DAYANANDA SAGAR BUSINESS SCHOOL

POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)

(AICTE APPROVED, MINISTRY OF EDUCATION GOVERNMENT OF INDIA, NEW DELHI)

POLICY HANDBOOK

DOCUMENT

DAYANANDA SAGAR BUSINESS SCHOOL

Realising the Dream

Dayananda Sagar Business School

Building no 15, Shavige Malleshwara Hills, Kumaraswamy Layout,
Bangalore-560111, Karnataka, India
Email: getmein@dsbs.edu.in

INDEX

No	Content Heading	Page Number
1	Preamble	
2	Scope	
3	Definitions	
4	Introduction	
5	Leadership and Governance	
6	Financial Management system	
7	Administrative management system	
8	Student Resource Management System	
9	Human Resource Management System	
10	Admin Management System	
11	Academics Management System	
12	Research and Scholarly activity management system	
13	Industry Relation and Extension Management System	
14	International collaboration Management System	
15	Training, Placement and career support system	
16	Incubation and Entrepreneurship management System	
17	Infrastructure Management System	
18	Green campus Management System	
19	Safety and Security Management system	
20	Statutory Compliance Management system	
21	Privacy Disclosure	

Preamble:

This Process policy Document is the general policy guidelines prepared based on the document of Karnataka Civil Service Rules (KCSR), Government of Karnataka, AICTE and Statutory state and central Government regulatory agencies. The competent authorities of sponsoring body Mahatma Gandhi Vidya Peetha (MGVP), has approved this document in order to provide fair, transparent and smooth functioning of process associated with the stakeholders in Academic., Administrative, General and Scholarly activities verticals at Dayanand Sagar Business School, Bangalore (DSBS).

This document describes the process policy guidelines related to managing of process associated with Identifying, planning, Acquisition, implementation and maintaining various resources, Academic, Research, Scholarly and Extension activity and facilities of DSBS campus.

1. Scope:

a. The objective of this Process policy document is to layout the process policy guidelines for all employees to follow in Academic, Administration, Scholarly and extension activities at DSBS.

b. This Process Policy document shall be deemed to have come into force with effect from **1st May 2007,** revised on 1st May 2017 and 1st May 2026. This supersedes all the previous policy and regulations in vogue with the approval of the Managing Committee of MGVP.

c. Managing of process associated with Identifying, planning, Acquisition, implementation and maintaining various resources, Academic, Research, Scholarly and Extension activity and facilities of DSBS campus shall be governed by this Process policy document.

d. Except where it is otherwise expressed or implied these Process policy document with such amendments and or additions and or alterations as may be affected by the Management from time to time, shall be applied to all the process implemented by the Managementand or DSBS and also to the employees who have joined the Institution for service after 1st May 2007.

f. The Management may delegate any of its powers under these Process policy document to the Director and or any other Officer of the Institute. No persons other than those delegated with such powers and or the Competent Authority as prescribed under these rules shall exercise such powers.

g. The Management shall have the right from time to time, to amend or to add or delete anadalter any of the provisions of these Process policy document

h. If any questions arising as to the interpretation of the Process policy document, the Management shall decide the question and such decision shall be final and binding on all the employees of the Business School.

2. Definitions

Definitions in these Process policy document, unless there is anything repugnant to or inconsistent with the subject or context are: -

a) "Age" of an employee for the purpose of his service in the Business School shall be as admitted at the time of selection for appointment based on the evidence such as School leavingcertificate, School/University records, birth extract from the records of local bodies as may be accepted by the Management or the Appointing Authority. If the year of birth of an employee is known but not the monthand date, the 1st day of July of the year shall be treated as the date of birth.

b) "Appointing Authority" in relation to appointment to any post or categoryor categories of posts shall mean the Chairman / Vice Chairman -MGVP and or an authorized Officer as laid down by the Management in these Service Rules and Appendices there to from time to time.

c) "Basic Pay" shall mean the pay in the scale of pay of a post to which he/she is appointed and is exclusive of any allowances attached to the post.

d) "The Management" shall mean the Managing Committee of the MGVP.

e) "The Business School" shall mean the Dayanand Sagar Business School, Bangalore.

f) "The Chairman" shall mean Chairman, MGVP Bangalore.

g) "Competent Authority" in relation to any specific provisions in these Service Rules shall mean Chairman / Vice-Chairman-MGVP , and or Director-DSBS and or any other Officer of the Business School so designated by the Management and or referred to in these, Service Rules and Annexure IIto these orders appendixes thereto from time to time.

h) "The Director" shall mean the Head of the DSBS, Bangalore and is decided by the Management.

i) "Officer" shall mean employee holding the post categorized as such by the Management

from time to time.

j) "Employee or a Member of the Staff" shall mean a person in the whole-time service of the Business School whether the employee is a probationer or a regular employee.

k) "Family" shall mean an employee spouse and children ordinarily residing with or wholly dependent on him / her.

l) "Holidays" shall mean the days notified as such by the Business School for each calendar year.

m) "Faculty" shall mean employees assigned the teaching task and will normally include all Professors, Asst professors and Lecturers appointed in the Business School.

n) "Non-teaching Staff" shall mean all employees both technical personnel and non-technical staff not assigned the task of teaching.

o) "Pay" shall mean the amount drawn by an employee with basic pay and allowances.

p) "Probationer" shall mean the initial period so specified in the terms of appointment of an employee during which the employees" fitness for absorption in the regular appointment in the Business School is assessed. It shallalso mean such extended period of probation as may be decided by the competed authority in each case.

q) "Regular Employee" shall mean an employee who has completed the period of initial and or extended period of probation to the satisfaction.

r) "Service" includes the period during which an employee is on duty and as well as on leave duly authorized by a Competent Authority.

s) Period of absence beyond the entitled leave when authorized by theCompetent Authority as "leave without pay" shall not be treated as "Service".

t) "Special Pay" shall mean addition in the nature of pay, to the basic pay granted to an employee or a category of employees by the Management from time to time.

u) "Year" shall mean a period of twelve months and "Calendar Year" shall mean the period from 1st July to 30th June. "Financial year" shall mean the period from 1st April to 31st March.

3. Introduction

a. About Mahatma Gandhi Vidya Peetha (MGVP)

Mahatma Gandhi Vidya Peetha (MGVP) Trust is the parent governing body of Dayananda Sagar Business School (DSBS) and the flagship educational trust behind the Dayananda Sagar Institutions (DSI). Established in the early 1960s by the visionary educationist Late Shri R. Dayananda Sagar, the Trust was founded with the mission of providing "Education for All Sections of Society." Over the decades, MGVP has grown into one of India's leading educational trusts, managing a wide spectrum of institutions spanning engineering, management, medical sciences, dentistry, pharmacy, nursing, arts, science, commerce, and allied health sciences, along with Sagar Hospitals. Guided by the principles of academic excellence, innovation, ethics, and societal responsibility, the Trust continues to provide strategic leadership and governance to DSBS, ensuring quality education, industry relevance, and continuous institutional growth in alignment with national and international standards.

b. About Dayanand Sagar Business School, Bangalore (DSBS):

Dayananda Sagar Business School (DSBS) is a premier management institution established in 2007 under the aegis of the Mahatma Gandhi Vidya Peetha (MGVP) Trust, the governing body of the Dayananda Sagar Institutions. Located in Bengaluru, DSBS offers an AICTE-approved, autonomous Post Graduate Diploma in Management (PGDM) programme designed to develop competent, ethical, and industry-ready management professionals. The institution adopts an outcome-based and experiential learning approach by integrating academic rigor with live projects, internships, industry interactions, research, global exposure, and skill-based certifications. Supported by distinguished faculty, modern infrastructure, strong corporate partnerships, and an emphasis on innovation, entrepreneurship, and sustainability, DSBS is committed to nurturing responsible leaders capable of addressing contemporary business challenges while contributing meaningfully to society.

4. Leadership, Governance and Philosophy:

4.1. Leadership:

Leadership at Dayananda Sagar Business School (DSBS) is committed to fostering academic excellence, innovation, integrity, and continuous improvement. Guided by the vision of the Mahatma Gandhi Vidya Peetha (MGVP) Trust, the institution's leadership provides strategic direction, promotes participative governance, and ensures that all academic and administrative processes align with the highest standards of quality and regulatory requirements. By encouraging collaboration,

industry engagement, research, faculty development, and student-centric learning, the leadership creates an environment that nurtures professional competence, ethical values, and lifelong learning. The leadership remains dedicated to achieving institutional excellence while preparing socially responsible and globally competent management professionals.

