

DAYANANDA SAGAR BUSINESS SCHOOL [DSBS] BENGALURU

POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)

(Approved by AICTE, Ministry of Education, Govt of India)



PGDM COURSE STRUCTURE 2025-2027

ACCREDITATIONS AND ASSOCIATIONS



1. PROGRAM OVERVIEW

1.1 ABOUT DAYANANDA SAGAR BUSINESS SCHOOL [DSBS]

Dayananda Sagar Business School is one of the most preferred Business schools in Bangalore. Being located in the centre of the city, the Institute is acclaimed as one of the best Business schools providing quality management education in PGDM program. The curriculum is Industry-Oriented and designed by both Academicians and Industry Experts, coupled with new-age teaching pedagogies and assessments. The aim is to offer the nation a vision driven by global leaders who are globally competent to meet the challenges of the future world.

1.2 VISION & MISSION, CORE VALUES & QUALITY POLICY

Vision, Mission, Core Values and Quality Policy

VISION

To be a globally recognised institution fostering excellence in knowledge, skills, values and innovation to develop responsible leaders & entrepreneurs.

MISSION

To nurture disciplined, innovative and socially responsible leaders & entrepreneurs by translating their dreams into realities for social & global impact.

THE CORE VALUES

- Uncompromising integrity & honesty
- Inclusiveness & tolerance
- Passion for excellence
- Commitment to all stakeholders
- Creativity & Innovation
- Service to society
- Ethical Conduct
- Ethical & sustainable actions

QUALITY POLICY

At DSBS, we identify, meet and delight the internal and external stakeholders by institutionalizing the best global practices and mitigating risks.

- We nurture and mould industry-ready professionals with effective communication and ethical values.
- We provide thought leadership in management education, an open and performance driven culture by objective and by building capacity and competencies through the institutionalizing systems, procedures and processes, to foster learning and innovation.

Program Educational Objectives

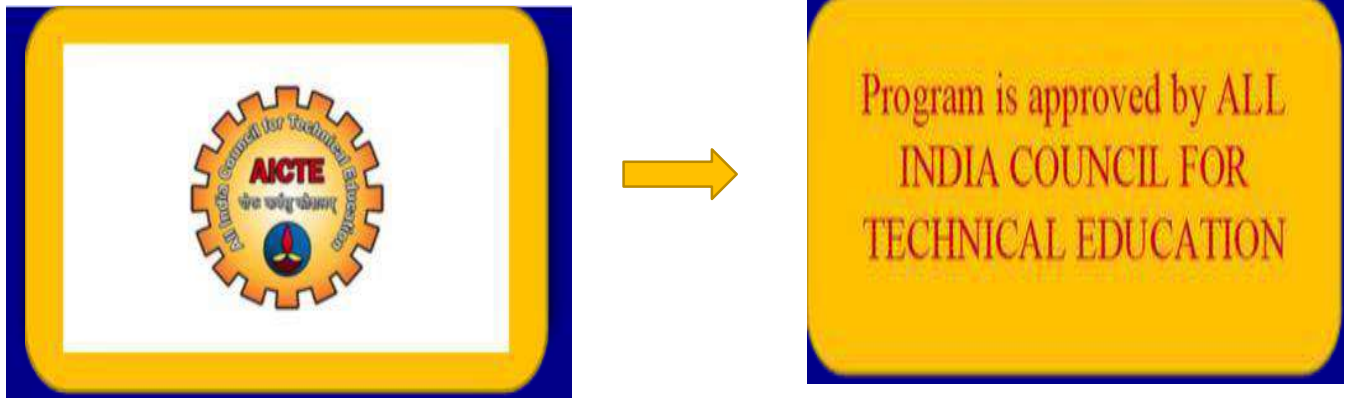


Program Outcomes



1.2 ACCREDITATION AND RECOGNITION

Dayananda Sagar Business School [DSBS] came into existence in the year 2007. The Post Graduate Diploma in Management [PGDM] offered by DSBS is approved by All India Council for Technical Education [AICTE] and Ministry of Human Resource Development [MHRD], Government of India, New Delhi.



शिक्षा मंत्रालय
MINISTRY OF
EDUCATION

2. POST GRADUATE DIPLOMA IN MANAGEMENT [PGDM]

The Post Graduate Diploma in Management (PGDM) at Dayananda Sagar Business School is a 2-years Full-Time program, approved by All India Council for Technical Education [AICTE] and Ministry of Education, Government of India, New Delhi and is Autonomous with Dual Specialization which incorporates Industry-Oriented Curriculum which intends to prepare a student for multiple careers opportunities across functional areas.

PGDM at Dayananda Sagar Business School prepares a student with strong conceptual and application-based skills to manage businesses in a holistic manner. The emphasis is on developing leaders for the global industry.

The Program is Autonomous which aims to be a vibrant and a flagship program for its stakeholders. Dayananda Sagar Business School is known for its reputation in the corporate world for having a strong focus on preparing “industry-ready” graduates.

