

# **DELHI SCHOOL OF MANAGEMENT DELHI TECHNOLOGICAL UNIVERSITY**

## **Syllabus and Scheme of Examination**

### **Master of Business Administration (Full Time)**

**(Two Year Full Time Programme)**

**(Effective from Academic Year 2021-22)**



**DELHI SCHOOL OF MANAGEMENT  
DELHI TECHNOLOGICAL UNIVERSITY**

(Formerly Delhi College of engineering)  
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## **Vision of Delhi School of Management**

To be among the leading world class management education and research institutions for meeting the contemporary and emerging challenges of business and society.

M1

To develop socially responsible and ethically driven innovative managers and future leaders.

M2

To evolve a system of quality education and research in management through sustained institutionalized efforts of students and faculty.

M3

To equip the students with contemporary and emerging developments in the field of management.

## **About the Department**

### **Delhi School of Management**

Delhi School of Management (DSM) was established in 2009 with Delhi College of Engineering (DCE) acquiring a University status, being officially renamed as Delhi Technological University (DTU) through a legislature passed by the Delhi State Assembly. DSM envisages at developing distinctive future managers, keeping up with the tradition of DCE (and now DTU) by providing excellent world class education. DSM was established with a vision of inculcating a penchant for innovation, research, and experimentation in the aspiring managers. DSM aims at extending the seven-decade long legacy of DCE by incubating and developing techno-managers, who are adept at identifying pertinent and critical business problems and apply their technical skills and competencies in solving those issues. In order to train its students to face the challenges of an information and knowledge driven work environment, DSM provides them with the Triple E: Education, Experience and Exposure. DSM strives to inculcate in its students the managerial competence through specialized knowledge and skills, while simultaneously empowering their minds through quality teaching, consultancy, and other professional services in order to fulfill its role of a vibrant and model institution capable of imparting quality education in the area of Management Studies. DSM envisions at developing a knowledge society by providing equitable access to the masses and broadening the span of their participation in the areas of higher education.

## **About the Program**

### **Master of Business Administration (MBA)-Full Time**

The Master of Business Administration (MBA) programme, is designed to be highly industry centric that will enable students to learn all the essential basic management knowledge required for handling business. The students will learn broad business understanding, effective communication skills, strategic problem solving, networking skills, resource and time management, analytical skills and leadership. The program focuses on enhancing the capabilities of the students to lead and manage businesses. The curriculum has been designed in a way that it encourages cross-functional and innovative decision making. The MBA program aims at imparting training in such a way that the students strive to make positive differences in the world. The core courses in an MBA program will cover various areas of business such as accounting, finance, marketing, human resources, operations, and statistics. The specialisations include Marketing Management, Financial Management, Human Resource Management, Operations & Supply Chain Management, Information Technology Management , International Business and Entrepreneurship Management

- The MBA programme is a two-year full time professional programme spread over four semesters, which combines rigorous academic schedules with proactive efforts to develop new perspectives and a higher level of knowledge and understanding.
- The Programme focuses on inculcating effective managerial and leadership skills.
- The first year of the program offers core courses to develop the right attitude, knowledge and skills which are essential for a leader in the long term.
- The elective courses offered in the second year give students an opportunity to delve deeper in their respective areas of specialization and thus cater to the role and sector specific career objectives.

## **Semester System and Choice Based Credit System (CBCS)**

For the MBA program, DSM follows a semester system and choice based credit system adhering to the guidelines issued by UGC and AICTE. The semester system accelerates the teaching learning process and enables horizontal and vertical mobility in learning. The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a “cafeteria” type approach in which the students can take the courses of their choice, learn at their own pace, undergo additional courses and adopt an inter-disciplinary approach to learning.

### **Courses in the MBA program are of two kinds: Core and Elective**

**Core Courses:** This is a course which is to be compulsorily studied by a student as a core requirement to the completion of the program

**Elective Courses:** This is a course that is supportive to the discipline of study, provides an expanded scope, enables exposure to some other domains or nurtures proficiency/skills.

### **Definition of key words**

**Program:** An educational program leading to the award of a Degree, diploma or certificate.

**Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.

**Semester:** Each semester consists of 14-15 weeks of academic work. The odd semester may be scheduled from July to December and even Semester from January to June.

**CBCS:** It provides choice for students to select from the prescribed courses.

**Course:** It is usually referred to as “Papers”. All courses need not carry the same weight/ credit. A course may comprise lectures/ tutorials/ practicals, field work, outreach activities/ project work/ vocational training/ viva/ seminars etc., or a combination of a few of these.

**Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching or two hours of practical work.

**Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It is expressed up to two decimal points.

**Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all the semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of total credits of all courses in all the semesters. It is also expressed up to two decimal points

**Grade Point:** It is the numerical weight allotted to each letter grade on a 10 point scale.

**Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.

**Transcript or Grade Card:** Based on the grades earned, a Marksheet is issued to all registered students after every semester. The Marksheet displays the course details along with SGPA of that semester and CGPA earned till that semester

**Tutorial-** For students it will be on an average one hour per student per week. Students may be formed in a group of five and they would interact with the faculty over case based/ project based assignment.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

### **Summer Internship Program**

At the end of the first year of the programme, the students will undergo an industry internship or summer training with an organization. The internship spans over an eight to ten-week period. This is a compulsory component of the curriculum for the completion of the academic programme. It is designed to provide exposure to organizational working, to develop an understanding of business realities, and to learn to apply theory to real life business situations. Upon completion of the internship programme, the student will submit a project report. The submission guidelines will be intimated to the students prior to start of internship.

**Capstone Project/Major Research Project:** The project is a year-long course that requires students to build on what they've learned so far and apply it to real-world business problems. Students will be attached with a mentor from industry as well as faculty and they will be required to pair with a company with a product or service challenge for students to address. The evaluation of the research project shall be carried out jointly by a panel of internal and external examiner. The department may invite external examiners across the specialization and industry.

### **Finishing School for Professional Development & Leadership**

The course will be delivered in Finishing School format in which there will be predominance of application-based and other activities with the core purpose of making the students ready for absorption in the corporate sector. This course will go beyond communication skills, focusing on personality development, social skills, soft skills, decision making, and application of theory to practical situations, emotional intelligence, critical and creative thinking and negotiation skills. The courses are designed to give a finishing touch to the character, personality and professional competence so that the employability quotient of the students is considerably enhanced.

## **Pedagogical Notes:**

1. Entrepreneurial thinking will be promoted in the delivery of various courses.
2. Case study approach as a critical learning tool will be thoroughly used to enhance the student abilities in delineating critical thinking dilemmas faced by organizations, help them in applying concepts and solve practical problems.
3. Predictive and real-life exposure will be provided to the students at all levels.
4. In addition to the focus on the corporate sector, exposure to the social sectors and public policy issues will be suitably incorporated in the delivery of the curriculum.
5. Students will be trained in innovative and out-of-box thinking in various courses to meet workplace challenges in the VUCA world.
6. The whole curriculum will be delivered in the ethical contexts and will emphasize human values.
7. The delivery will incorporate global contexts for wider perspectives and thinking.
8. The overall delivery will to provide an integrated and holistic foundation of the different fields of business management with a clear focus on problem-solving.
9. Throughout the curriculum delivery, the emphasis will be on developing leadership skills through practical exercises.
10. Successful Indian business models will be shared with students in different courses.
11. Contemporary pedagogical tools like Moderator-Supported Learner Approaches, Simulation Exercises and Crossword Play will be used to enhance learning experience.

The learning pedagogy will be complemented with self-learning tools such as poster sessions, break-and- build and free-fall learning and innovative business education methods including design thinking, project- based learning, contemplative practices, assumption-busting and theatre techniques to deepen learning.

## **Program Educational Objectives (PEOs)**

**PEO 1:** To equip students with subject knowledge and expertise of managerial functions.

**PEO 2:** To develop critical and a holistic approach among students for designing and implementing solutions to problems of business, government and society.

**PEO 3:** To nurture the spirit of innovation, creativity and entrepreneurship among students.

**PEO 4:** To develop effective communication, interpersonal, motivational, decision making and leadership skills among students.

**PEO 5:** To inculcate value-based leadership, ethical qualities and a sense of social purpose among students.

## **Program Outcomes (POs)**

### **The Management Graduates will be**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Aware and sensitive to societal concerns and work towards development of sustainable solutions to problems at large.

## **Program Specific Outcomes (PSOs)**

### **The Management Graduates shall have :**

1. Ability to demonstrate entrepreneurial approach and skillset.
2. Proficiency with technology and analytical techniques for decision-making.

## **MBA Syllabus Revision**

The department carries out major revision of its course every 3-4 years, apart from the minor changes carried out as per requirement and industry needs time to time. The last major revision was carried out in 2017. This time, the syllabus revision was carried out considering three major objectives:

1. To make the contents more relevant to contemporary industry needs and practices with special emphasis on incorporating courses on new skill-set which may be high in demand in during next couple of years.
2. To provide more flexibility and freedom to students to choose and make a basket of their preferred courses from among the list.
3. To develop a culture of experiential learning.

