5. The upper limit of copied content is 15% and all submissions must have similarity of less than 15% be quoted
6. All content sourced must be rewritten in one's own words and all facts must be quoted in exact figures from academically accepted sites.
7. Sites like Wikipedia, Google etc. must not be cited as sources because they are editable anytime and therefore not accepted as references for academic writing.

Faculty Contacts

S.No	Name	Designation	Area	Email ID
1	Dr. Sourindra Bhattacharjee	Director & Professor	Economics & International Business	sourindra.bhattacharjee@dsb.edu.in
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28	Dr. Aanchal Aggarwal	Assistant Professor	Fintech	aanchal.aggarwal@vips.edu

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1	PGDM Office	9582434682	Ms. Lalita Bisht	lalita.bisht@dsb.edu.in
2	Library	9911496696	Dr. Gulashan Sachdeva	gk.sachdeva@dsb.edu.in
3	IT Lab	9416130963	Mr. Niraj Kumar	niraj.kumar@dsb.edu.in
4	Reprographics	9312512200	Mr. Birbal	
5	Accounts	9650012054 9650012053	Mr. Ananta Ram	accounts@vips.edu
			Mr. Nawal Kr Jha	
6	Medical	9868328174	Mr. Shiv Dhani Ram	
7	Security	8826805474	Mr. Pramod	
8	Placements	7683039830	Ms. Renu Dewan	renu.dewan@dsb.edu.in
9	Examinations	8178774864	Mr. Sandeep Kushwaha	coe@dsb.edu.in

Emergency Contacts

S. No.	Department	Name	Contact No
1	Security VIPS	Mr. Pramod	8826805474
2	Administrative Officer (DSB)	Ms. Lalita Bisht	9582434682
3	Anti-Ragging Committee (DSB)	Prof. Meghna Chhabra	9753128071
4	First Aid (Medical Room VIPS)	Mr. Shiv Dhani Ram	9868328174
5	Ambulance		102
6	Fire		101
7	Police		100
8	Nearest Hospital	Santom Hospital	011-27561024/ 011-27562255

Notes:



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