RV Institute of Management®
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Jayanagar, Bengaluru - 560041, Karnataka, India

Autonomous Institution Affiliated to Bangalore City University

Approved by AICTE, New Delhi, Accredited by NAAC with 'A+' Grade

QS I-Gauge Diamond Rated

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SUPPORTING EVIDENCE

Percentage of new courses introduced across all programmes during the last five years

Contents of this Evidence Document

Item	Description
A	BoS, AC & GB meeting minutes — new course details **highlighted**
B	Syllabus pages of newly introduced courses (2026 Scheme, MBA & PGDBA)
C	Year-wise table of new courses — see companion Excel workbook / PDF
D	Strategic retreat meeting minutes — to be appended when available

Key facts: New MBA courses in 2026 Scheme: 23 (of 94). New PGDBA courses in 2026 Scheme: 8 (of 24). PGDBA programme launched 2023-24: all 20 courses newly introduced. 2026 Scheme approvals: 5th BoS & 5th AC (02.01.2026), 5th GB (19.01.2026).

1.2.1 Percentage of new courses introduced of the total number of courses across all programs offered during the last five years

CONTENTS

A BoS, AC & GB meeting minutes - new course details HIGHLIGHTED

B Syllabus pages of newly introduced courses (2026 Scheme, MBA & PGDBA)

C Year-wise table of new courses - see companion Excel workbook

D Strategic retreat meeting minutes - to be appended when available

KEY FACTS

- New MBA courses in 2026 Scheme: 23 (of 94 courses)
- New PGDBA courses in 2026 Scheme: 8 (of 24 courses)
- PGDBA programme launched 2023-24: all 20 courses newly introduced
- 2026 Scheme approvals: 5th BoS, 5th AC (02.01.2026), 5th GB (19.01.2026)

PART A | 5th BoS MEETING PROCEEDINGS

New-course references highlighted (19 lines)

Rashtreeya Sikshana Samithi Trust

RV Institute of Management

BOS MINUTES OF MEETING 5

The fifth BOS meeting was held on 19.12.2025 from 4:00 PM onwards. Following members were present;

External

1. Dr Ritika Sinha
2. Dr Dwarikaprasad Uniyal
3. Dr Vidyasagar
4. Dr Poornima Charantimath
5. Mr Vinod Kulkarni
6. Mr Vishwanadh Raju
7. Dr Ajoy Kumar

Internal

1. Dr Purushottam Bung
2. Dr Anupama K Malagi
3. Dr Santhosh M
4. Dr Noor Firdoos Jahan
5. Dr Jahnavi M
6. Dr Tamizharasi D
7. Dr Srikanth P
8. Dr Krithika J
9. Dr Sumera Aluru
10. Dr Vinay K S
11. Dr Rashmi Shetty
12. Dr Sunitha P
13. Prof C S Venkatesh
14. Prof NNS Reddy

Following members were granted leave of absence as they were not able to attend the meeting.

1. Dr Satyajit Majumdar
2. Dr Vasanti Srinivasan
3. Mr Pramendra Kumar
4. Prof Uma Sharma
5. Prof Swaraj Bharti
6. Prof Rajendra Desai

The Chairman of the BoS extended a warm welcome to all the members present.

AGENDA POINT 1: Approval of the minutes of the fourth BoS Meeting held on 06.11.2024

All the members approved the minutes of the fourth BoS meeting. The action taken report for the suggestions received during the third meeting is as follows:

Agenda Point	Suggestion made	Action taken
Agenda 3	Conduct exams for all the backlog subjects during fast track semester	Implemented- Fast Track examination will be conducted once a year- after II Sem
Agenda 4	Revising the prize amount for the 3 toppers to Rs 50,000/-, Rs 40,000/- & Rs 30,000/- from the existing Rs 15,000/-, Rs 10,000/- and Rs 5,000/- respectively	Prize amount revised and implemented for the graduated batch
Agenda 7	Using block- chain technology for verification of student certificates by CERT ONCE	Discussions under process at the Trust level
Agenda 8	Suggestions regarding events that we can host as part of Silver Jubilee Celebrations	On going discussions- working on suggestions made by members and designed plan of action for the same