## **Types of Specialization**

The new syllabus is designed to provide more flexibility and freedom to the students to choose a combination of specialization and electives from the basket.

A student now can opt for:

### **Major/Minor Specialization**

Or

### **Dual Specialization**

**Note:** In addition to major/minor/dual specialization, students may also make their own basket of courses across functional areas. In such cases, MBA degree without any specialization shall be awarded.

### **No. of papers to be opted under the above combinations:**

- **Major** (3 each in III & IV Sem)
- **Minor** (1 each in III & IV Sem)
- **Dual** ( 2 each in III & IV semester)

*However, as per the policy, a particular elective paper shall be offered only as per University norms. The department may also restrict some of the combinations of specialization/electives keeping in view the industry trend, job opportunities and students' preferences.*



**DELHI TECHNOLOGICAL UNIVERSITY**

**Master of Business Administration**

**Semester Wise Scheme of the Programme**

## FIRST SEMESTER

S. NO	Course Code	Name of the Course	Type/Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ST	CWS	PRS/STE/CMS	MTE	ETE/EME	PRE/STE
1	MBA-101	Management Process and Organizational Behavior	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
2	MBA-103	Managerial Economics	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
3	MBA-105	Financial & Cost Accounting	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
4	MBA-107	Marketing Management	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
5	MBA-109	Legal Aspects of Business	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
6	MBA-111	Decision Sciences	Core Course	4	3	0	2	Yes	No	25	-	25	50	-
7	MBA-113	Business Communications and Interview Skills*	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
8	MBA-115	Data Management Lab (skill based)	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
Total				26	18	5	6							

\*can be conducted in workshop/Seminar Mode

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

## SECOND SEMESTER

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ ST	CW S	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
1	MBA -102	Human Resource Management	Core Course	4	3	1	0	Yes	No	25	-	25	50	__-__
2	MBA -104	Business Research Methods	Core Course	4	3	0	2	Yes	Yes	25	-	25	50	-
3	MBA -106	Financial Management and Policy	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
4	MBA -108	Operations and Supply Chain Management	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
5	MBA -110	Business Environment	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
6	MBA -112	Management Accounting	Core Course	2	2	0	0	Yes	No	25	-	25	50	-
7	MBA -114	Information Technology Management	Core Course	3	2	1	0	Yes	No	25	-	25	50	-
8	MBA -116	Managing Start-Ups (skill based)	Skill Based	2	1	0	2	Yes	Yes	25	25	-	-	50
9	MBA -118	Data visualization Lab	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
Total				28	20	5	6							

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

## THIRD SEMESTER

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P/ ST	TH	PR/ ST	CW S	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
1	MBA -201	Strategic Management	Core Course	4	4	0	0	Yes	No	25	-	25	50	-
2	MBA -203	Corporate Governance and Social Responsibility	Core Course	2	2	0	0	Yes	No	25	-	25	50	-
3	MBA -205	Applied Business Analytics and Intelligence	Core Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-I	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-II	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-III	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-IV	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
8	MBA -207	Critical Thinking and Problem Solving	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
9	MBA -209	Summer Internship Program	Skill Based	4	0	0	0	No	Yes	-	-	-	-	100
Total				31	21	5	2							

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

## **FOURTH SEMESTER**

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ ST	CW S	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
		Elective-I	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-II	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-III	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
		Elective-IV	Elective Course	4	3	1	0	Yes	No	25	-	25	50	-
5	MBA -202	Major Research Project*	Skill Based	4	0	0	4	No	Yes	-	50	-	-	50
6	MBA -204	Finishing School for Work Life Balance and Professional Etiquettes	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
Total				21	12	4	6							

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

\*The course will start in the third semester and continue in the fourth semester with evaluation at the end of the fourth semester.