4.2. Governance:

The **Board of Governors (BoG)** of **Dayananda Sagar Business School (DSBS)** is constituted in accordance with the guidelines prescribed by the All India Council for Technical Education (AICTE) for standalone autonomous management institutions. The Board serves as the apex statutory body responsible for providing strategic direction, policy guidance, and governance oversight to the institution.

1. The Board of Governors shall have fifteen (15) members (not exceeding twenty-one members), including the Chairperson and the Member Secretary.
2. The Mahatma Gandhi Vidya Peetha (MGVP) Trust shall nominate six members, including the Chairperson and the Member Secretary.
3. Two to five Members (Industrialists/Technologists/Educationists) nominated by the MGVP Trust.
4. One Nominee of the All India Council for Technical Education (AICTE) (Ex-officio).
5. One Nominee of the Government of Karnataka (Ex-officio).
6. One Industrialist/Technologist/Educationist from the region nominated by the Government of Karnataka.
7. Two Faculty Representatives nominated from among the regular faculty members, comprising one Professor and one Associate/Assistant Professor.
8. The Director of DSBS shall serve as the Member Secretary of the Board.

The Board of Governors comprises distinguished representatives of the MGVP Trust, eminent academicians, senior industry leaders, regulatory nominees, and faculty representatives, thereby ensuring a balanced representation of academia, industry, governance, and institutional leadership. The Board provides strategic guidance on institutional planning, academic excellence, financial oversight, research and innovation, industry engagement, infrastructure development, and quality assurance. Through its periodic meetings, the Board reviews the academic, administrative, and financial performance of the institution, approves key policies

and strategic initiatives, and ensures that DSBS functions in accordance with its Vision, Mission, AICTE regulations, and the standards of autonomous management education. The participative governance framework adopted by the Board fosters transparency, accountability, continuous quality improvement, and sustainable institutional growth.

4.3. Articulation of philosophy- Vision and Mission Policy:

DSBS follows Out Come Based Education (OCBE) Philosophy. All the Processes are designed with student centric focus. DSBS adopts the standard policy prescribed by the National Board of Accreditation (NBA), GOI, New Delhi for articulating the Vision and Mission of the college by involving all concerned stakeholders of the ecosystem. The articulated vision and mission statements are approved by the Governing Council of the college

Vision:

- To be a globally recognized 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.

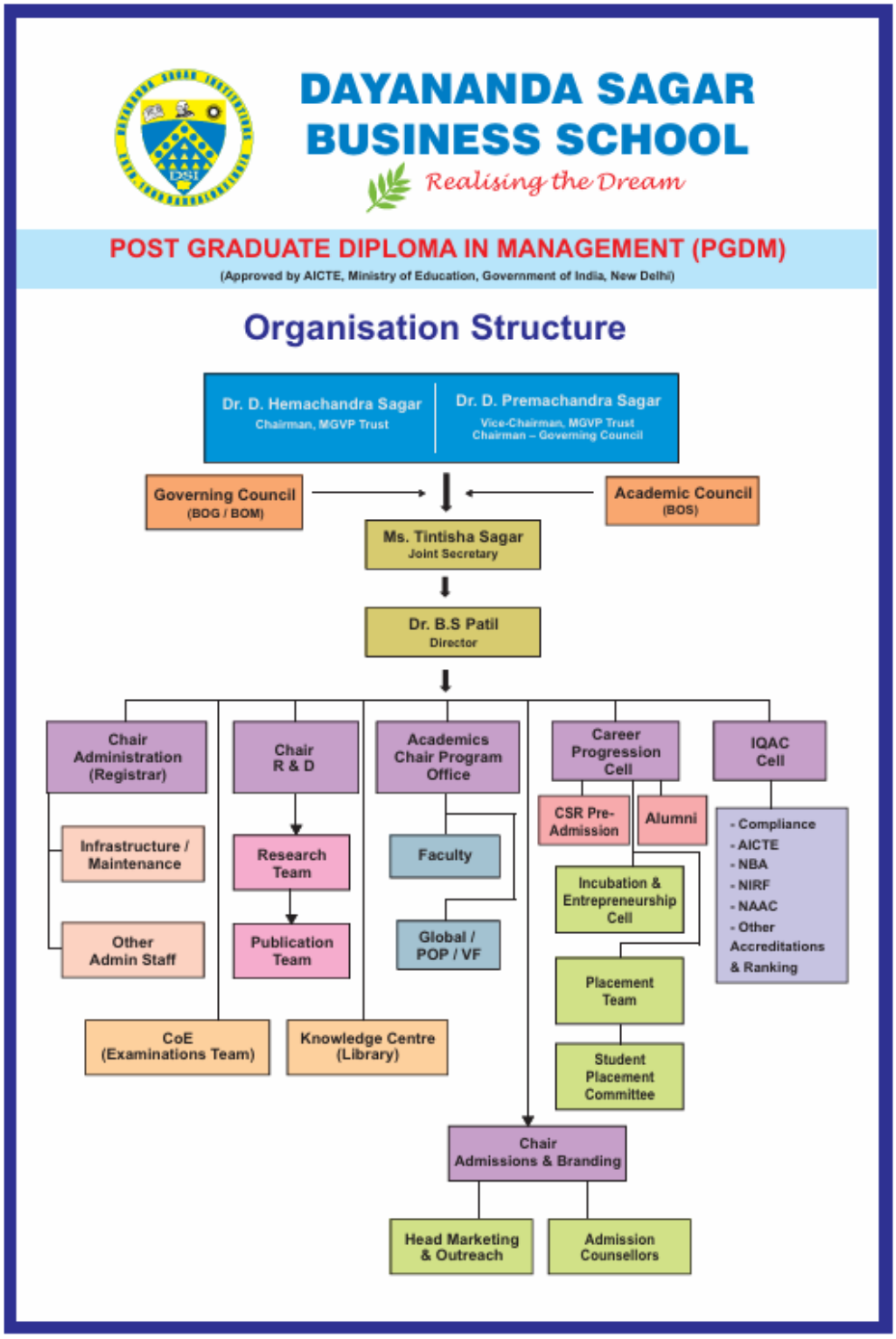
Quality Policy

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.

4.4. Organisation Structure

DSBS has got well defined Organisation structure and provides a transparent, guided decentralised governance policy for effective, efficient and economical functioning at all levels. Governance policies empower officers of the DSBS with commensurate Authority for carrying out their Responsibility in Academic, Administrative and Financial matters.


DAYANANDA SAGAR BUSINESS SCHOOL
Realising the Dream
POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)
(Approved by AICTE, Ministry of Education, Government of India, New Delhi)
Organisation Structure
Dr. D. Hemachandra Sagar
Chairman, MGVP Trust
Dr. D. Premachandra Sagar
Vice-Chairman, MGVP Trust
Chairman – Governing Council
Governing Council
(BOG / BOM)
Academic Council
(BOS)
Ms. Tintisha Sagar
Joint Secretary
Dr. B.S Patil
Director
Chair Administration (Registrar)
Chair R & D
Academics Chair Program Office
Career Progression Cell
IQAC Cell
Infrastructure / Maintenance
Other Admin Staff
Research Team
Publication Team
Faculty
Global / POP / VF
CSR Pre-Admission
Alumni
Incubation & Entrepreneurship Cell
Placement Team
Student Placement Committee
- Compliance
- AICTE
- NBA
- NIRF
- NAAC
- Other Accreditations & Ranking
CoE (Examinations Team)
Knowledge Centre (Library)
Chair Admissions & Branding
Head Marketing & Outreach
Admission Counsellors

5. Finance Management System:

DSBS believes in fair transparent Financial Management system. To ensure this a clear policy is defined related to finance resource mobilization, identifying recurring and non-recurring expense, Allocation and controlling system as per the guidelines of statutory regulatory agencies and MGVP.

5.1. Objectives:

The main objectives are;

a) To provide clear policy guidelines for finance resource mobilization form various resources

b) To provide clear policy guidelines for finance resource Allocation to various functional heads of operation of the college

c) To provide clear policy guidelines for fair and transparent finance accounting control system as per statutory requirements

5.2. Finance Resource Mobilisation:

The DSBS moibilises funds from mainly from student Admission Fee and internal funds generated through rent out of facility in campus. Funds may be mobilised from Governmental agencies, non-governmental agencies and from MGVP in special occasions.

5.2.1 Student Admission Fee:

The Admission fee is collected from the students admitted to various offered programs of the college. The Admission fee is regulated by the Fee fixation committee of the state regulatory agencies and MGVP. The policy is defined in the following steps;

a) At department level, Director as chairman and or his nominee HOD collects the various activities to be conducted for the academic year by involving the faculty of department.
b) Budget for the Annual activities is prepared. The fees per student for various activity heads are identified.
c) A consolidated other activities fee per student basis is prepared and forwarded to the Director for fee fixation.
d) At college level, the Admission fee proposal is prepared by considering;
   i. Tuition fee prescribed by the management.
   ii. Other activity heads fee.

e) The Admission fee proposal prepared for the program is sent to approvals of competent authority of MGVP.

f) After getting the approvals the admission fee is published in the offline and online portals for stakeholder's perusal.