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AGENDA POINT 2. Induction of new members to the BoS and thanking the members who left

The Chairman of the BoS introduced and extended a warm welcome to the new members to the BoS. Four new internal members were inducted:

1. Dr K Aparna Rao, Professor & Deputy Director
2. Dr Sunitha P, Asst Professor & Head Placements
3. Prof Venkatesh C S, Professor of Practice
4. Dr Tejashwini B, Senior Librarian

The Chairman thanked the following members who have left:

1. Ms Payal Jindal, Co-ordinator, Placements

AGENDA POINT 3: Revisited the vision-mission-values- Quality Policy- Graduate Attributes- POs & PEOs and Perspective Plan during Strategic Retreat held during 14-17 November 2025 and seeking approval for the same

The Chairman shared the revised Vision-Mission-Values- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan post 3 day Strategic Retreat held during 14th to 17th November 2025.

OBSERVATIONS , DISCUSSION & RESOLUTION

- Members were happy about the changes made
- They appreciated the idea of regularly conducting Strategic Retreat to re-visit the Vision-Mission-Values- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan .
- The resolution will be presented to the Academic Council members for ratification.

AGENDA POINT 4: Revised curriculum framework for MBA

The chairman presented before the BoS, the revised curriculum framework for MBA. The major changes are mentioned as here-in under:

- Total no. of credits increased from **106 to 107**
- No. of courses in I sem increased from 08 to 10. The newly added courses are additional **Open Elective I (1 credit) and Creative Expression & Visual Thinking (1 credit)**
- No. of courses in II Sem increased from 10 to 13**. The new courses are Supply Chain Management (3 credits - which was earlier part of III Sem) , Creativity & Design Thinking for Business (1 credit - which was earlier part of III Sem) and Open Elective III during BIP (1 credit)**
- **Business Immersion Programme is proposed after I Sem and Social Immersion will be after II sem with effect from 2025-27 batch.**
- Few course names/titles are changed in I & II Sem like:
  - Economics for Decision Making (I Sem) which was Economics for Decision Making earlier
  - New Age Entrepreneurship (II Sem) which was Entrepreneurship & Startup Management earlier
  - Application of Operations Research & Project Management (II Sem) which was earlier Applications of Operations Research in Business
- No. of credits for Communication & Soft skills reduced from 4 to 2 credits (Contact hours remain the same)
- No. of credits for MOB reduced from 4 to 3 credits
- No. of electives for specialization increased from 3+2 to 4+2. The fourth elective is the domain specific course under each specialization which is mandatory and carries 3 credits
- The course titles under domain specific for different specialization areas as under:
  - Marketing- Business Analytics for Marketing

- Entrepreneurship & Family Enterprise Management- Green & Agritech Entrepreneurship
- Finance- Fintech & Financial Analytics
- Operations & SCM- SCM Technology & Analytics
- AI & Business Analytics- Analytics applications in functional areas
- HRM- AI & HR Analytics

- New skill enhancement course added in III Sem, namely Gen AI for Business (3 credits)
- Two new electives (III Sem) added under Marketing specialization- International Marketing & Digital Supply Chain Marketing and removed 'Applications of Digital Marketing'
- Under Finance Specialization, one new elective paper is added namely 'Forensic Accounting & Auditing' and title of the course Merchant Banking & Financial Services is changed to 'Investment Banking & Financial Services', content also changed wherever required.
- Under Operations & Supply Chain Management Specialization, all the electives in III & IV Sem are revised with content & course titles and few new courses are added listed as under:
  - World Class Manufacturing (Earlier in IV Sem)
  - Demand and Supply Management
  - Logistics Design & Management (Earlier- Logistics Management)
  - Service Operations Management
  - Project Management for Operations Excellence
  - Operations Strategy & Supply Chain Network Design
  - Strategic Sourcing & SRM
  - E-Commerce & Digital Supply Chain Management
  - Total Quality Management & Lean Six Sigma
  - Cross Functional Integration for SCM