2.1 TEACHING PEDAGOGY

The instruction delivery mechanism of the PGDM program with respect to the course input includes, designing the course curriculum by the Faculty in terms of Course Objectives and Course Outcome to help students in better understanding and application of the course so as to enhance student’s ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business. This Post Graduate Diploma in Management Program is a well-mix of classroom sessions and experiential learning.

The methodology incorporates several pedagogical instruments such as

❖ Guest Lectures	❖ 200+ Case Studies
❖ Workshops	❖ Movie/Movie Clip Reviews
❖ Management Games	❖ Weekend Assignments
❖ Outbound Training & Industrial Visits	❖ Role Plays
❖ Story Telling	❖ Mini Project Works
❖ Reflection Notes	❖ Pod-Casts
❖ Problem Solving & Decision Making through Discussions	❖ Simulations
❖ Article Reviews	❖ Business Quiz
❖ Examinations	❖ Skill based Certificate Courses
❖ Internship and Dissertations	❖ Webinars

2.2 SALIENT FEATURES OF PGDM

The Post Graduate Diploma in Management (PGDM) at Dayananda Sagar Business School is a 2-year, full-time program affiliated with AICTE and the Ministry of Education. This autonomous program offers dual specialization with an industry-oriented curriculum designed to prepare students for various career opportunities. It emphasizes developing leaders with strong conceptual and application-based skills to manage businesses holistically for the global industry.

- National and Global Exposure throughout the program.
- One course in each term is delivered by International Faculty from the best B-Schools, designed and delivered by industry professionals.
- Industry-Oriented curriculum in each term 20% of the course will be delivered by industry professionals/alumni.
- Global Immersion Program (GIP) with 2 International Certifications for students.
- International Mini Internship from European countries (France, Austria, Italy).
- Two Certificate Courses designed & delivered by industry leaders in each term.
- Regular CEO talks and Learn from Business Leaders.
- Continuous Industry visits/Guest lectures/Interactions.
- Alumni and Corporate Mentoring.
- Paid internships and track record of 100% placements.
- Mandatory Rural Immersion program.

3. PROGRAM STRUCTURE & CREDITS

The Program Structure and Credits for PGDM are based on the need of the stakeholders and industry requirements. Total Duration of the PGDM program is two years with Dual Specialization with a Trimester scheme.

PGDM at DSBS offers Trimester Scheme. I, II and III Trimester belong to i Year and IV, V and Vi belong to the II year of PGDM. Every Trimester consists of 11 weeks of Teaching and I week for examination.

In the I Year, students learn core courses from all domains, which form the foundation courses of Management Studies as per the requirement of AICTE. At DSBS, PGDM offers total credits of 107 for the entire two years of PGDM. It includes 57 credits in I Year, 50 credits in the II Year. Internship during, I year will be for 3 credits and Dissertation during II year will be for 4 Credits respectively. Internship Project will be after the third trimester and Dissertation Project will be during entire Vith trimester of PGDM program.

3.1 TOTAL CREDITS FOR I & II YEAR PGDM PROGRAM

PROGRAM MATRIX								
Sl. No	Year	Trimester	No. of Courses	Total No. of Courses	Credits	Total Credits	Marks	Total Marks
1	I Year	I	7+2*	27	19	57	800	2500
2		II	7+2*		17		800	
3		III	7+2*		18		800	
4			Summer Internship	1	3		100	
5	II Year	IV	7	-	21	50	700	1700
6		V	7		21		700	
7		V	Certificate Courses	1	2		100	
8		VI	Dissertation	1	4		100	
9				2	2		100	
			Total	46		107		4200

*02 Skill based certifications as per industry requirements.

**Each student has to obtain on their own 01 skill-based certificate in their respective specialization

***02 Research Papers publications are mandatory as part of PGDM Program, 01 in first year (01 in 2nd year) or/and 02 Papers before the end of VI trimester.

3.2 TOTAL CREDITS FOR I YEAR PGDM PROGRAM

I Trimester								
Course Code	Title of the Course	Course Category	Credits Allotted	Total Teaching Hours	Duration of Exam in Hrs	CCE Marks	TEE Marks	Total Marks
25PG101	Managerial Economics	Core	3	30	3	50	50	100
25PG102	Foundation of Management & Organizational Behaviour	Core	3	30	3	50	50	100
25PG103	Universal Human Values -I	Core	3	30	3	50	50	100
25PG104	Financial Accounting and Decision Making	Core	3	30	3	50	50	100
25PG105	Current Corporate Affairs	Core	2	20	3	50	50	100
25PG106	Quantitative Techniques for Managers	Core	3	30	3	50	50	100
25PG107	Business Communication (Workshop Mode)	Core	2	20	3	50	50	100
VALUE ADDED SKILL BASED CERTIFICATION								
25PG108	Digital & Social Media Marketing (Practical/Hands-on)	CERTIFICATE	-	10	1 ½	25	25	50
25PG109	Life Skills Management (Practical/Hands-on)	CERTIFICATE	-	10	1 ½	25	25	50
TOTAL			19	210		400	400	800

