

**MBA Curriculum Structure**  
**Duration: 8 Quarters (2 years)**  
**Total Credits: 100/110**

**Objective of the MBA Program:**

The objective of the MBA program at DBS Global University, Dehradun, is to develop proficient and ethical business leaders who are equipped with a comprehensive understanding of management theories and practices. The program aims to foster analytical and critical thinking skills for data-driven decision-making, cultivate value-based leadership, and instill a deep awareness of global, economic, legal, and ethical business environments.

Additionally, the program is designed to empower graduates with the ability to leverage advanced technologies, including AI and generative AI, to drive innovation and sustainability in business practices. By integrating these competencies, the MBA program prepares graduates to excel in dynamic and complex business environments, contributing effectively to organizational success and global societal challenges.

**Program Educational Objectives (PEO):**

1. **Holistic Business Knowledge:** Equip graduates with a comprehensive understanding of core business disciplines including finance, marketing, operations, and human resources, preparing them for effective management roles.
2. **Leadership and Teamwork:** Develop leadership qualities and the ability to work collaboratively in teams, fostering the skills needed to manage and lead diverse and multicultural groups.
3. **Ethical and Social Responsibility:** Instill a deep sense of ethics and social responsibility, enabling graduates to make decisions that consider the broader social, environmental, and economic impacts.
4. **Analytical and Problem-Solving Skills:** Cultivate strong analytical abilities and critical thinking skills, empowering graduates to tackle complex business problems with innovative and data-driven solutions.
5. **Global Business Acumen:** Prepare graduates to navigate the complexities of global business environments, understanding international markets, cultures, and economic systems.
6. **Entrepreneurial Mindset:** Encourage innovation and entrepreneurship, enabling graduates to initiate and manage new business ventures or bring entrepreneurial thinking into existing organizations.

7. **Technology Integration in Business:** Ensure that graduates can effectively integrate emerging technologies into business processes, making them adaptable to the digital transformation of the corporate world.
8. **Lifelong Learning and Development:** Foster a culture of continuous learning, encouraging graduates to pursue personal and professional development throughout their careers.
9. **Effective Communication Skills:** Develop strong oral and written communication skills, preparing graduates to convey ideas clearly and persuasively in a business context.
10. **Strategic and Decision-Making Abilities:** Empower graduates with the strategic thinking and decision-making skills necessary for high-level managerial positions in dynamic and uncertain business environments.

#### **Program Outcomes(PO):**

1. **Remember (Knowledge):** Recall and apply knowledge of management theories and practices to solve business problems.
2. **Understand (Comprehension):** Demonstrate an understanding of analytical and critical thinking concepts to support data-based decision-making.
3. **Apply (Application):** Apply value-based leadership principles in real-world business situations.
4. **Analyze (Analysis):** Analyze and communicate the global, economic, legal, and ethical aspects of business effectively.
5. **Evaluate (Evaluation):** Evaluate leadership effectiveness in achieving organizational goals and fostering a productive team environment.
6. **Create (Synthesis):** Integrate advanced technology, including AI and generative AI, into business practices to drive innovation and efficiency.
7. **Create (Synthesis):** Develop and implement strategies that leverage AI and other emerging technologies to enhance business sustainability and address global challenges.

**Major Specializations:** Marketing, HR, Finance, IB (International Business), Data Analytics

**Experiential Learning:** Included in each specialization with internships, capstone projects, and industry collaborations.

**Summary**

- School Core Courses (10-20 credits)
- Program Core Courses (48 credits)
- Program Elective Courses (36 credits)
- University Elective Courses (4 credits)

**Quarter 1 (11 credits)**

- Financial Reporting and Analysis (3 credits) PC
- Marketing Management (3 credits) PC
- Business Environment (3 credits) PC
- Language Proficiency (Qualifying: Non Credit)\*
- University Elective (2 credits)

**Quarter 2 (14 credits)**

- Global Business (3 credits) PC
- Managerial Economics (3 credits) PC
- Human Resource Management (3 credits) PC
- Business Communications (3 credits) SC
- Statistics for Managers (2 credits) SC

**Quarter 3 (14 credits)**

- Managerial Accounting (3 credits) PC
- Production & Operations Management (3 credits) PC
- Business Laws (3 credits) PC
- Consumer Behaviour/Recruitment and Talent Acquisition/Corporate Finance/Global Supply Chain Management/Data Warehousing and ETL(3 credits) DEC
- Data Visualization (Power BI) (2 credits) SC

**Quarter 4 (15 credits)**

- Strategic Management (3 credits) PC
- Organizational Behavior (3 credits) PC
- Business Analytics (3 credits) PC
- Business Research Methods (3 credits) PC
- Digital Marketing/HR Analytics and Metrics/**Financial Markets and Mutual Fund** (NISM V A) /Predictive Analytics/ Maritime Business Management (3 credits) DEC

**Marketing Specialization (36 credits)****Quarter 5 (17 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Project Management (3 credits) (Using Jira/Visio) PC
- Marketing Research (3 credits) DEC

- Marketing of Services (3 credits) DEC
- Sales Management and Strategy (3 credits) DEC /MDE
- Internship or Consulting Project (3 credits) EL
- Soft Skills (**mandatory non credit course**) SC
- University Elective (2 Credits)

**Quarter 6 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Entrepreneurship and Innovation (3 credits)
- Brand Management (3 credits)
- Advertising and Promotion (3 credits)
- Marketing Analytics (3 credits)
- Soft Skills (**mandatory non credit course**)

**Quarter 7 (14 credits: 1 Project, any 2 majors)**

- Universal Human Values (3 credits) PC
- Marketing Capstone Project (Industry Immersion) (3 credits)
- Product Development and Innovation (3 credits)
- Customer Relationship Management (3 credits)
- Retail Marketing (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