- The Business Analytics Specialization is renamed as AI & Business Analytics
- Under AI & BA specialization the title of the elective course ' Descriptive Analytics & Data Visualization and Story Telling' is renamed as 'Data Visualization and Story Telling using Tableau' and in IV sem 'IT Risk Management & Data Security renamed as 'Cyber Security Fundamentals: Risk, Governance & Privacy'. Content is also changed accordingly.
- Under AI & BA, one new elective course added – 'Database Management using MySQL. The course 'Business Intelligence 'is brought under Introduction to Business Analytics, Data Warehousing and Data Mining and is replaced with 'Applications of Gen AI'
- Under HRM Specialization, one new elective course added- ' Strategic HRM'
- The no. of credits for the course ' Value Ethics- ESG' is reduced from 3 to 2 credits to accommodate new courses in AI domain.

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes in the curriculum framework.
- The members were happy about the inclusion of the courses 'Gen AI for Business' and also the course 'Creative Expression & Visual Thinking'.

RESOLUTION

- The same will be presented to the members of Academic Council for ratification.

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AGENDA POINT 5: Detailed revised syllabi for MBA

The chairman presented the detailed revised syllabi in accordance to the revised curriculum framework.

OBSERVATIONS & DISCUSSION:

- The members appreciated the efforts in terms of revising the syllabi for MBA.
- The members felt that the overall courses under each specialization were well designed
- The members suggested the re-ordering of the subjects under marketing specialization which will be made.
- Members suggested that in Business Research Methods, mixed method of research should be included

RESOLUTION

- The same will be presented to the members of Academic Council for ratification post making suggested changes.

AGENDA POINT 6: Revised curriculum framework for PGDBA

The chairman presented before the BoS, the revised curriculum framework for PGDBA. He highlighted the following major revisions:

- The detailed syllabus of 'Business Statistics' (I sem) merged with 'Prescriptive Analytics'(II Sem) and offered as ' Quantitative Techniques for Decision Making in I Sem with 3 credits
- Title of the course 'DBMS & SQL' revised as 'Database Management using MySQL' with required changes in the detailed syllabus.
- Four new courses added in I Sem namely:
    1. Gen AI & Prompt Engineering (3 credits)
    2. Creativity & Design Thinking for Business (1 credit) which was earlier offered as Open Elective in II sem
    3. Professional Communication & Employability Skills (2 credits)
    4. Open Elective I & II through Coursera (1 Credit each)
- Two courses 'Emerging Technologies' and 'Econometrics for Decision Making' moved from I Sem to II sem. The no. of credits for ' Econometrics for Decision Making' reduced from 4 to 3 credits
- Four new courses added in II Sem:
    1. New Age Entrepreneurship
    2. Deep Learning & NLP
    3. Open Elective III

4. Open Elective IV

- The course 'Web & Social Media Analytics' merged with Marketing Elective offered in II Sem
- No. of credits for the course 'Data Visualization & Story Telling Using Tabeau' reduced from 4 to 3 credits
- No. of credits for functional electives from 4 to 3 and real-world capstone project reduced from 6 to 4

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes in the curriculum framework.

RESOLUTION:

- The same will be presented to the members of Academic Council for ratification.

AGENDA POINT 7: Detailed revised syllabi for PGDBA

The chairman presented before the BoS, the revised curriculum framework for PGDBA.

- The syllabi of all functional electives, core courses, skill enhancement courses, are revised and few renamed.
- The syllabus for Experiential Learning Courses is drafted in consultation with experts.

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes made in the detailed syllabi of all the courses..

RESOLUTION:

The same will be presented to the members of Academic Council for ratification

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AGENDA POINT 8: Induction of new members into BoE

The chairman presented the following details pertaining to the BoE:

- Many of the existing BoE members were requested to continue their tenure; however, some members expressed an inability to do so due to other commitments.
- The Examination Committee has initiated the process of updating the database of examiners based on their experience.