II Trimester								
Course Code	Title of the Course	Course Category	Credits Allotted	Total Teaching Hours	Duration of Exam in Hrs	CCE Marks	TEE Marks	Total Marks
25PG201	Legal Aspects of Business	Core	3	30	3	50	50	100
25PG202	Marketing Management	Core	3	30	3	50	50	100
25PG203	Innovation & Design Thinking (Workshop Mode)	Core	2	20	-	-	100	100
25PG204	Universal Human Values-II	Core	2	20	-	-	100	100
25PG205	Leadership & Happiness	Core	2	20	3	50	50	100
25PG206	Corporate Finance	Core	3	30	3	50	50	100
25PG207	Business Research Methods	Core	2	20	3	50	50	100
VALUE ADDED SKILL BASED CERTIFICATION								
26PG208	Advanced MS Excel (Practical/Hands-On)	CERTIFICATE	-	10	1 ½	25	25	50
26PG209	SPSS & Data Analysis (Practical/Hands-On)	CERTIFICATE	-	10	1 ½	25	25	50
TOTAL			17	190		300	500	800

III Trimester								
Course Code	Title of the Course	Course Category	Credits Allotted	Total Teaching Hours	Duration of Exam in Hrs	CCE Marks	TEE Marks	Total Marks
26PG301	Social & Grass Root Management (Experiential Learning)	Core	2	20	-	-	100	100
26PG302	Bharatiya Management	Core	2	20	3	50	50	100
26PG303	Human Capital Management	Core	3	30	3	50	50	100
26PG304	Logistics Management	Core	2	20	3	50	50	100
26PG305	Current Corporate Affairs	Core	2	20	3	50	50	100
26PG306	Universal Human Values 2: Understanding Harmony	Core	3	30	3	50	50	100
26PG307	Start-up Management (Workshop Mode)	Core	3	30	3	50	50	100
VALUE ADDED SKILL BASED CERTIFICATION								
26PG308	SQL (Practical Hands-on)	CERTIFICATE	-	10	1 ½	25	25	50
26PG309	Python & R (Practical/Hands-on)	CERTIFICATE	-	10	1 ½	25	25	50
TOTAL			18	200		350	450	800
INTERNSHIP								
26PG310	Summer Internship	Core	3	12 weeks	-	-	100	100
Total			21			350	550	900

3.3 TOTAL CREDITS FOR II YEAR PGDM PROGRAM

Curriculum for II year is designed to strengthen the competencies of students in the areas of application of business skills to be relevant in today's emerging business areas and meeting the requirements of enterprises in the area of Marketing, Finance, HRM, Operations, International Business etc. These courses form the specialized Courses/Electives during the II year. DSBS offers eleven Specializations. Since it is dual specialization, a student can choose any TWO from eleven specializations offered.

SPECIALIZED / ELECTIVE COURSES:

1. Marketing
2. Finance
3. HRM
4. Operations & Supply Chain Management
5. International Business
6. Business Analytics
7. Retail Management
8. Health Care Management
9. Entrepreneurship
10. Tourism & Hospitality Management
11. Space Business Management (In association with ISRO)

YEAR	PARTICULARS	NO. OF COURSES	TOTAL CREDITS	TOTAL MARKS
II	IV Trimester	7	21	700
	V Trimester	8	23	800
	Total	15	44	1500
	VI Trimester			
	Dissertation / Project Work	1	4	100
	02 Research Papers Publications	2	2	100
	Total	18	50	1700

Trimester	Courses	No. of Courses	No. of Credits per Course	Total No. of Credits
IV		1	3	21
	Specialization -I	4	3	
	Specialization -II	2	3	
V		1	3	23
	Specialization -I	4	3	
	Specialization -II	2	3	
	Certificate Course	1	2	
	Total	15		44
VI	Dissertation / Project Work	1	4	4
		2	2	2
	Total	18		50

3.4 SPECIALIZATION COURSES FOR IV TRIMESTER

SPECIALIZATION	COURSES OFFERED	COURSE CODE
MARKETING MANAGEMENT	Consumer Analysis	25PGMM401
	Product & Brand Management	25PGMM402
	Sales & Distribution Management	25PGMM403
	Integrated Marketing Communications	25PGMM404
FINANCIAL MANAGEMENT	Advanced Finance Management	25PGFM401
	Project Appraisal & Finance	25PGFM402
	Security Analysis and Portfolio Management	25PGFM403
	Banking Laws & Practices	25PGFM404
HUMAN RESOURCE MANAGEMENT	Recruitment Selection & Retention Management	25PGHR401
	Employee Training & Development	25PGHR402
	Performance Management	25PGHR403
	Compensation Management	25PGHR404
OPERATIONS & SUPPLY CHAIN MANAGEMENT	Management of Manufacturing Systems	25PGOS401
	Operations Research Applications	25PGOS402
	Operations Strategy	25PGOS403
	Sales and Operation Planning	25PGOS404
INTERNATIONAL BUSINESS	International Marketing	25PGIB401
	Global HRM	25PGIB402
	Global Business Environment	25PGIB403
	International Economics	25PGIB404
BUSINESS ANALYTICS	R for Business Analytics	25PGBA401
	Marketing Analytics	25PGBA402
	Learning Python	25PGBA403
	Multivariate Analysis using SPSS	25PGBA404
RETAIL MANAGEMENT	Supply Chain & Logistics Management for Malls and Retails	25PGRM401
	Sales & Salesmanship	25PGRM402
	Stores & Outlet Management	25PGRM403
	Promotion & Relationship Management	25PGRM404
HEALTH CARE MANAGEMENT	Health Systems Management	25PGHM401
	Quality Management in Healthcare	25PGHM402
	Epidemiology	25PGHM403
	Project on HCM	25PGHM404
ENTREPRENEURSHIP	New Enterprise Creation	25PGEM401
	Start up Resource Management	25PGEM402
	Start up Ecosystem	25PGEM403
	Government Business & Interface	25PGEM404
TOURISM & HOSPITALITY MANAGEMENT	Tourism Entrepreneurship & Eco System	25PGTH401
	Travel Agency Management	25PGTH402
	Tourism Products & Destination of India	25PGTH403
	Tourism Marketing	25PGTH404
SPACE BUSINESS MANAGEMENT	Space Eco-System in India	25PGSB401
	Space Start-up Management	25PGSB402
	Sustainable Space Operations Management	25PGSB403
	Risk Management in Space Projects	25PGSB404