5.2.2 Funds received from Government and Non-Government Agencies:

DSBS is a self-financing institute and does not receive any government grants for its operation on Annual basis. However, funds are sanctioned for approved research and scholarly activities by the Government agencies like, AICTE, UGC, DST, and GOK under various schemes directly and through its subsidiary bodies and non-Governmental agencies. Apart from this Students admitted in this college is supported with scholarship in various schemes by Direct Beneficiary Transfer (DBT) where college has no role to play except forwarding the candidature for sanction of scholarships. However, any funds sanctioned against any research scholarly activities from the government agencies are managed with a well-defined policy and is as follows;

a) Committee is constituted as per the statutory and or governing council mandatory requirement. This committee is constituted with the Director as the chairman and his nominated members identified from the administrator representatives like Dean/s as the secretary, Head of department/s, senior faculty members of the college, members from regulatory bodies as mandatory and or as special invitees. The Committee will meet once in a year as a mandatory requirement and more frequently as and when the requirement arises as decided by the chairman of the committee.

b) Chairman and or his nominated representative secretary will identify approach and appraise sources for mobilization of funds for DSBS.

c) The sources may include submitting the research proposals to various funding agencies, undertaking the Research Projects, consultancy services and moderating obsolescence in equipment's and conduction and or participation of sanctioned faculty and student scholarly activities like FDP, MDP, Conference and seminars etc.,

5.2.3. Funds / Grants received from non-government bodies' individuals, philanthropers:

a) committee is constituted as per the statutory and or governing council mandatory requirement. This committee is constituted with the Director as the chairman and his nominated members

identified from the administrator representatives like Dean/s as the secretary, Head of department/s, senior faculty members of the college, Members from regulatory bodies as mandatory and or as special invitees. The Committee will meet once in a year as a mandatory requirement and more frequently as and when the requirement arises as decided by the chairman of the committee.

b) Chairman and his nominated representative secretary will identify approach and appraise funding sources along with introduction letter, branding related documents and comprehensive presentation of the credentials of the college.

c) The sources may include NGOs, Individuals, and philanthropists, corporate and others.

5.3. Finance resource allocation System:

DSBS follows bottom-up approach for generating the Finance resource demand from various functional heads. It adopts top-down approach to allocate the finance resource on apportionment principles to various functional heads based on the demands raised by them.

To achieve this, a well-defined rational, transparent finance resource allocation system is defined as follows;

5.3.1. Regular college sponsored activities:

a) Annual finance Budget committee is formed with The Director as chairman of the committee with his nominee from Deans and or department heads, Administrative officer and Accounts Officer

b) The Director and or his Nominee will initiate department budget Input process involving all the faculty of the department.

c) Department head shall conduct all faculty meeting in the department and collects inputs from various recurring and nonrecurring expenses heads other than already specified in college per student base related fee as part of Admission fee.

d) Department level budget demand is forwarded to the Director.

e) The nominee of the Director will collect all the department budget requirements and consolidate them to prepare college level budget projection.

f) Annual college budget requirements will be prepared by considering the all the funds mobilised annually and the consolidated functional department budget demand forwarded to the college level committee.

g) The college level budget projection will be forwarded for the approvals of competent authority of MGVP.

h) Once the approval is obtained, as per the approvals, the funds for various functional department heads are appropriately allocated.

5.3.2. Funds received against sanctioned Projects from Government and Non-government agencies:

a. Chairman and or his nominated representative secretary shall prepare an agenda to disperse funds for effective utilization.

a) The committee will decide the funds allocation to meet the various objectives of the funding agencies and or MGVP.

b) Proceedings of the meeting will be recorded during the meeting.

c) After discussion and with the approval of the competent authority of DSBS the minutes of the meeting will be finalized and approved by competent authority of MGVP.

d) As per the approval obtained the funds are to be dispersed to the concerned specific activity with proper audited accounting system.

5.3.3. Funds / Grants received from non-government bodies' individuals, philanthropers:

a. Chairman and or his nominated representative secretary shall prepare an agenda to disperse funds for effective utilization.

b. The committee will decide the funds allocation to meet the various objectives of the funding agencies and or MGVP.

c. Proceedings of the meeting will be recorded during the meeting.

d. After discussion and with the approval of the competent authority of DSBS the minutes of the meeting will be finalized and approved by competent authority of MGVP.

e. As per the approval obtained the funds are to be dispersed to the concerned specific activity with proper audited accounting system

5.4. Accounting Management system:

It has three parts, Accounts of Receivables, Accounts of Payables and Auditing

5.4.1. Accounts of Receivables:

It has following sections under of the Receipts;

A. Tuition fee account:

The tuition fee accounting system shall follow the process as described in following stages;

a) Program wise fee collection document approved by the competent authority of MGVP is forwarded to the Accounts officer.

b) The Accounts officer and or his representative shall create and maintain the tuition fee account of every student who joins DSBS.

c) The Fee is collected in cash and or through payment gateways of DHI App and or cheque and or DD and or direct money transfer to the specified college account.

d) As per the statutory and or MGVP instructions the fee receipt is generated for every payment received.

e) Tuition fee account is maintained in hard copies with all relevant supporting document as per statutory and MGVP requirements.

B. Funds received against sanctioned projects:

The Funds received against sanctioned projects accounting system shall follow the process as described in following stages;

a) Sanctioned project wise funds received document approved by the competent authority is forwarded to the Accounts officer.

b) Funds received by Cheque and or DD and or online transfer are deposited in specific College account as per the statutory and or MGVP requirements

c) Project wise separate Accounts are maintained in hard copies with all relevant supporting document as per statutory and MGVP requirements.

C. Funds / Grants received from non-government bodies' individuals, philanthropers

The Funds / Grants received from non-government bodies' individuals, philanthropers accounting system shall follow the process as described in following stages;

a) Funds Grants received document approved by the competent authority is forwarded to the Accounts officer.

b) Funds/ Grants received by Cheque and or DD and or online transfer are deposited in specific College account as per the statutory and or MGVP requirements

c) Separate Head wise Accounts are maintained in hard copies with all relevant supporting document as per statutory and MGVP requirements.

D. Funds collected from other sources:

The Funds received from other sources accounting system shall follow the process as described in following stages;

a) Funds to be collected from other sources document approved by the competent authority are forwarded to the Accounts officer.
b) Funds collected by Cheque and or DD and or online transfer are deposited in specific College account as per the statutory and or MGVP requirements
c) Separate Head wise Accounts are maintained in hard copies with all relevant supporting document as per statutory and MGVP requirements.

5.4.2. Accounts Payable:

Accounts payable is classified into Recurring, and non-Recurring Payment heads. A well-defined fair, transparent accounting system policy is defined. The policy has Proposal, Approval and Disbursement stages.

The Accounts officer shall receive Annual approved Budget for Recurring and Non-recurring Expenses from the competent authorities of MGVP and involve in the process meetings.

5.4.2. 1 Recurring Payment:

Recurring expenses include Monthly salary of staff of DSBS, Campus Maintenance, Security and safety contracts, Renewal of hardware, software and IT solution contracts and Utility Bills, Annual Statutory Fee payments to Statutory regulatory agencies and Affiliating University.

A. Proposal stage:

The proposal stage has following steps;

i. The competent officer of DSBS will prepare a proposal request for fund release related to the type of recurring expenses against sanctioned head as per Approved Annual budget of DSBS
ii. The proposal with the copy of Approved Budget extracts and relevant other necessary document is submitted to the Director.

B. Approval stage

i. The Director will verify the proposal and supporting document.
ii. Director or his nominee shall call for a meeting for Negotiating the quoted price from vendors with the constituted committee of DSBS wherever it is necessary
iii. The Director will approve and or seek approval from the competent authority of MGVP depending upon the value and criticality of the proposal by following statutory and MGVP requirement.

C. Disbursement stage

i. The approved proposal is submitted to the accounts department with all required documents for payment release.
ii. After scrutiny of the document as per the statutory and MGVP regulations, payments will be released by cheque and or online Bank transfer to the beneficiary account after deducting statutory taxes wherever applicable.
iii. Taxes deducted shall be paid into corresponding Government accounts as per statutory guidelines without fail.
iv. The documents of payments are maintained for Internal and External Audit Process as per statutory and MGVP guidelines.