- The selection criteria for both internal and external members require a minimum of 10 years of teaching experience and a Ph.D. qualification.
- Once the new examiner database is finalized, it will be submitted to the Chairman of BoE/HOI for formal approval.

OBSERVATIONS, DISCUSSION & RESOLUTION:

- The members appreciated the efforts in terms of updating the existing database of examiners.

AGENDA POINT 9: Proceedings of 4th meeting of the RAC

The Chairman presented to the members, the proceedings of the 4th meeting of the Research Advisory Committee.
The Chairman highlighted about the recommendations of the RAC members and also implementation of institutional funding facility provided to the faculty members to carry out minor research projects.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members appreciated the efforts of the Centre for Research and consultancy in terms of promoting research in the institution.
- The BOS members appreciated the recommendation of the RAC to extend institutional funding to the faculty members to carry out meaningful & impactful research.
- The same will be presented to the members of Academic Council for ratification.

AGENDA POINT 10 : Proceedings of the IQAC Meetings

The Chairman presented the details about the regular quarterly meeting of the IQAC and also about the Quality initiatives adopted in the institution. The Chairman emphasized on the various initiatives like ;

- Preparing for International Accreditations like ACBSP & subsequently AACSB
- Preparing for NBA
- Partnering with Coursera and offering unlimited access to the students for 2 years to complete as many courses as they like for MBA students and for one year to PGDBA students
- Strategy and efforts in terms of better performance in NIRF ranking and also preparations for NAAC re-accreditation

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the quality initiatives implemented in the institution.

- The members appreciated the efforts in terms of partnering with Coursera
- The members appreciated the efforts in terms of preparing for International Accreditations like ACBSP & AACSB
- The members appreciated the efforts in preparing for NBA
- The members appreciated the efforts towards better performance in NIRF ranking.
- The same will be presented to the members of Academic Council for ratification.

AGENDA POINT 11 : Initiatives and best practices adopted towards strengthening Teaching- Learning –Evaluation

The Chairman presented the various initiatives and best practices adopted towards strengthening Teaching- Learning- Evaluation. The Chairman emphasized on the various initiatives like :

- Student Tutorship: Currently for Health & Wellness and for IT Skill course.
- Mandatory Faculty mentor visits to the industry during Business Immersion Program (BIP) & Social Immersion Programme (SIP) and bringing out BIP & SIP Proceedings
- Organising ANVESHAN- Student Research Symposium as part of MRSL
- Institutional funded projects
- Regular Strategic Retreat
- Creating unique learning experience through the Centre for Creativity
- Mandatory Workshop on 'Creative Expression & Visual Thinking' for all the staff and students
- International Conferences like BIDA and IJCACI have become our annual flagship events.
- International Immersion opportunity for students
- Regular Examination Audits
- Participation in National Management Week Programme conducted by Association of Indian Management Schools (AIMS) and regularly organising meaningful social intervention programmes.
- Regularly publishing Research Bulletin to showcase the publications of faculty members
- Functional and forward looking Research Promotion Policy
- Regular Internal Contests and Competitions at Section level and subject wise
- Robust and Forward looking CDA Policy
- Robust and Encouraging Performance Appraisal System (PRISM)
- Recruitment window open for 365 days
- Recruitment of Adjunct Faculty and Professor of Practice on continuous basis.
- Institution's rigorous e-Governance and Examinations through SAP

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the various initiatives and best practices implemented towards strengthening Teaching- Learning- Evaluation .
- The same will be presented to the members of Academic Council.

AGENDA POINT 12 : Examination reforms and results

The Chairman presented the details about the examination reforms that have been implemented like;

- Significant reduction in the number of students applying for challenge valuation
- Continuous efforts in terms of building the database of examiners

The Chairman also presented the summary of the results of the 3rd Autonomous Batch (2023-25) which was progressive.

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members were happy to note the examination reforms implemented and also the efforts made in making the examination process more robust.
- The members appreciated the rigour in the entire examination process.