*These courses are tentative

3.5 SPECIALIZATION COURSES FOR V TRIMESTER

SPECIALIZATION	COURSES OFFERED	COURSE CODE
MARKETING MANAGEMENT	Digital & Social Media Marketing	25PGMM501
	Retail Management	25PGMM502
	Services Marketing	25PGMM503
	Marketing Analysis Mini Project	25PGMM504
FINANCIAL MANAGEMENT	Mergers, Acquisitions & Corporate restructuring	25PGFM501
	Direct & Indirect Taxation	25PGFM502
	International Finance & Derivatives Management	25PGFM503
	Financial Market Analysis -Mini Project	25PGFM504
HUMAN RESOURCE MANAGEMENT	Labour Codes and Industrial Relations	25PGHR501
	Organizational Change Management	25PGHR502
	Cross Culture and Diversity Management	25PGHR503
	Employee Engagement	25PGHR504
OPERATIONS & SUPPLY CHAIN MANAGEMENT	Sourcing Management	25PGOS501
	Behavioural Operations Management	25PGOS502
	Supply Chain Analytics	25PGOS503
	Pricing & Revenue Management	25PGOS504
INTERNATIONAL BUSINESS	International Business Negotiation	25PGIB501
	Sustainable Global Business	25PGIB502
	Export & Import Management	25PGIB503
	India's Foreign Trade	25PGIB504
BUSINESS ANALYTICS	Machine Learning	25PGBA501
	Power BI	25PGBA502
	Six Sigma & Quality Control	25PGBA503
	Data analysis using R & Rcmdr	25PGBA504
RETAIL MANAGEMENT	Retail Inventory Management	25PGRM501
	Trade Fair & Execution	25PGRM502
	Service & Retail Marketing	25PGRM503
	e-tailing	25PGRM504
HEALTH CARE MANAGEMENT	Medical Ethics & Laws in HealthCare	25PGHM501
	HealthCare Analytics	25PGHM502
	Hospital Operations	25PGHM503
	Health Care Economics & Finance	25PGHM504
ENTREPRENEURSHIP	Family Business Management	25PGEM501
	Angel & Venture Capital Management	25PGEM502
	Preparation of Business Plan-A project	25PGEM503
	Financing of Small Business	25PGEM504
TOURISM & HOSPITALITY MANAGEMENT	Managing Tour Package Operations	25PGTH501
	International Tourism & Hospitality Management	25PGTH502
	Travel & Tour Operations	25PGTH503
	Cultural & Heritage Tourism	25PGTH504
SPACE BUSINESS MANAGEMENT	Space Technology Management	25PGSB501
	Space Tender and Management	25PGSB502
	Space Product and Design	25PGSB503
	Knowledge Management in Space Business	25PGSB504

*These courses are tentative

VI TRIMESTER		
DISSERTATION		
1	Credits for the Course	4 Credits
	Total No of Weeks	12 Weeks
	Duration in Months	3 Months

3.6 ACADEMIC RULES, REGULATIONS AND ATTENDANCE

PGDM Program insists on regular and prompt attendance in the class. Attendance will be taken by the faculty-in-charge and the students should be attentive at the time of attendance to get his/her presence recorded in the attendance register. Unauthorized absence from class/institute will be considered a breach of discipline.

Each student is expected to attend a minimum of 75% of classes in each course. A penalty will be imposed on all the students who do not meet the minimum 75% attendance requirements in each course in the following manner.