5.4.2.2. Non-Recurring Payments:

Non-Recurring Expenses includes Creation of new Building/ facility/Purchase of Machinery, Equipment, repairs of Equipment and facility.

A. **Proposal stage:**

i. The proposal stage has following steps;
ii. The competent officer of DSBS will prepare a proposal request for fund release related to the type of non-recurring expenses against sanctioned head as per Approved Annual budget of DSBS
iii. The proposal with the copy of Approved Budget extracts and relevant other necessary document is submitted to the Director.

B. **Approval stage**

i. The Director will verify the proposal and supporting document.
ii. Director or his nominee shall call for a meeting for Negotiating the quoted price from vendors with the constituted committee of DSBS wherever it is necessary

iii. The Director will approve and or seek approval from the competent authority of MGVP depending upon the value and criticality of the proposal by following statutory and MGVP requirement.

C. **Disbursement stage**

i. The approved proposal is submitted to the accounts department with all required documents for payment release.
ii. After scrutiny of the document as per the statutory and MGVP regulations, payments will be released by cheque and or online Bank transfer to the beneficiary account after deducting statutory taxes wherever applicable.
iii. Taxes deducted shall be paid into corresponding Government accounts as per statutory guidelines without fail.
iv. The documents of payments are maintained for Internal and External Audit Process as per statutory and MGVP guidelines.

5.4.3. Account Audit System:

DSBS believe in fair, rational and transparent funds utilization system by its staff. In order to ensure this control mechanism of funds utilization and also to comply with the statutory requirements Account Audit System is devised. All the funds Received and Disbursed is subjected to Auditing process. Account auditing process has Internal Audit and External Audit system.

A. Internal Auditing System:

Internal Audit process is initiated twice a year and or as and when the competent authority of MGVP feels it is required either for whole period or for a specific period of accounting system.

i. Internal audit committee members will be nominated by the competent authority of MGVP.
ii. The Schedule of Audit process will be prepared by the competent authority of MGVP and sent to the Director of DSBS.
iii. The Internal audit may be conducted either in MGVP and or in the DSBS campus.
iv. The Director and or his Nominee from Administrative and Accounts department will submit the entire concerned accounts document for that period specified for audit to the

Internal auditing committee.

v. Internal audit committee members will scrutiny the documents and will have to seek clarification either immediately or at convenient time with in or after audit period.
vi. At the end of the audit process, internal audit comments report will be submitted to the competent authority of MGVP.
vii. Non-Conformance comments of the audit report will be sent to the Director DSBS for his explanations.
viii. The Director and or his Nominee from Accounts and Administrative department will submit the necessary explanations to the comments of the internal audit report.
ix. The competent authority of MGVP will initiate suitable decision regarding the comments.

B. External Auditing System:

External Audit process is initiated once in an accounting year. A Competent, Qualified and Government Recognised Chartered Accountant is identified by the competent authority of MGVP to conduct External Audit and issue certificate as per statutory regulations.

i. The Schedule of Audit process will be prepared by the competent authority of MGVP and sent to the Director of DSBS.
ii. The External audit may be conducted in MGVP and or in the DSBS campus and or in any place of the Convenience of external auditor.
iii. The Director and or his Nominee from Administrative and Accounts department will submit the entire concerned accounts document for that period specified for audit to the External Audit Agency.
iv. External audit Agency will scrutiny the documents and will have to seek clarification either immediately or at convenient time with in or after audit period.
v. At the end of the audit process, External audit comments report will be submitted to the competent authority of MGVP.
vi. Non-Conformance comments of the audit report will be sent to the Director DSBS for his explanations.
vii. The Director and or his Nominee from Accounts and Administrative department will submit the necessary explanations to the comments of the internal audit report.
viii. The competent authority of MGVP will initiate suitable decision regarding the comments.

ix. Audited and Approved accounting document is published for stakeholder's perusal.

6. Administrative Management System:

The rich experience of running institutions of MGVP has defined a transparent, clear Effective and efficient Administrative system for the benefit of all stakeholders of DSBS. It spreads its governance mechanism in the verticals of Students, Staff, statutory regulating agency, Parents and society.

7.1. Student Resource Management System:

This deals with all the process associated with the student starting from admission till award of degree by the institution. It is divided into Pre admission, During Admission and post admission administrative process policies.

7.1.1. Pre-Admission System & Institutional Branding

This policy outlines the processes governing outreach, marketing, brand building, and enquiry management conducted by the Admissions & Branding cell to attract high-calibre management aspirants.

- **Branding and Marketing Strategy Stage:**
  - The Chair of Admissions & Branding designs an annual integrated marketing and branding plan targeting prospective PGDM candidates.
  - Marketing collateral (including digital brochures, prospectus, website updates, social media campaigns, and testimonial videos) is developed to articulate DSBS's philosophy, infrastructure, rankings, and placement credentials.
  - The annual institutional branding and campaign budget is compiled by the Chair of Admissions and submitted to the Director for approval and subsequent resource allocation by MGVP.
- **Outreach and Engagement Stage (Classroom Sessions & UG Promotions):**
  - The Chair of Admissions schedules corporate outreach, coordinates participation in educational fairs, and conducts webinars/seminars across target regions.
  - **In-House & Outside UG College Promotions:** The cell systematically organizes interactive classroom sessions both within the campus (in-house) and at external undergraduate colleges to establish direct touchpoints with potential applicants.

- **Academic Lecturing:** Dedicated faculty and admission teams deliver guest lectures, domain-specific masterclasses, and career guidance seminars at undergraduate colleges to showcase DSBS's thought leadership and Outcome-Based Education (OCBE) philosophy.
- **Events Sponsoring:** To enhance institutional brand equity and visibility, the Admissions & Branding cell identifies and sponsors cultural, academic, and management events at target undergraduate institutions, presenting credentials along with branded promotional kits.
- Admission Counsellors engage with prospective candidates through digital platforms, information centres, and inbound helplines to clarify program details, eligibility criteria, and selection processes.

- **Enquiry and Lead Management Stage:**
  - All student enquiries generated through classroom promotions, event sponsorships, online portfolios, walk-ins, or educational portals are securely registered within the institutional management system (CRM).
  - Data privacy protocols are strictly enforced, ensuring no external unauthorized disclosure of applicant information occurs during the outreach phase.
- **Admission Committee**
  - The Admission Committee comprises the Director, senior faculty members, an industry expert, and an alumnus/alumna to ensure a balanced and holistic selection process. The committee is responsible for conducting a fair, transparent, and merit-based admission process, evaluating candidates against the prescribed eligibility criteria, and selecting applicants who demonstrate strong academic potential, aptitude, and suitability for the PGDM programme.

7.1.2. During Admission Administrative Process Policy

This policy outlines the standard operating procedures for the systematic processing of applications, selection criteria, verification, and formal enrolment of selected candidates.

- **Application and Eligibility Verification Stage:**
  - Applicants must submit formal admission requests via the online portal or offline admission forms along with the prescribed application fee.

- As per AICTE admission regulations and guidelines, verify the candidate's initial eligibility by confirming a valid score in any of the approved national-level management entrance examinations (CAT/MAT/XAT/CMAT/ATMA/GMAT or other AICTE-permitted entrance tests), ensuring fulfillment of the minimum graduation eligibility criteria from a recognized university, and validating the authenticity of the qualifying degree certificates, marks cards/transcripts, and Class X & XII certificates submitted at the time of admission.

- **Selection Process Stage (GD & PI):**
  - Shortlisted candidates are invited to participate in the institutional selection process, comprising a Group Discussion (GD) and a Personal Interview (PI) before a panel appointed by the Director.
  - The selection criteria are objective, evaluating the candidate's communication skills, analytical aptitude, academic consistency, and managerial potential.
- **Offer of Admission and Fee Realization Stage:**
  - A merit list of successful candidates is drawn up and approved by the Admission Committee before official admission offers are dispatched.
  - Selected candidates are required to secure their seats by paying the initial registration/tuition fee within the stipulated timeframe via approved payment channels (DD, or online bank transfer).
  - The Accounts Officer registers the student fee transaction, updates the internal tuition ledger, and issues an official fee receipt.

7.1.3. Post-Admission Administrative Process Policy

This policy governs the administrative lifecycle of the student from the formal date of induction, through continuous academic progression, up to the award of the degree and transition into the alumni network.

- **Onboarding and Record Finalization Stage:**
  - The Chair of Administration (Registrar) and faculty oversees the collection and preservation of original academic credentials, migration certificates, and statutory declarations for official enrollment confirmation.
  - The permanent student profile, institutional email ID, and unique enrollment registration student numbers (USN) are generated within the administrative repository.