AGENDA POINT 13: Activities & events organised by the institution since the previous BoS meeting

The Chairman presented the details about the major events/activities organised in the institution since the previous BoS meeting

OBSEERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the number of major events and activities organised in the institution and their impact.

AGENDA POINT 14 : Campus infrastructure improvement & enhancement post the previous meeting

The chairman presented various improvements that have been taken up in the campus infrastructure facilities. He presented the details about the refurbishment of the Centre for Innovation, Entrepreneurship & Incubation and creation of the new Centre for Creativity. He also shared about the upcoming refurbishment plan to revamp Centre for Knowledge Resources and the Administrative wing.

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the initiative of the institution and congratulated the management for investing heavily on building the state-of-the art infrastructure to remain relevant & contemporary.

AGENDA POINT 15 : Institutional achievements

The chairman presented the major achievements of the institution including:

- B School Ranking by various agencies
- Awards and Recognitions conferred on the Institution/ students/faculty
- Top College opted by the students in 2025 with the highest cut-off of 106 under General Merit.

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the commendable achievements.
- Members suggested to promote all the achievements on all the social media platforms including Twitter.

AGENDA POINT 16 : . Graduation Day Celebrations (2023-25 Batch) on 25th October 2025 & GENESIS 2025-27 Batch on 27th October 2025

The Chairman was happy to share the details about the Graduation Day celebrations for the third autonomous batch (2023-25) held on 25th October 2025 and GENESIS – Inauguration of the new batch 2025-27 held on 27th October 2025.

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff and also the graduating students.

AGENDA POINT 17 : Update about admissions -2025-27 Batch

The Chairman presented the details about the admission details for the batch of 2025-27.

Admissions summary for the last 8 years

SL	BATCHES								
	Particulars	**2018-2020**	**2019-2021**	**2020-2022**	**2021-2023**	**2022-2024**	**2023-2025**	**2024-2025**	**2025-2026**
01	No of enquires	550+	775+	800+	870+	900+	1020+	970+	700+
02	No of Applications	297	512	564	601	670	690	682	457
03	Fees - GOVT	1.80 lakhs	2.26 lakhs	2.80 lakhs	3.06 lakhs	3.67 lakhs	3.75 lakhs	4.00 lakhs	4.00 lakhs
04	Fees - MGMT	5.20 lakhs	5.70 lakhs	5.80 lakhs	6.00 lakhs	7.00 lakhs	10.25 lakhs	11.30 lakhs	11.30 lakhs
05	Admissions under GOVT quota	86	82	78	80	86	87	87	90
06	Admissions under MGMT quota	94	98	102	100	94	93	93	90
07	PGCET 1st round cut-off rank	517	461	417	336	214	96	76	109
08	No of students from other state	19	19	19	28	17	10	17	07
09	No of students from Bengaluru	33	40	52	61	35	65	45	52
10	No of students from Karnataka	128	121	109	91	128	105	116	121
11	No of Boys	118	94	98	107	116	107	102	91
12	No of Girls	62	85	82	73	64	73	78	89

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the remarkable achievement.

AGENDA POINT 18 : Update about Placements – 2023-25 Batch

The Chairman presented the details of placement for the graduated batch of 2023-25 and the current II year MBA students of 2024-26 Batch. . The details are as herein under:

Summary of Placements	**2023-25**	**2024-26 Current Batch**
Total no. of Companies (On / Off Campus) visited	89	25
Total No. of Students Admitted	180	180
Total No. of Students not opted/not eligible for Placements	16	7

Total No. of students eligible for placements	164	173
Total No. of Students Placed	151	42
Highest package	17.25	9.3
Median Package	6.40 LPA	6.7 LPA

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the good placements.