Sl No.	Attendance of Student	Eligibility	Penalty
1	75% and above	Eligible	Eligible to appear the Trimester End Examination
2	Less than 75%	Not Eligible	Reappear (10 Hrs Make-up classes to be conducted)

- A student must maintain at least 75%, attendance in every course, including certificate courses, regardless of the type of leave availed
- All kinds of leave, including medical leave, fall within the 25% permitted absence and no additional consideration will be given beyond this limit.
- A student is not permitted to remain absent during Mid-Term Examinations, presentations, viva-voce, or any scheduled assessments
- Prior permission from the Director or Program Manager is required to avail any leave: absence without approval will be treated as a breach of discipline. In case of emergency leave, a student must inform the Program Office by email at the earliest.
- Leave applications on medical ground must be accompanied by a valid medical certificate and should be submitted to the Director or Program Office
- Shortage of attendance for all courses will be intimated to the student. In case of any discrepancies, student should contact the concerned faculty or Program Office for clarification.

3.7 EVALUATION FRAMEWORK FOR EACH COURSE

The program follows a comprehensive and continuous evaluation system throughout the two years. Courses are assessed by both internal faculty and guest faculty who teach the course. Student performance in each course is evaluated through Continuous Course Evaluation (CCE) and Trimester End Examination (TEE).

Component	Marks Allotted	Total Marks Allotted		Minimum Marks to be obtained		Total Minimum Passing Marks	Overall Minimum Passing Marks
		Mid-Term Examination	Other Components	Mid-Term Examination	Other Components		
CCE	50	30	20	15	10	25	50
TEE	100	Scaled down to 50		25		25	

Note: The Trimester End Assessment (TEA) for every course is evaluated for a total of 100 marks with 50 marks each allotted for CCE & TEE.

- If CCE 25 & TEE 25, Result is "PASS"
- If CCE 25 & TEE 25, Result is "FAIL" (Re-Examination only for TEE]
- If CCE 25 then ineligible to appear for TEE & Need to complete all the requirements of CCE
- during the subsequent academic year whenever the course is conducted If CCE 25 & TEE < 25 but Total ≥ 50 then "FAIL" [Re-Examination for TEE]

3.8 COMPONENTS OF CONTINUOUS AND COMPREHENSIVE EVALUATION (CCE)

1. Mid-Term Examination (MTE)
2. Presentation Skills
3. Project Presentation
4. Individual Assignments
5. Open Book Assessment
6. Case Study analysis including video cases.
7. Online MCQ tests
8. Research paper
9. Developing and writing case studies
10. Individual Projects

*Above listed CCE components are only indicative in nature, faculty can choose any other components based on their course requirement.

3.9 REQUISITES FOR CONTINUOUS COMPREHENSIVE EVALUATION (CCE)

- Continuous Comprehensive Evaluation (CCE) in each course may comprise multiple components as determined by the faculty
- Passing Mid-Term Examination with 50% marks out of 30 marks is mandatory.
- Obtaining 50% marks in total CCE (Mid-Term Examination mandatory to be eligible for TEE other components) is also
- Apart from Mid-Term Examination, it's the responsibility of the students to fulfil the requirements of other CCE components given by the faculty.
- It is the sole responsibility of the student to contact their respective faculty for fulfilling the CCE requirements.
- There is no Mid-Term Examination for certificate courses.
- Only Mid-Term Examination answer scripts are shown to students for their improvement, if necessary, by the course faculty.
- CCE results will be declared to the student at least one week prior to the start of the Trimester End Examinations.

3.10 ELIGIBILITY TO APPEAR FOR THE TRIMESTER END EXAMINATION (TEE)

- A Student must fulfil all pre-requisites of the course including CCE Components every trimester.
- A student who does not appear for the Mid-Term Examination will not be eligible to appear for the Trimester End Examination (TEE).
- Minimum 75% attendance is mandatory in respective course to be eligible for TEE including
- A student must clear all fees dues before applying for the Trimester-End Examination. Those having fees due will not be allowed to appear for the examination.

4. EXAMINATION RULES AND REGULATIONS

- Examination notification will be issued at appropriate dates and will be displayed on the notice board.
- A student must report and be seated in the examination hall at least 10 minutes prior to the start of the examination. Those who report 30 minutes late to the examination, will not be allowed.
- Eligible student must submit the examination application form in the prescribed format before the due date announced by COE then only admit card (hall ticket) will be issued.
- No student will be permitted into the examination hall without an Admit Card (hall ticket).
- Carrying Any Electronic Device (On or Off Mode) in Examination Hall Is Strictly Prohibited.
- Any kind of mal-practice during the examination will be dealt seriously as per the examination rules.

4.1 DISCIPLINARY ACTION ON MALPRACTICE IN EXAMINATIONS

A student indulging in any kind of malpractice, disciplinary action will be taken against such student as per the below mentioned rules.