- **Continuous Progress and Statutory Compliance Stage:**
    - The Program Office tracks student attributes, including academic attendance, continuous internal evaluation (CIE) data, and adherence to the institutional code of conduct.
    - The Administration Cell facilitates necessary documentation for statutory state/central government bodies, student scholarship verifications, and educational loan clearances.
- **Clearance and Degree Award Stage:**
    - Upon the successful completion of all trimesters, corporate internships, research and credit requirements, students must obtain a formal "No Dues Certificate" from all relevant operational cells (Library, Accounts, Infrastructure).
    - The Controller of Examinations (CoE) compiles final grade criteria and forwards successful profiles to the Academic Council and Governing Board.
    - The institution issues provisional transcripts, final degree, and coordinates the formal graduation ceremony, transferring the student's records permanently from active cohorts into the DSBS Alumni Association registry.

8. Human Resource Management System

8.1. Code of Conduct for Staff

The Code of Conduct establishes the standards of professional behaviour and ethical practice expected of all employees and faculty members. It defines the boundaries within which a productive, inclusive, and mutually respectful academic environment can thrive.

The purpose of this Code of Conduct Policy is to:

• Maintain public confidence in the professionalism, fairness, and integrity of DSBS employees and faculty.

• Provide a shared framework that upholds DSBS reputation as an institution of academic and moral excellence.

• Guide all employees—academic, administrative, and technical—in their professional and personal conduct when representing the institution.

This policy applies to all full-time, part-time, visiting, adjunct, guest faculty, instructors, counsellors, artisans, and administrative staff of Dayananda Sagar Business School.

1. General Principles of Conduct

All employees are expected to:

• Adhere to this Code in both their professional and personal conduct when representing DSBS.

• Treat students, colleagues, and stakeholders with respect, courtesy, honesty, and fairness.

• Value diversity by respecting differences in culture, belief, gender, religion, and socio-economic background.

• Responsibility to share information and give willing assistance in furthering the goals and objectives of the Institution.

• Promote teamwork and work cooperatively with peers across departments and disciplines.

• Refrain from any form of bullying, intimidation, harassment, or discrimination.

• Uphold the dignity of the teaching profession, demonstrating enthusiasm for teaching, a commitment to lifelong learning, and concern for the well-being of students, staff, and the broader society.

• Maintain confidentiality, fairness, and transparency in all academic and administrative dealings.

• Comply with all applicable laws, university policies, and regulations, recognizing that compliance represents the minimum standard expected at DSBS.

• Staff members are expected to exercise care, responsibility, and integrity while using these resources. They must demonstrate a sense of ownership and adhere to the specific usage guidelines prescribed for each facility. Under no circumstances shall any staff member misuse, neglect, or intentionally cause damage to any university property or resource.

2. Professional and Ethical Responsibility

• All faculty and staff are expected to act in ways that protect and enhance the Institution's reputation.

• Every member of the community must act—and be perceived to act—in accordance with the highest standards of honesty, accountability, and professionalism.

• Faculty are encouraged to cultivate an environment that supports academic freedom, open dialogue, research integrity, and student-centered learning.

• Building a safe, inclusive, and equitable workplace for all.

• Encouraging continuous learning, innovation, and collaboration.

• Supporting faculty and staff in upholding professional ethics and institutional values.

• Ensuring that the Code of Conduct remains a living document, guiding everyday actions and decisions that reflect DSBS mission and vision.

3. Consequences of Non-Compliance

Any violation of this Code of Conduct, Institution's policies, or applicable laws will result in prompt and appropriate disciplinary action, which may include verbal or written warnings, suspension (with or without pay), reduction of privileges, or termination of employment in cases of serious or repeated misconduct.

The nature of disciplinary action will depend on the severity, frequency, and intent of the violation and will be carried out with consistency and fairness, in accordance with institute procedures and applicable laws.

4. Monitoring Committee for Code of Conduct

The Monitoring Committee for Code of Conduct is established to ensure the effective implementation, compliance, and periodic review of the Institution's Code of Conduct for faculty, staff, and students. The Committee shall uphold ethical practices, institutional integrity, and a culture of accountability within Dayananda Sagar Business School.

a) The Committee shall consist of five members, including the Chairperson, who shall be the Director for institute.

b) The members shall include the Personnel Officer/HR Coordinator, two senior faculty or Coordinators (one from teaching and one from non-teaching), and one Assistant Professor nominated by the Chairperson, who shall also serve as the Secretary of the Committee.

c) All nominated members shall hold office for a two-year term and shall not be re-nominated consecutively.

d) The Committee shall meet at least twice a year, or more frequently as deemed necessary.

The functions of the Committee shall include:

• Monitoring compliance with the Code of Conduct

• Interpreting and reviewing the Code and suggesting improvements for corrective measures.

• Periodically revising the Code of Conduct based on feedback, statutory changes, or institutional needs.

• Promoting awareness of the Code and its significance through training sessions, workshops, and seminars.

• Reviewing and resolving complaints related to Code violations, ensuring confidentiality and fairness throughout the process.

• Safeguarding the rights of individuals involved in inquiries and ensuring due process in all proceedings.

• Evaluating overall institutional compliance and recommending necessary policy or procedural changes.

9. Admin Management System

9.1. Preamble:

The purpose of this document is to provide guidelines for administrative team to handle support functions effectively as well as provide guidelines to end users to know the procedure to approach facilities team for facilities and services.

9.2. Security Management:

DSBS Campus is guarded 24 hours. The Security team has been outsourced. Currently, in total 4 security guards have been deputed for DSBS. Day time, 1 supervisor and 1 guard and night shift two guards will be guarding the campus.

9.2.1. Role and Responsibilities of Security guards:

- Safeguarding the campus
- Monitoring the movement of Men and material
- Maintenance of different registers.

9.3. Housekeeping work:

Housekeeping has been outsourced. Currently, there are 2 lady staff and 1 supervisor who work on from 8am to 5 pm. Two lady staff and one office boy will be on duty on all working days.

One office boy, is assigned to the Main Reception. All housekeeping staff have been provided with two sets of uniforms.

9.4. Electrical work:

Maintenance of AC, and other electrical work happens on call basis. As and when there is requirement, identified vendor will be called for attending to the same, on completion of the work, work report will be provided by the electrician. Electrician's time-in and time-out will be recorded by the security guard, Based on the number of hours spent and the kind of work done, work report will be processed for payment.

9.5. Log book:

The Facility Manager shall be responsible for maintaining a log book/register for all internal facility-related complaints. Upon receipt of a complaint from internal stakeholders (students, faculty, or staff), the Facility Manager must ensure that the complaint is duly recorded with all relevant details in the prescribed register or digitally through the app which is MyGate.

Dayananda Sagar Business School (DSBS) utilizes the MyGate application as the official platform for registering all internal facility-related complaints. All complaints received through the MyGate app shall be monitored and reviewed by the Facility Manager.

The Facility Manager shall assess the nature and category of each complaint and initiate appropriate corrective action. Complaints shall be addressed and resolved in a timely and systematic manner, based on priority and type, and closure details shall be updated in the log book for record and review purposes.

Log book:

SL. No.	Date of Complaint	Complaint Details	Complaint raised by	Type of complaint	Attended on	Status

9.6. Food arrangements for students and employees:

For students 2 canteens are available at the campus. One is NRI Canteen and another is Lotus canteen. The campus canteen has been outsourced to MGVP Trust. For Students staying in the college hostel, they will have their breakfast and dinner in the hostel for which the numbers will be intimated by campus manager to the hostel facility.

At the campus, on a daily basis, tea/coffee will be supplied by an empaneled vendor for which number of staff members will be intimated to the vendor as and when there is any change in the entry and exit of the employees. A day book is maintained to account the number of orders placed to the vendor.

Food arrangements for the events will also be handled by the MGVP Trust, canteen manager and facilities manager. Normally, event in-charge will give indent to canteen manager, and canteen manager in consultation with the event in-charge will decide the menu.

9.7. Housekeeping material:

Housekeeping material will be procured once in a month and depending on the special events, the same may be procured as and when required. Facilities manager handles this purchase. Housekeeping material registers and tracker to be maintained.

9.8. Stationery:

Staff/ faculty should give an indent in a prescribed form indicating their name, designation, stationery required, quantity etc., to the Program manager, program manager will issue the same and record it in the log book. As and when there is new requirement, the same will be procured through the college Conveno.