AGENDA POINT 19 : To discuss about Silver Jubilee Celebrations

The Chairman presented the details about the proposed events as part of the Silver Jubilee Celebrations. The details are as follows:

- We propose to conduct 2 mega events – Inaugural (Some time in Jan- Feb 2026) and Valedictory (Some time in Dec – 2026) with a cultural performance by renowned troupe and dinner.
- We will be inviting Alumni and honouring alumni achievers during Inaugural including PGDBA
- We will be inviting the alumni of all the 37 batches of Senior Citizens of Computer Literacy Programme as well
- Other three events during the year (Mar – Nov 2026) that we are planning to host include;
    1. Charting the Uncharted – Inviting the achievers from different walks of life like Mr. Shubhanshu Shukla (Astronaut), Anil Mistry (Environmentalist), Sunita Williams, (Astronaut) …
    2. An evening with Founders of UNICORNS like Mr. Nithin Kamath (Zerodha), Shesh Paplikar,(BHIVE) …
    3. Organising a mega National level Management Fest

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the proposed meaningful programs as part of the Silver Jubilee Celebrations.

As there were no other matters for discussion, the Chairman thanked all the members for their valuable suggestions.

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PART A | 5th ACADEMIC COUNCIL - 02.01.2026

New-course references highlighted (19 lines)

Rashtreeya Sikshana Samithi Trust

RV Institute of Management

AC MINUTES OF MEETING 5

The fifth AC meeting was held on 02.01.2026 from 3:30 PM onwards. Following members were present;

External

1. Dr Ramkumar Kakani
2. Dr Mathew Manimala
3. Mr Shrihari Udupa
4. Dr A H Chachadi
5. Dr K R Jalaja
6. Dr P R Chetana
7. Dr Jyothi Venkatesh

Internal

1. Dr Purushottam Bung
2. Dr K Aparna Rao
3. Dr Anupama K Malagi
4. Dr Santhosh M
5. Dr Noor Firdoos Jahan
6. Dr Jahnavi M
7. Dr Tamizharasi D
8. Dr Srikanth P
9. Dr Krithika J
10. Dr Sumera Aluru
11. Dr Sunitha P
12. Prof Anitha BM D'Silva
13. Prof C S Venkatesh
14. Prof NNS Reddy
15. Dr Tejashwini B

Following members were granted leave of absence as they were not able to attend the meeting.

1. Dr Y S R Murthy
2. Mr K B Nagaraju

The Chairman of the Academic Council extended a warm welcome to all the members present.

AGENDA POINT 1: Approval of the minutes of the fourth AC Meeting held on 19.11.2024

All the members approved the minutes of the fourth AC meeting. The action taken report for the suggestions received during the fourth meeting is as follows:

Agenda Point	Suggestion made	Action taken
Agenda 4	Revising the prize amount for the 3 toppers to Rs 50,000/-, Rs 40,000/- & Rs 30,000/- from the existing Rs 15,000/-, Rs 10,000/- and Rs 5,000/- respectively	Prize amount revised and implemented for the graduated batch
Agenda 7	Using block- chain technology for verification of student certificates by CERT ONCE	Discussions under process at the Trust level
Agenda 8	Suggestions regarding events that we can host as part of Silver Jubilee Celebrations	Ongoing discussions- working on suggestions made by members and designed plan of action for the same

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AGENDA POINT 2. Induction of new members to the AC and thanking the members who left

The Chairman of the AC introduced and extended a warm welcome to the new members to the Academic Council. Four new internal members were inducted and one new external member was inducted:

1. Prof (Dr) Ramkumar Kakani. Hon'ble VC, RV University
2. Dr K Aparna Rao, Professor & Deputy Director
3. Dr Sunitha P, Asst Professor & Head Placements
4. Prof Venkatesh C S, Professor of Practice
5. Dr Tejashwini B, Senior Librarian

The Chairman thanked the following members who have left:

1. Ms Payal Jindal, Co-ordinator, Placements

AGENDA POINT 3: Approval of the minutes of the fifth BoS Meeting held on 19.12.2025

The chairman presented the proceedings of the 5th BoS meeting held on 19.12.2025 and highlighted the major points discussed and suggestions given by the BoS members.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- Members appreciated the suggestions given by the members of BoS pertaining to various changes in the curriculum that were proposed.
- The same will be presented to the members of Governing Body for approval.