ISSUE	ACTION
Possession of notes, books, bits, or any unauthorized material, trying to have conversation with friends, etc. but not attempted to copy.	Examination for that particular course will be cancelled.
Attempting to copy from the material in possession, showing the answer booklet to others & seeing others booklets.	The particular examination and the subsequent examinations will be cancelled.
If a student repeats the malpractice of any type.	The punishments will be decided by the Examination Disciplinary Committee, and ultimate decision in consultation with the Chief Superintendent, which may include debarment from all the examinations for the term.
Possession of electronic gadgets for communication (copying / for other means)	

4.2 ELIGIBILITY TO PASS A COURSE (CCE & TEE)

- Mid-Term Examination is compulsory to attend. Minimum passing in Mid-Term Examination is 15 Marks (50% of 30 Marks)
- The total passing marks in CCE is Mid-Term Examination Other components 25 Marks (including 15 Marks for Mid-Term Examination)
- Trimester End Examination (TEE) is conducted for 100 marks and scaled down to 50 marks and a student must score minimum of 25 marks out of 50 marks to be declared as PASS and FAIL otherwise.
- Courses conducted through "Workshop' mode may not have a Trimester-End Examination (TEE). However, if TEE is conducted for the course the same evaluation rules are applicable as it is applicable to other courses.
- If there is no Trimester-End Examination (TEE) for a course under workshop mode and/or experiential learning, a student must score at least 50% marks out of the total marks allotted as per the assessment criteria set by the concerned faculty.

- For the course "Social and Grassroots Management", a student must complete the experiential learning and score at least 50% marks out of the total allotted in the assessment prescribed by the concerned faculty.
- Minimum passing mark for Skill Based Certificate Courses (SBCC) is 50% out of the total marks allotted for evaluation (Either CCE or TEE or Both).

FAILURE TO PASS THE TRIMESTER END EXAMINATION (TEE)

- If a student scores less than 15 marks in the Mid-Term Examination or less than 25 marks in CCE he/she will have to repeat the course and complete all requirements in the next academic year when the course is offered.
- In case a student fails in the Trimester End Examination (TEE), the CCE marks shall be carried forward and the student will have to appear for the Re-Examination [RE]
- A Fall in the course labelled as "Experiential Learning/Workshop Mode/Skill Based Certificate (SBCC), a student must to repeat the course in the next academic year with the junior batch when the course is offered

CRITERIA FOR RE-EXAMINATION [RE]

- A student whose attendance is above 50% and less than 75% are only eligible to appear for re-examination in the subsequent year.
- Any student whose attendance is less than 50% he or she has to appear for the entire course in the subsequent year in order to complete the minimum attendance requirement in that course.
- In extreme cases, attendance may be condoned at the discretion of the Director, depending upon the severity of the situation.
- A Student appeared for TEE and obtain – ‘F- Grade’ [RE-APPEAR is eligible to appear for the Re Examination.
- A student who remains absent during the Trimester-End Examination (TEE) due to unforeseen circumstances, but has completed all minimum eligibility requirements, will be allowed to appear for the re-examination. No special TEE are conducted at any circumstances.
- A Student who is reported under malpractice case during the Trimester-End Examination (TEE) is considered as F grade and he/she will have to abide by the rules and regulations implemented by the Disciplinary Committee, in consultation with the Director.
- Any student who does not satisfy the eligibility criteria under the heading "Failure to Pass the Trimester-End Examination", will have to appear for the re-examination by fulfilling the minimum requirements.

RE-EXAMINATION FEES

- A student appearing for the re-examination must apply for the same when the re-examination schedule is announced by the COE. Student is required to pay a fee of 1000/- per course to the Accounts Department of DSI and submit the receipt to COE along with re-examination application form issued by the examination office.
- There is no re-examination for Skill Based Certificate Courses (SBCC), Failing to complete the requirements of a certificate course needs to be completed in the next academic year when it is offered.

5. MINIMUM REQUIREMENTS FOR PGDM

As per the PGDM Program structure, each student is required to earn a total of 107 credits to complete the degree. This includes some of the credits that must be earned independently by the student. Without fulfilling these requirements, the PGDM Program will be considered incomplete and the PGDM certificate will not be issued. The requirements are as follows

Skill-Based Certificate: 2 Credits

During the V Trimester, every student must self-acquire a skill-based certificate course for at least two months duration in his/her respective specializations. This certificate should meet industry standards and requirements. This will ensure that the student earns two credits. The certificate credentials, along with handwritten write-up, must be submitted to the Program Office as per the instructions

Research Publications: 2 Credits

Every student is required to earn two credits through research activities. This can be achieved by either:

- Publishing of 2 research papers in Scopus/ABDC/WOS and/or reputed Peer-Reviewed journals,
OR
- 1 conference paper presentation at Tier-1 Institutions and 1 publication in Scopus/ABDC/WOS and or reputed Peer-Reviewed journals,

These requirements ensure that student develops practical skills and contribute to academic research within his/her field of specialization.

MEDALS AND RANKS

Ranks and Gold medals are awarded to students who achieve academic excellence, often based on their performance in Trimester End Examinations. Key criteria include passing all subjects in the first attempt, maintaining a consistent academic record including SBCC, Internship/Dissertation and the respective Viva Voce examinations (no gaps or repeat exams), and achieving a high CGPA or aggregate score.

DURATION OF PGDM PROGRAMME

The minimum duration of the PGDM program is Two Years and the maximum is Four Years, within which all requirement credits must be completed. If a student fails to complete the PGDM before FOUR Years and wishes to continue beyond this period, he/she must re-register as a fresh candidate for the program and pay the applicable fees. Previously paid fees will not be adjusted.