9.9. Travel Desk:

Facility department handles the Travel desk. Bus arrangements are the normal types of transportation being arranged. Depending on the requirement such as Industry visits for students, staff travel on orientation, admission tours, placement visits etc., requests will be processed. At times, for management, and invited guests, air tickets and cab bookings will be facilitated by outsource agencies. For air ticket booking request to be sent to Program manager/ Admission head by email at least 15 days in advance. After taking the approval from the approving authority, Program manager will get the quotes from the empaneled vendor, share it with the approving authority and with the approval go ahead with the booking. E-tickets will be shared with the concerned well in advance by email. Copy of the tickets along with the bill will be sent to accounts department for payment processing.

For cab booking, same procedure will be followed, indents taken, approvals obtained, booking done, driver and vehicle details shared with the concerned, and bills sent to accounts for payment.

9.10. Purchase Process:

9.10.1. Centralized purchase process:

9.10.2.1 Vendor Empanelment, Vendor Evaluation and maintaining the Master list of Vendors:

Purchase activity should be centralized for various benefits, such as; master list of vendors can be maintained, vendor evaluation can be done, various analysis can be done with the consolidated data and most importantly, there will be traceability, control and better monitoring mechanism on purchase activity.

9.10.2.2. Vendor Evaluation:

To qualify any vendor, few criteria to be considered, on time delivery, financial background of the vendor, Vendor's existing client-list, distance etc., Once in a year, it is ideal to relook at the master list of vendors and the quality of the service rendered by them in the previous year.

9.10.2.3. Master list of vendors:

- All those vendors who qualify DSBS's criteria should fill up form with the following details.
- Name of the Vendor, Work address, GST No. PAN No., Bank Name, Account No., etc.,
- Once in a year, all the vendors to be evaluated with DSBS's criteria and master list to be updated with additions and deletions.
- Admin department should maintain master list of purchase orders. The master list should have the following columns.

SL. No.	Purchase Order No.	Purchase order date	Name of the Vendor	Expected date of delivery

- No department should be allowed to raise purchase orders independently. Departments have to send their requirements to admin department well in advance. If they have any choice of vendor, they can share name of the vendor as well. Facilities department should take the vendor through the selection process, and generate the purchase order. Year-wise, purchase orders can be re-numbered. Purchase orders pertaining to capital goods and services should be approved by management. For the rest of the purchase orders, depending on the purchase order amount, approval matrix to be created. Please see the below given Example for approval matrix;

- One copy of the purchase order should be printed on letterhead and signatures taken, and another copy should be taken either on letter head or a photocopy indicating clearly on top as – 'Office copy' and to be filed for office records. Purchase order number and other details should be entered in the master list of purchase orders.

Sl.No.	</= Rs.xxxxx (Less than or equal to)	Joint Secretary / Chairman DSI will be the approving authority.
	From Rs.xxxxx to Rs.xxxxxxx	Joint Secretary / Chairman DSI will be the approving authority.
	>Rs.xxxxxxxx(Amount greater than xxx)	Chairman DSI
	Capital goods and services	Chairman DSI

9.10.2.4. Verification of goods:

After purchase order is released, delivery to be tracked by following it up with vendor. When goods get delivered it should be accompanied by the DC (Delivery Challan) as well as Invoice. Invoice should have the GST no. or declaration letter from the vendor if GST is not applicable.

Security guard should check the DC as well as the material. He may call the facility manager to check the goods and accordingly write on the DC that goods received in good condition and sign the DC. Inward material register, kept at DSBS should be updated with all the details, such as; date of receipt of goods, details of goods, received in good condition / damage condition etc., One copy should be returned to them with seal, and another copy should be handed over along with the Invoice to Facility Manager.

Facility Manager, should update the Goods inward register with all the details and send the Invoice and DC for processing of payment. After recording the details in the Goods inward register, if it is a capital good, the same need to be entered into the asset register by generating the asset no., in case of consumables, respective registers such as Issue Register should be updated before issuing the same to the concerned person who has raised indent. Issue register should have the following details.

SL. No., Name of Faculty/Staff, Designation, Department, Particulars, Issued on, Signature of the receiver,

9.10.2.5 Processing of Payment

Accounts department will process the payment after checking the Invoice, purchase order copy and the DC with the comments.

9.10.2.6. Physical verification of the Stock or Inspection

Inspection should be carried out by a non-department person once in every two months. During inspection, registers as well as the physical stock of all types of stock such as stationery, housekeeping material, computer consumables, capital goods etc., should be checked and report should be shared with the concerned department as well as management.

9.11. ASSET MANAGEMENT

9.11.1. Numbering:

Whenever Capital goods are purchased, after receiving the delivery, the details should be entered into the asset register, asset number to be generated and the same to be stuck on the asset in the form of a sticker.

After the capital goods details are entered in the register, tracker need to be updated mentioning the following details:

9.11.2. Asset Tracker:

Sl.No., Date of purchase, Goods details, cost of the Goods, Asset Number, issued to/placed in which location.

9.11.3. Calculating the Depreciation value of old capital goods at the decided frequency:

At the decided frequency, old capital goods depreciation value to be calculated and brought to the notice of the management and seek suggestion whether to sell it at the discounted price, donate it or to get the same repaired or any other suggestion.

10.0 ACADEMIC RULES AND REGULATIONS

10.1. Attendance

PGDM course 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 their 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 write the Trimester End Examination
2	Less than 75%	Not Eligible	Reappear

Students 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.

Students are 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, students must inform the Program Office by email at the earliest.

Leave applications on medical grounds must be accompanied by a valid medical certificate and should be submitted to the Director or Program Manager before attending classes, wherever possible (only for information and not for attendance)

Shortage of attendance for all courses will be intimated to the students. In case of any discrepancies, students should contact the concerned faculty or Program Manager for clarification.

10.2. 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 external experts 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	Other Components	Mid-Term	Other Components		
CCE	50	30	20	15	10	25	50
TEE	100	Scaled down to 50		25		25	

Note: The TEA for every course is Total of 50 marks in CCE & TEE together.

- 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]

10.3. COMPONENTS OF CONTINUOUS COMPREHENSIVE EVALUATION(CCE)

1. Mid-Term Examination (MTE)
2. Presentations 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 based on their course requirement

10.4. 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 + other components) is also mandatory to be eligible for TEE.
- Apart from Mid-Term, 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 Marks can be shown to students by the Faculty in the respective courses and other components of evaluation must be kept confidential.
- CCE results will be declared to the students at least one week prior to the start of the Trimester End Examinations.

10.5. Eligibility To Appear For The Trimester End Examination

- A Student must have fulfilled all requisites of CCE Components of the course in every Trimester.
- Students who do not appear for the Mid-Term Examination will not be eligible to appear for the Trimester End Examination (TEE).
- Minimum 75% attendance in all courses including certificate courses is mandatory to be eligible for TEE.
- Students must clear all dues, such as tuition fees, before the Trimester-End Examinations. Those who have not cleared their dues will not be allowed to appear for the exams.

10.6. Examination Rules and Regulations

- Examination dates and timings will be notified to students by email at least 10 days before the examination begins.

- Students must report at least 10 minutes before the start of the examination. Those arriving 30 minutes after the examination has started will not be allowed to appear for the examination.
- Eligible student must submit the examination application form in the prescribed format before the due date then only admit card 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) In Exam Hall Is Strictly Prohibited.
- Any kind of mal-practice during the examination will be dealt seriously as per the examination rules.
- Students caught copying, changing seats or rooms, or using unfair means will be expelled from the exam hall and will not be allowed to appear for further examinations until and unless permitted. The student will have to reappear for that examination in subsequent trimesters.

10.7. Eligibility to Pass a Course (CCE & TEE)

- Mid -Term is compulsory to attend. Minimum eligibility in Mid-Term is 15 Marks (50% of 30 Marks)
- The total passing marks in CCE is equal to Mid-Term + Other components = 25 Marks, including 15 Marks for Mid-Term.
- TEE is conducted for 100 marks and scaled down to 50 marks and the student must score a minimum of 25 marks out of 50 marks to be declared as 'PASS' and 'FAIL' if otherwise.
- Courses conducted in ‘Workshop’ mode may not have a Trimester-End Examination. However, if an examination is conducted, the same evaluation rules as other courses will apply.
- If there is no TEE for workshop mode courses, students must score at least 50% in the assessment components set by the concerned faculty.
- For Social & Grassroots Management, students must complete the experiential learning and score at least 50% in the assessment given 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).

10.8. FAILURE TO PASS THE END TERM EXAMINATION

- If a student scores less than 15 marks in the Mid-Term or less than 25 marks in CCE, they 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 score shall be carried forward, and the student will have to appear for the Re-Examination [RE] during subsequent year.
- For courses conducted through "Experiential Learning," students must score at least 50% of the total marks. Otherwise, they will have to repeat the course with the next batch.
- For Skill-Based Certificate Courses (SBCC), students must score at least 50% of the total marks. If they fail, they must reappear for the course the next year with the new batch.
- In case of workshop mode courses, students must score at least 50% in the assessments set by the faculty; otherwise, they will have to repeat the course with the next batch.