AGENDA POINT 4: Revisited the vision-mission-values- Quality Policy- Graduate Attributes- POs & PEOs and Perspective Plan during Strategic Retreat held during 14-17 November 2025 and seeking approval for the same

The Chairman shared the revised Vision-Mission-Values- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan post 3-day Strategic Retreat held during 14th to 17th November 2025.

OBSERVATIONS, DISCUSSION

- Members were happy about the changes made
- They appreciated the idea of regularly conducting Strategic Retreat to re-visit the Vision-Mission-Values- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan.
- Members suggested few changes in the Vision- Mission & Values

RESOLUTION

- It was resolved to look into the changes suggested by the members and discuss the same in the staff council and incorporate the same in the next iteration.
- The resolution will be presented to the Governing Body for approval

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AGENDA POINT 5: Revised curriculum framework for MBA

The chairman presented before the AC, the revised curriculum framework for MBA. The major changes are mentioned as here-in under:

- Total no. of credits increased from **106 to 107**
- No. of courses in I sem increased from 08 to 10. The newly added courses are additional **Open Elective I (1 credit) and Creative Expression & Visual Thinking (1 credit)**
- No. of courses in II Sem increased from 10 to 13**. The new courses are Supply Chain Management (3 credits - which was earlier part of III Sem) , Creativity & Design Thinking for Business (1 credit - which was earlier part of III Sem) and Open Elective III during BIP (1 credit)**
- **Business Immersion Programme is proposed after I Sem and Social Immersion will be after II sem with effect from 2025-27 batch.**

- Few course names/titles are changed in I & II Sem like:
  - Economics for Decision Making (I Sem) which was Economics for Decision Making earlier
  - New Age Entrepreneurship (II Sem) which was Entrepreneurship & Start-up Management earlier
  - Application of Operations Research & Project Management (II Sem) which was earlier Applications of Operations Research in Business

- No. of credits for Communication & Soft skills reduced from 4 to 2 credits (Contact hours remain the same)
- No. of credits for MOB reduced from 4 to 3 credits
- No. of electives for specialization increased from 3+2 to 4+2. The fourth elective is the domain specific course under each specialization which is mandatory and carries 3 credits
- The course titles under domain specific for different specialization areas as under:
  - Marketing- Business Analytics for Marketing
  - Entrepreneurship & Family Enterprise Management- Green & Agritech Entrepreneurship
  - Finance- Fintech & Financial Analytics
  - Operations & SCM- SCM Technology & Analytics
  - AI & Business Analytics- Analytics applications in functional areas
  - HRM- AI & HR Analytics

- New skill enhancement course added in III Sem, namely Gen AI for Business (3 credits)
- Two new electives (III Sem) added under Marketing specialization- International Marketing & Digital Supply Chain Marketing and removed 'Applications of Digital Marketing'
- Under Finance Specialization, one new elective paper is added namely 'Forensic Accounting & Auditing' and title of the course Merchant Banking & Financial Services is changed to 'Investment Banking & Financial Services', content also changed wherever required.
- Under Operations & Supply Chain Management Specialization, all the electives in III & IV Sem are revised with content & course titles and few new courses are added listed as under:
  - World Class Manufacturing (Earlier in IV Sem)
  - Demand and Supply Management
  - Logistics Design & Management (Earlier- Logistics Management)
  - Service Operations Management
  - Project Management for Operations Excellence
  - Operations Strategy & Supply Chain Network Design
  - Strategic Sourcing & SRM
  - E-Commerce & Digital Supply Chain Management
  - Total Quality Management & Lean Six Sigma
  - Cross Functional Integration for SCM

- The Business Analytics Specialization is renamed as AI & Business Analytics
- Under AI & BA specialization the title of the elective course 'Descriptive Analytics & Data Visualization and Story Telling' is renamed as 'Data Visualization and Story Telling using Tableau' and in IV Sem 'IT Risk Management & Data Security renamed

as 'Cyber Security Fundamentals: Risk, Governance & Privacy'. Content is also changed accordingly.