6. PARTICIPATIVE LEARNING COURSES

DSBS as an institution envisages an all-round and balanced education based on strong intellectual, moral and social formation. Our PGDM program is focused on overall personality development and prepares students as an individual to be able to stand firm in the VUCA (Volatile, Uncertain, Complex and Ambiguous) World. At DSBS, we provide multifaceted platforms for our students to discover and nurture a holistic personality around them. The objectives of the program offered under this module is to enable students to discover their talents and cultivate them through different initiatives. Our program provides development opportunities via extended coaching, mentorship by alumni and executive internship with senior leaders from industry to nurture the Young Leaders of tomorrow.



Skill based Certifications

Along with curriculum the following competency certification are a part of the curriculum to groom young leaders into global professional managers

- Advanced MS Excel
- SPSS & Data Analysis
- Artificial Intelligence & Machine Learning
- Digital & Social Media Marketing
- Life Skill Management
- Python & R



Student Research

Research is a part of PGDM Curriculum to create and disseminate knowledge with a professional, practise-oriented focus. To give the real time learning experience in collaboration with the faculty members, each student will publish two research papers in quality National & International Journals and to gain national and international exposures and to enrich their research skills.



Industrial Visits

To Bridge the Academic and industrial gap regular industry visits are arranged. The objective of an industrial visit is to provide the students with insight into the internal working of companies. Industrial visit provides students with a much more relevant practical perspective of the actual work place and the larger world of business. All this makes the importance of industrial visits all too evident, especially for students pursuing a management education.



Learn from Leaders

Offering a course under Learn from the Leaders' which is designed and delivered by a senior professional based on current industry standards can greatly enrich students learning experiences. These sessions not only improves the curriculum but also equips students to meet the demands of the contemporary workforce, deepening their understanding of their field and providing valuable professional



Global Immersion Program

Increasing globalisation calls for enhanced global awareness and building business and cultural sensitivities in today's global executive. 0585 students are provided with the opportunity for global exposure throughout the program. Students will undergo two Mini International internships from any two out of three countries, namely France Austria, Italy and two Credits will be transferred along with certification. Also, one course in each term will be delivered by International Faculty. Through the Global immersion Program (GIP) students will acquire two international Certifications.



Social Learning

Social learning is an educational approach that combines learning objectives with community service in order to provide a pragmatic, progressive learning experience while meeting societal needs. Social-learning involves students in service projects (skill-based and event-based volunteering programs and community service) to apply classroom learning to local social welfare organisations that exist to effect positive change in society. It is designed to motivate students to have a real-life social immersion experience.



World-Class Global Faculty

Our students benefit from the latest management education, research, and partnerships delivered by a distinguished faculty Including professors of practice, in-house faculty, global faculty, and business leaders. This unique combination ensures research-based rigor and practical, real-world application tailored specifically for young professionals



Learn from Industry Experts and Alumni

The participants in this program develop a strong alumni network. Alumni are connected from the process of designing the course until the final placement. Groups of alumni are involved in the process of mentoring and guiding students to have a clear exposure to industry scenarios, so that she/he will be able to get valuable live input to find her/his dream job.

7. COURSE PEDAGOGY AND ASSESSMENT

COURSE PEDAGOGY

Pedagogy includes Lectures, Case Studies, Group Discussions Quizzes, Seminars Computer Practicals, Summer Internship Programs, industry Visits Project Work Panel Discussions, Mentoring Sessions, Workshops, live projects etc.

SUMMER INTERNSHIP

The summer internship takes place between the I and II year, after the 3rd Trimester and before the 4th Trimester, and is of 3 months duration. It is mandatory for all students. Each student must undertake an internship, preferably in an industry of their choice, and work on a project under the guidance of an assigned faculty guide. A detailed report must be prepared and submitted before the stipulated deadline. Students are also required to make a presentation on their internship and project work to a panel of faculty members, which will include their assigned guide. The project report must be prepared strictly as per the guidelines provided by the Program Office.

DISSERTATION/RESEARCH PROJECT

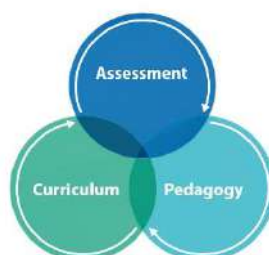
Every student is required to work on a Dissertation in the area of his/her specialization and prepare a dissertation report under the supervision of a Faculty guide. A student is allotted 12 weeks to work on full time basis on the Dissertation. There will be no classes during this period. Detailed guidelines will be issued by Program office from time to time.

ASSESSMENT CRITERIA

At DSBS, we follow the policy of Continuous Comprehensive Assessment. Continuous Comprehensive Assessment describes the assessment that is completed during the course module. This method of assessment is a curriculum integrated embedded assessment model aiming for a holistic learning experience for the student. Assessments are likely to include Internal Test, Presentations, Group Projects, Individual Assignments. Open Book Assessment, Case Study Analysis including Video Cases, Online MCQ tests, Research Paper, Developing and Writing Case Studies and Individual Projects.