10.9. 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 on the severity of the situation.
-
- A Student with 'F' [RE-APPEAR] grade in previous trimesters is eligible to write the Re-Examination.
- A student who misses the TEE due to unforeseen circumstances, but has met all minimum eligibility requirements, will be allowed to appear the re-examination.

- A Student who is booked under malpractice case during the TEE of a trimester is considered as 'F' grade and he/she will have to appear for the re-examination or as per the decision taken by the Disciplinary Committee, in consultation with the director.
- Points under "Failure to Pass the End Term Examination" will also apply to students appearing for re-examinations.

10.10. RE-EXAMINATION FEES

- Any student who falls under the re-examination criteria must apply when the schedule is announced by the COE. They are required to pay a fee of ₹1000 per course to the accounts department and submit the receipt along with the application form to the COE office before the examination date.
- There is no re-examination for Skill Based Certificate Courses (SBCC). Failing to complete the certificate course in a particular trimester will have to be completed in the subsequent year.

10.11. Minimum Requirements for PGDM

As per the PGDM Program structure, each student is required to earn a total of 107 credits to complete their degree. Among these, specific credits must be earned independently by the students as detailed below. Without fulfilling these requirements, it will be considered as incomplete to award PGDM certificate.

10.12. Skill-Based Certificate: 2 Credits

During the V Trimester, each student must self-acquire a skill-based certificate course of at least two months' duration in their respective specialization. This certificate should meet industry standards and requirements and will earn the student two credits. The certificate credentials, along with a handwritten write-up, must be submitted to the Program Office as per their instructions.

10.13. Research Publications: 2 Credits

Each 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 students develop practical skills and contribute to academic research within their field of specialization.

10.14. MAXIMUM DURATION FOR PROGRAMME COMPLETION

The minimum duration of the PGDM program is two years, and the maximum allowed is four years, within which all requirements must be completed. If a student wishes to continue beyond this period, they must re-register as a fresh candidate for the current year and pay the applicable fees. Previously paid fees will not be adjusted.

11.0 RESEARCH AND SCHOLARLY ACTIVITY MANAGEMENT SYSTEM

OBJECTIVE - The primary objective of the proposed incentive policy is to motivate the faculty members of **Dayananda Sagar Business School (DSBS)** to undertake quality research and produce other research outputs.

11.1 SCOPE OF THE POLICY

This policy covers all faculty members of DSBS. The policy aims to:

- Motivate faculty members to undertake research-related activities in addition to teaching and publish research articles in reputed refereed national and international journals with impact factor.
- Encourage faculty members to write books, book chapters, monographs, etc., for publication by reputed national and international publishers.
- Promote collaborative research projects with faculty members from reputed national and international universities.
- Encourage faculty members to submit proposals and secure externally funded research projects from funding agencies in India and abroad.
- Foster creativity among faculty members to develop original products, processes, and innovations leading to patents or copyrights.

11.2 DETAILS OF THE POLICY

- The Academic Year (1st July to 30th June) shall be considered for research incentive claims.

- It is mandatory that all publications, books, book chapters, monographs, patents, copyrights, book reviews, externally funded projects, conference presentations, invited talks, session chairing, and other research outputs carry the affiliation Dayananda Sagar Business School (DSBS).
- Research publications include:
    - Original Research Articles
    - Review Articles
    - Guest Editorials
    - Case Studies
    - Case Reports
    - Case Series
    - Commentaries
    - Book Reviews
- Only research papers published in indexed journals shall be considered for incentives.
- In case of any dispute, the decision of the Hon'ble Director shall be final.
- Every year, a budget shall be allocated under the head "Training, Research and IPR Grants" for disbursement of incentives.

11.3 Research Publications

(Research Articles / Review Articles / Case Reports / Case Studies / Book Reviews / Editorials, etc.) For each research publication, the author(s) shall receive a one-time incentive based on the journal quality.

Journal Category	**Incentive**
Web of Science (WoS) / ABDC Indexed Journal	₹25,000
SCOPUS Indexed Journal	₹10,000

(Budget allocated annually under "Publication Incentives to Faculty")

11.4. Books / Book Chapters / Monographs

Both e-books and printed books are eligible for incentives. Pocket books, booklets, and books containing fewer than 20 pages are not eligible.

(a) Books

For each book authored or edited (single or joint authorship) and published by a recognized National/International Publisher/Apex Body/Society with an ISBN:

Author Position	Incentive
First Author	₹15,000
Second Author	₹10,000
Third Author	₹5,000

(b) Book Chapters / Monographs

For each chapter or monograph published in an ISBN book by a recognized National/International Publisher:

Incentive: ₹2,500 per author.

11.5. Patents

For every successfully granted Indian or International Patent:

Incentive: ₹50,000

- Maximum one incentive per year.
- Budget allocated under Training, Research and IPR Grants.

11.6. Copyright

Faculty members shall receive: ₹2,500 per copyright

This includes creative works such as:

- Unpublished manuscripts
- Books
- Business plans
- Other copyrightable intellectual property

Budget allocated under Training, Research and IPR Grants.

11.7. Incentives for Presenting Papers in Conferences / Seminars / Symposiums / Workshops / FDPs

Faculty presenting papers (oral/poster), invited talks, guest lectures, or chairing sessions in International, National, or State-level academic events are eligible for incentives.

They are also eligible for:

- Registration Fee reimbursement
- TA/DA as per institute rules
- Food
- Lodging
- Conveyance (actuals)

Eligibility

- Maximum **One International Conference** per financial year.
- Maximum **Five National/State Conferences/FDPs/Workshops** per financial year.
- Total maximum claims = **Six events (1 International + 5 National/State).**
- Prior approval from the Director is mandatory.

Incentives

Event	Incentive
International Conference	₹10,000
National / State Conference	₹5,000

Registration fee, food, lodging, and conveyance shall be reimbursed as per actuals.

11.8. Awards and Recognitions

National or International awards such as:

- Best Faculty
- Best Researcher
- Faculty of the Year
- Similar awards

must be conferred by recognized external agencies such as:

- AICTE
- UGC
- IIMs
- IITs
- IISc
- Institutes of National Importance
- Recognized Media Houses

Incentives

Award	Incentive
National	₹5,000
International	₹10,000

11.9. Best Faculty Award

One faculty member shall be selected every year based on:

1. Teaching
2. Evaluation
3. Research Publications
4. External Recognitions
5. Contribution to Outreach Programmes
6. Contribution to Placements
7. Contribution to Internships
8. Contribution to Admissions
9. Contribution to Overall Institutional Growth
10. Any Other Remarkable Contribution

Award

Best Faculty Award: ₹25,000 (One-time incentive)

11.20. INCENTIVE SNAPSHOT

Sl. No.	Incentive Type	Category	Amount
1	Research Publication	SCOPUS	₹10,000
		ABDC / Web of Science	₹25,000
2	Book	First Author	₹15,000
		Second Author	₹10,000
		Third Author	₹5,000
	Book Chapter / Monograph	Each Author	₹2,500
3	International Conference		₹10,000 + Registration Fee + Travel + Boarding & Lodging (as per policy)
	National Conference		₹5,000 + Registration Fee + Food + Lodging + Conveyance
4	Patent (Provisional		₹10,000

	Filing)		
	Patent (Granted)		₹50,000
5	Copyright		₹2,500
6	National Award		₹5,000
	International Award		₹10,000
7	Best Faculty Award		₹25,000

NOTE:-

Research publications and citations play a vital role in improving the institute's performance in NIRF Rankings, NBA Accreditation, and other National and International Accreditation Frameworks.

Accordingly, this incentive policy is intended to encourage high-quality research publications, citations, innovation, and intellectual property creation among the faculty members of Dayananda Sagar Business School.

In case of any dispute or ambiguity, the decision of the Hon'ble Director, DSBS, shall be final.

The policy is subject to revision from time to time.

12.0 Industry Relation and Extension Management System

12.1 Statement of Purpose

The institution is committed to bridging the gap between management theory and corporate practice. This system establishes standard mechanisms for corporate onboarding, curriculum co-creation, and community-centric extension activities to enhance graduate employability and societal impact.

12.2 Policy Framework

- **Industry-Infused Curriculum:** Every management program shall constitute an Industry Advisory Board (IAB). A minimum of 10% to 20% of the syllabus delivery in all courses, especially in advanced elective courses—must be co-delivered by senior industry practitioners. DSBS has a well-established Industry Advisory Board which is updated on regular basis.
- **Structured Corporate Internships & Projects**: The institution mandates a minimum 12-week corporate summer internship program (SIP). Progress is monitored via regular

joint reviews by assigned faculty mentors/ guides and corporate supervisors (external guide) using structured evaluation methods.