# List of Electives

## Finance

### Semester: III

- MBAFM 211 -Investment Management
- MBAFM 213 -Investment Banking and Financial Services
- MBAFM 215- Financial Markets and Institutions
- MBAFM 217- Wealth Management and Financial Planning
- MBAFM 219- International Financial Management
- MBAFM 221- Project Appraisal and Finance
- MBAFM 223- Financing the Entrepreneurial Business

### Semester: IV

- MBAFM 212- Behavioural Finance
- MBAFM 214- Data analytics in Finance
- MBAFM 216- Time series Analysis
- MBAFM 218- Corporate Mergers, Acquisitions and Restructuring
- MBAFM 220- Financial Derivatives and Risk Management
- MBAFM 222- Financial Modeling and Forecasting

## Human Resource Management

### Semester: III

- MBAHR 211- Industrial Relations & Labor Legislation
- MBAHR 213- Compensation Management
- MBAHR 215- Organizational Development
- MBAHR 217- Strategic Human Resource Management
- MBAHR 219- Changing Paradigms in Leadership
- MBAHR 221- Negotiation skills and conflict Management
- MBAHR 223- HRM in service sector

### Semester: IV

- MBAHR 212- Cross Cultural and International Human Resource Management
- MBAHR 214- Performance Management
- MBAHR 216- Training and Development
- MBAHR 218- Interpersonal Processes and Counseling Skills for Managers
- MBAHR 220- Team Building
- MBAHR 222- Talent Management
- MBAHR 224- HR Analytics

## Marketing

### Semester: III

- MBAMK 211- Marketing Digital Marketing Strategy
- MBAMK 213- Consumer Behaviour
- MBAMK 215- Product and Brand Management
- MBAMK 217- Entrepreneurial Marketing

- MBAMK 219- Marketing Research
- MBAMK 221- Marketing of Services

#### **Semester: IV**

- MBAMK 212- Marketing Analytics
- MBAMK 214- Digital Marketing Tools
- MBAMK 216- Integrated Marketing Communications
- MBAMK 218- Business to Business Marketing
- MBAMK 220- International Marketing
- MBAMK 222- Sales and Distribution Management
- MBAMK 224- Customer Relationship Management
- MBA MK 226- Retail Management

### **Operations and Supply Chain Management**

#### **Semester: III**

- MBASC 211- Operations Analytics
- MBASC 213- Total Quality Management
- MBASC 215- Logistics Management
- MBASC 217- Purchasing & Supplier Relationship Management
- MBASC 219- Sustainable Supply Chain Management
- MBASC 221- Supply chain planning and execution

#### **Semester: IV**

- MBASC 212- Supply Chain Modelling
- MBASC 214- Service Operations Management
- MBASC 216- Operations Research
- MBASC 218- Warehouse management
- MBASC 220- International Logistics Management
- MBASC 222- Supply chain strategy and Innovation

### **IT Management**

#### **Semester: III**

- MBAIT 211- Business Intelligence and analytics
- MBAIT 213- Business Process Reengineering and ERP Implementation
- MBAIT 215- Business Systems Analysis and Design
- MBAIT 217- Database Management System
- MBAIT 219- E-Business
- MBAIT 221- Management of Information Security

#### **Semester: IV**

- MBAIT 212- Data mining for business analytics
- MBAIT 214- Application of AI in Business
- MBAIT 216- Big Data analytics
- MBAIT 218- E-Governance for inclusive development
- MBAIT 220 - KM Tools and New Age Business Models
- MBAIT 222- Knowledge and Innovation Management

- MBAIT 224- Software project management

## **Analytics**

### **Semester: III**

- MBAAN 211 - Business Intelligence and analytics
- MBAAN 213 - Data analytics in Finance
- MBAAN 215 - Operations Analytics
- MBAAN 217 - Time Series Analysis

### **Semester: IV**

- MBAAN 212 - HR Analytics
- MBAAN 214 - Data mining for business analytics
- MBAAN 216 - Application of AI in Business
- MBAAN 218 - Big Data analytics
- MBAAN 220 - Marketing Analytics

## **International Business**

### **Semester: III**

- MBAIB 211 -International Trade Logistics
- MBAIB 213 -International Human Resource Management
- MBAIB 215 -Legal Dimensions of International Business

### **Semester: IV**

- MBAIB 212 -Transnational and Cross Cultural Marketing
- MBAIB 214 -India's Foreign Trade and Investment
- MBAIB 216 -Multinational Business Finance

## **Entrepreneurship**

### **Semester: III**

- MBAEN 211- Design Thinking and Product Development
- MBAEN 213- Entrepreneurial Marketing
- MBAEN 215- Wealth Management and Financial Planning
- MBAEN 217- Creativity and Innovation.
- MBAEN 219- Financing the Entrepreneurial Business

### **Semester: IV**

- MBAEN 212- Family Business Management
- MBAEN 214- Social Entrepreneurship
- MBAEN 216- Project Management
- MBAEN 218- Entrepreneurship and E-business