The following are the norms for assessment:

- Minimum 50% is required to pass in every course in a trimester.
- Each course will be assessed for 100 marks of which 50 will comprise internal assessments and 50 marks are allotted for term end examination (The end term question paper is set for 100 marks and will be calculated for 50 marks). To qualify for pass status in a particular course, student needs to fulfil all academic requirements as per the curriculum.



8. STUDENT ENGAGEMENT AND SUPPORT ACTIVITIES

PRASHIKSHAN - STUDENT ASSISTANTSHIP

Prashikshan, the student assistantship program at DSBS seeks to give a student a unique learning experience. Prashikshan, which means training, refers to our endeavor to give students the chance to develop their skills by collaborating with academic experts in the effective and efficient management of academic sessions. Prashikshan also hopes for a fruitful collaboration between the teachers and students that produces cutting-edge management academic learning results. In order to be chosen as a student assistant, candidates must pass an interview with the faculty member they would like to support. Throughout this relationship, the student is required to regularly devote to their professional development, which can improve their academic and professional performance.

STUDENTS CLUB

In DSBS, students can choose to be a part of at least two clubs. The clubs are wholesomely student driven, where they plan an activity or event at least once a week. The club activities can be interclub or intra club. Some of the clubs of DSBS are:

Clubs	Name
Finance Club	Prapthi
Marketing Club	Samagam
HR Club	Advaitha
Entrepreneurship & Innovation	Prerana
Cultural Club	Sanskriti
Research Club	Vimarsha
Operation & CSR Club	Prayojan
NIPM Student Chapter	

STUDENT MENTORING

Student mentoring is a very proactive flagship initiative at DSBS. Student Mentorship happens at three levels.

LEVEL 1-INTERNAL FACULTY MENTORSHIP

PHASE 1: Focus on ice-breaking, communication, presentation skills, teamwork, and book review assessments.

PHASE 2: Develop business acumen through a course on "Idea Generation to Business Plan Pitch," and research various startup types. Teams pitch business plans and gain insights into startups.

PHASE 3: Conduct a C2C (Campus to Corporate Gap Analysis) Project. Students research their dream sector, industry, and job, identify skill gaps, and receive targeted training from the Training Department to bridge these gaps.

LEVEL 2 - ALUMNI MENTORSHIP

Alumni mentoring at DSBS provides PGDM students with industry knowledge, networks, and support for transitioning to the corporate world. Alumni mentors act as role models, demonstrating professionalism, ethics, hard work, and positive interpersonal conduct.

9. COMPUTATION OF TRIMESTER GRADE POINT AVERAGE (TGPA) & CUMULATIVE GRADE POINT AVERAGE (CGPA)

DSBS adopts absolute grading system where in the marks are converted to grades. Every trimester results will be declared with Trimester Grade Point Average (TGPA) and Cumulative Grade Point Average (CGPA), will be calculated for both I and II year respectively. Further the final CGPA will be the average of CGPA for I and II year put-together

- i. The grading system with the letter grades and the assigned range of marks under absolute grading system are as given below:

Marks	<50	50-60	60-70	70-75	75-80	80-90	90-100
Letter Grade System	F	C	B	B+	A	A+	O
Grade Point	0	5	6	7	8	9	10
Qualitative Assessment	Unsatisfactory	Average	Above Average	Good	Very Good	Excellent	Outstanding

- ii. The following expressions shall be used to compute the Trimester Grade Point Average (SGPA) for a Trimester is:

$$\text{TGPA} = \frac{\sum [\text{NO OF CREDITS}] * [\text{GRADE POINTS}]}{\text{NO OF CREDITS}} \quad \text{FOR ONE TRIMESTER}$$

- iii. The following expressions shall be used to compute the Cumulative Semester Grade Point Average (CGPA) for all six Trimesters is:

$$\text{CGPA} = \frac{\sum_1^6 [\text{CourseCredits} \times \text{Grade Points}]}{\text{No of Credits}} \quad \text{FOR ALL SIX TRIMESTERS}$$

[The above formula is true for all Courses excluding those with F grades]

TGPA CALCULATION OF THE PROGRAMME: AN ILLUSTRATIVE EXAMPLE

Trimester	Course Code	Credits	Marks	Grade Points	(Credits)x (Grade Points)
I	22PG101	3	60	5	15
	22PG102	3	78	8	24
	22PG103	2	80	8	16
	TOTAL	8		TOTAL	45

$$\text{TGPA} = \frac{45}{8} = 5.6$$

CGPA CALCULATION OF THE PROGRAMME: AN ILLUSTRATIVE EXAMPLE:

Semester	I	II	II	IV	V	VI
Credits for the Semester	22	22	22	20	22	4
SGPA	7.1	6.2	8	6.7	5.9	7

$$\text{CGPA} = \frac{(22 \times 7.1 + 22 \times 6.2 + 22 \times 8 + 20 \times 6.7 + 22 \times 5.9 + 4 \times 7)}{112} = 6.7$$

Grade Card: Based on the secured letter grades, grade points, TGPA and CGPA, a grade card for each trimester and a consolidated grade card indicating the performance in all trimesters shall be issued.