**HR Specialization (36 credits)**

**Quarter 5 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Strategic Management (3 credits)
- **Performance Management and Employee Engagement** (3 credits)
- Compensation and Benefits (3 credits)
- **L&D and Competency Mapping** (3 credits)
- Internship or Consulting Project (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

**Quarter 6 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Entrepreneurship and Innovation (3 credits)

- Labor Relations and Employment Law (3 credits)
- Diversity and Inclusion (3 credits)
- **Organizational Change and Development** (3 credits)
- Soft Skills (**mandatory non credit course**)

**Quarter 7 (12 credits: 1 Project, 2 majors)**

- Universal Human Values (3 credits) PC
- HR Capstone Project (Industry Immersion) (6 credits)
- **Cross-Cultural & International HRM** (3 credits)
- **Negotiation and Conflict Resolution** (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

## **Finance Specialization (36 credits)**

### **Quarter 5 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Strategic Management (3 credits)
- Investment Analysis and Portfolio Management (3 credits)
- International Finance (3 credits)
- Fixed Income Securities and Alternative Investments Funds (3 credits) (NISM FIMMDA)
- Internship or Consulting Project (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

### **Quarter 6 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Entrepreneurship and Innovation (3 credits)
- Financial Derivatives (3 credits) (NISM Derivatives)
- Financial Modeling and Valuation (3 credits)
- Bank Management (3 credits)
- Soft Skills (**mandatory non credit course**)

### **Quarter 7 (12 credits: 1 Project, 2 majors)**

- Universal Human Values (3 credits) PC
- Finance Capstone Project (Industry Immersion) (6 credits)
- Wealth Management and Financial Planning (3 credits) (NISM-PMS)
- Mergers and Acquisitions (3 credits)
- (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

## **IB (International Business) Specialization (36 credits)**

### **Quarter 5 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Strategic Management (3 credits)
- International Marketing Strategy (3 credits)
- International Trade and Policy (3 credits)
- Cross-Cultural Management (3 credits)
- Internship or Consulting Project (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

### **Quarter 6 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Entrepreneurship and Innovation (3 credits)
- International Finance and Exchange Rates (3 credits)
- Global Strategy and Competitive Analysis (3 credits)
- International Business Law (3 credits)
- Soft Skills (**mandatory non credit course**)

### **Quarter 7 (12 credits: 1 Project, 2 majors)**

- Universal Human Values (3 credits) PC
- IB Capstone Project (Industry Immersion) (6 credits)
- Global Business Ethics (3 credits)
- Emerging Markets Strategy (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)



## **Data Analytics Specialization (36 credits)**

### **Quarter 5 (12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Strategic Management (3 credits)
- Data Visualization and Reporting (3 credits)
- Machine Learning for Business (3 credits)
- Statistical Programming (3 credits)
- Internship or Consulting Project (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

### **Quarter 6(12 credits: 1 core, 2 majors from below mentioned 3 & 1 minor from other specializations)**

- Entrepreneurship and Innovation (3 credits)
- Data Science for Business(3 credits)
- Operations Research and Optimization (3 credits)
- Business Analysis Techniques (3 credits)
- Soft Skills (**mandatory non credit course**)

### **Quarter 7 (12 credits: 1 Project, 2 majors)**

- Universal Human Values (3 credits) PC
- Data Analytics Capstone Project (Industry Immersion) (6 credits)
- Big Data Technologies & Cloud Computing (3 credits)
- Artificial Intelligence Applications in Business (3 credits)
- Soft Skills (**mandatory non credit course**)
- University Elective (2 Credits)

**Experiential Learning and Capstone Projects (3 credits)**

These experiential components allow students to apply their knowledge to real-world business challenges.

**Quarter 8 (3 credits)**

- Capstone Project on ESG and Corporate Ethics with MOOC (3 credits) VAC

**For MBA with SAP or SAS 10 additional credits will be taken by the student leading to total credits 110**

- Quarter 1: SAP/SAS Simulations (2 credits)
- Quarter 2: SAP Navigation / SAS: Querying and Reporting-Point and click Approach (2 credits)
- Quarter 3: SAP Analytics Cloud / SAS: Visual Business Analytics:Basics (2 credits)
- Quarter 4: SAP MM / SAS :Visual Business Analytics:Advanced (2 credits)
- Quarter 5: SAP : (SD/SCM/HCM/FiCo) / SAS: Application of Machine Learning Using SAS(R) Viya® (2 credits)

**\*\* IIM Workshop and Foreign Immersion are mandatory non credit courses.**

**Credit Framework:**

<b>Course code</b>	<b>Definitions</b>
L	Lecture
T	Tutorial
P	Practical
PC	Program Core Courses
SC	Ability Enhancement Courses
VAC	Value added Courses
SC	Skill Enhancement courses
DSE	Discipline Specific Elective
MDE	Multi-Disciplinary Elective
EL	Experiential Learning

<b>Semester</b>	<b>Core Courses credit</b>	<b>Ability Enhancement Courses credit</b>	<b>Skill Enhancemen t courses credit</b>	<b>Discipline Specific Elective credit</b>	<b>Multi-Discip linary Elective credit</b>	<b>Value Added Course Credit</b>	<b>Total Credit 100/110</b>
<b>I</b>	<b>21</b>	<b>5</b>	<b>2/4</b>				<b>28/32</b>
<b>II</b>	<b>14</b>		<b>6/10</b>	<b>6</b>			<b>26/30</b>
<b>III</b>	<b>6</b>		<b>3/7</b>	<b>12</b>	<b>6</b>	<b>2</b>	<b>29/31</b>
<b>IV</b>			<b>6</b>	<b>6</b>		<b>5</b>	<b>17</b>