- **Executive Education and Consultancy**: Faculty members are expected to engage in Management Development Programs (MDPs) and corporate consultancy. The revenue-sharing model between the institution and the primary investigator shall follow a predefined ratio approved by the Board of Management to incentivize high-value industry problem-solving.
- **Community Extension and Outreach:** The institution shall regularly conduct community-connect programs and socio-economic field studies. These activities are designed to map student learning outcomes to social responsibility, measuring impact through qualitative and quantitative community feedback.

13.0 INTERNATIONAL COLLABORATION MANAGEMENT SYSTEM

13.1 Statement of Purpose

To institutionalize global academic standards and foster cross-cultural competencies among management students, this system governs international credit transfers, global faculty exchange, and collaborative research.

13.2 Policy Framework

- **Global Collaboration:** The institution shall actively pursue and maintain Memorandums of Understanding (MoUs) with accredited international business schools to facilitate student exchange programs, short-term global immersion initiatives, and joint international certifications.
- **Global Immersion and Certification:** The institution shall curate an annual Global Immersion Program of 7 to 10 days in a prominent global business hub (e.g., Singapore, Dubai, or European financial centres). The itinerary must balance academic delivery, industrial exposure, and ecosystem familiarization.
- **Industrial & Fintech Hubs**: Visits to multinational corporate headquarters, stock exchanges, innovation incubators, and technology parks to observe global operations first-hand.
- **Global Academic Seminars**: Joint masterclasses or workshops hosted at partner international business schools, focusing on emerging global trends such as cross-border trade, international finance, and AI-driven business models.

- **Credit Transfer Mechanism:** A formalized Credit Transfer Policy overseen by the Academic Council will govern the validation and mapping of credits earned by students during international internships, virtual exchanges, or foreign university modules against the core curriculum.
- **Global Faculty Progression:** The institution shall facilitate the delivery of specialized modules by visiting global faculty. Conversely, institutional faculty are encouraged to participate in international teaching fellowships and joint research endeavours.
- **Collaborative Research Output:** Joint research initiatives with global scholars are prioritized. The institution provides administrative and financial support for co-authored papers targeted at internationally indexed, high-impact journals.

14.0 INCUBATION AND ENTREPRENEURSHIP MANAGEMENT SYSTEM

14.1 Statement of Purpose

To nurture a culture of innovation, start-up creation, and risk-taking among students and faculty, transforming business graduates from job seekers into job creators.

14.2 Policy Framework

- **Institutional Innovation Governance:** An internal innovation council comprising faculty, successful entrepreneurs, and venture capitalists shall govern the incubation pipeline, facilitating ideation, proof-of-concept (PoC) development, and business plan competitions.
- **Pre-Incubation and Infrastructure Support:** The institution provides dedicated co-working spaces, high-speed computing infrastructure, and access to financial analytics tools for student-led and faculty-led start-ups at the pre-incubation stage.
- **Intellectual Property (IP) and Commercialization:** A clear Institutional IP Policy outlines the ownership, patent filing procedures, and royalty distribution rights for innovations developed within the campus using institutional resources.
- **Alumni and Venture Mentorship:** The institution links active student start-ups with successful entrepreneurial alumni and angel investors through structured mentoring cycles and pitching sessions to secure seed funding.

15.0 INFRASTRUCTURE MANAGEMENT SYSTEM

15.1 Statement of Purpose

To ensure the optimal allocation, regular maintenance, and systematic upgrading of physical, academic, and digital infrastructure to support premium management education.

15.2 Policy Framework

- **Academic and Learning Resource Augmentation**: Digital classrooms, computer laboratories, and seminar halls must be audited annually against student intake capacity to ensure a seamless, tech-enabled learning environment.
- **Library and E-Resource Policy**: The institutional library must maintain a robust collection of core textbooks, reference works, and digital databases (e.g., Scopus, corporate databases, e-journals). A dedicated budget is allocated annually based on user log analyses and departmental requests.
- **IT and Digital Infrastructure:** The campus must maintain high-speed, secure Wi-Fi connectivity, licensed financial/business analytics software, and a robust Learning Management System (LMS). Security audits and hardware lifecycle upgrades must occur every three years.
- **Preventive and Corrective Maintenance**: A dedicated Campus Maintenance Committee supervises logbooks, emergency repairs, and routine upkeep of all physical utilities.

16.0 GREEN CAMPUS MANAGEMENT SYSTEM

16.1 Statement of Purpose

To institutionalize sustainable development and eco-friendly practices within the campus, minimizing the institution's ecological footprint while instilling environmental ethics in future corporate leaders.

16.2 Policy Framework

- **Energy Conservation and Renewal:** The institution will prioritize energy-efficient lighting (LEDs), smart climate control systems, and the progressive expansion of grid-connected solar power infrastructure.
- **Waste Management and Circularity:** Strict segregation at source is mandated for dry, wet, and e-waste. E-waste must be disposed of exclusively through authorized recycling

vendors in compliance with municipal norms. The campus will operate a zero-plastic initiative.

- **Water Harvesting and Conservation:** Rainwater harvesting structures must be maintained and audited prior to monsoon seasons. Recycled greywater will be utilized for campus landscaping and green belts.
- **Green Audits:** The institution shall undergo external, certified Environmental, Energy, and Green Audits biennially to assess carbon footprint mitigation and track sustainability targets.

17.0 SAFETY AND SECURITY MANAGEMENT SYSTEM

17.1 Statement of Purpose

To guarantee a secure, resilient, and inclusive physical environment for all students, faculty, staff, and visitors, mitigating operational risks and emergencies.

17.2 Policy Framework

- **Surveillance and Access Control:** The campus perimeter and public zones must be monitored 24/7 via high-definition CCTV systems. Strict visitor logs and automated identity verification checks will be enforced at all entry points.
- **Emergency Preparedness and Fire Safety:** The campus must be equipped with modern fire detection and suppression systems that comply with national building codes. Fire safety audits and evacuation drills must be executed at least once per semester for all occupants.
- **Zero-Tolerance Safety Committees:** In compliance with national apex guidelines, the campus actively operates autonomous statutory bodies, including the Internal Complaints Committee (ICC), Anti-Ragging Committee, and Grievance Redressal Cell, to guarantee psychological and physical safety.
- **Health and Medical Assistance:** A dedicated on-campus medical first-aid room with a qualified professional must be accessible during working hours, alongside an emergency tie-up with a nearby tertiary hospital.

18.0 STATUTORY COMPLIANCE MANAGEMENT SYSTEM

18.1 Statement of Purpose

To establish an uncompromised institutional mechanism that ensures absolute adherence to all applicable state, national, and apex regulatory frameworks governing higher management education.

18.2 Policy Framework

- **Regulatory Approvals & Timelines:** The institution shall proactively manage the timely filing of annual extension of approvals (EoA), program disclosures, and intake declarations as required by national regulatory frameworks for technical and management institutions.
- **Academic Governance Compliance:** Meeting agendas, statutory compositions, and resolutions of the Governing Body and Academic Council must be meticulously recorded, signed, and maintained as verifiable evidence of transparent institutional governance.
- **Financial Disclosures & Audits:** Annual financial statements, balance sheets, and utilization certificates must be audited by an independent, certified Chartered Accountant and presented to the Board of Trustees for statutory filing.
- **Equal Opportunity and Non-Discrimination:** Strict compliance with public policy guidelines regarding the prevention of caste-based, gender-based, or disability-based discrimination must be maintained across all student admissions and human resource recruitments.

19.0 PRIVACY DISCLOSURE POLICY

19.1 Statement of Purpose

To safeguard the personal, academic, and financial data generated by stakeholders (students, parents, alumni, faculty, and staff) in the course of institutional operations.

19.2 Policy Framework

- **Data Collection and Intent:** The institution collects personal, demographic, and academic information exclusively for admissions, academic tracking, statutory reporting, and placement coordination. No data shall be collected without explicit student or staff consent.
- **Data Security and Access Control:** Digital data stored on the institutional ERP and local servers must be protected via role-based access control (RBAC). Access to

sensitive financial or academic grade data is strictly restricted to authorized administrative personnel.

- **Third-Party Sharing Limitations:** Student and faculty data shall not be shared with external commercial entities. Disclosures are permitted only when mandated by statutory government frameworks or strictly required for verified placement and credential verification processes.
- **Stakeholder Rights:** Every stakeholder retains the right to review, request corrections to, or verify the retention status of their personal data held within the institution's official archives.