- Under AI & BA, one new elective course added – 'Database Management using MySQL. The course 'Business Intelligence 'is brought under Introduction to Business Analytics, Data Warehousing and Data Mining and is replaced with 'Applications of Gen AI'
- Under HRM Specialization, one new elective course added- 'Strategic HRM'
- The no. of credits for the course 'Value Ethics- ESG' is reduced from 3 to 2 credits to accommodate new courses in AI domain.

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes in the curriculum framework.
- The members appreciated the proposed revisions put forth for discussion which are based on the experience of all the faculty members.
- The members were happy about the inclusion of the courses 'Gen AI for Business' and also the course 'Creative Expression & Visual Thinking'.
- The members suggested that the number of credits can be reduced slightly so that students do not feel the burden of too many credits.

RESOLUTION

- It was resolved to include the suggestions pertaining to reducing the number of credits by reducing the credits from 3 to 2 for Business Immersion Program and reducing the credits from 4 to 3 for the MRSL course **thus bringing down the credits to 105**
- The same will be presented to the members of Governing Body for approval.

AGENDA POINT 6: Detailed revised syllabi for MBA

The chairman presented the detailed revised syllabi in accordance to the revised curriculum framework.

OBSERVATIONS & DISCUSSION:

- The members appreciated the efforts in terms of revising the syllabi for MBA.
- The members felt that the overall courses under each specialization were well designed
- The members appreciated the suggestion given by BoS members regarding the re-ordering of the subjects under marketing specialization.
- Members suggested that Disaster Management/ Crisis Management should be included as part of any course.

RESOLUTION

- It was resolved to include Disaster Management/ Crisis Management as part of the Values-Ethics-ESG Course.
- The same will be presented to the members of Governing Body for approval post making suggested changes.

AGENDA POINT 7: Revised curriculum framework for PGDBA

The chairman presented before the AC, the revised curriculum framework for PGDBA. He highlighted the following major revisions:

- The detailed syllabus of 'Business Statistics' (I Sem) merged with 'Prescriptive Analytics' (II Sem) and offered as 'Quantitative Techniques for Decision Making in I Sem with 3 credits
- Title of the course 'DBMS & SQL' revised as 'Database Management using MySQL' with required changes in the detailed syllabus.
- Four new courses added in I Sem namely:
    1. Gen AI & Prompt Engineering (3 credits)
    2. Creativity & Design Thinking for Business (1 credit) which was earlier offered as Open Elective in II Sem
    3. Professional Communication & Employability Skills (2 credits)
    4. Open Elective I & II through Coursera (1 Credit each)
- Two courses 'Emerging Technologies' and 'Econometrics for Decision Making' moved from I Sem to II sem. The no. of credits for 'Econometrics for Decision Making' reduced from 4 to 3 credits
- Four new courses added in II Sem:
    1. New Age Entrepreneurship
    2. Deep Learning & NLP
    3. Open Elective III
    4. Open Elective IV

- The course 'Web & Social Media Analytics' merged with Marketing Elective offered in II Sem
- No. of credits for the course 'Data Visualization & Story Telling Using Tableau' reduced from 4 to 3 credits
- No. of credits for functional electives from 4 to 3 and real-world capstone project reduced from 6 to 4

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes in the curriculum framework.

RESOLUTION:

- The same will be presented to the members of Governing Body for approval.

AGENDA POINT 8: Detailed revised syllabi for PGDBA

The chairman presented before the AC, the revised curriculum framework for PGDBA.

- The syllabi of all functional electives, core courses, skill enhancement courses, are revised and few renamed.
- The syllabus for Experiential Learning Courses is drafted in consultation with experts.

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes made in the detailed syllabi of all the courses.

RESOLUTION:

- The same will be presented to the members of Governing Body for approval.

AGENDA POINT 9: Induction of new members into BoE

The chairman presented the following details pertaining to the BoE:

- Many of the existing BoE members were requested to continue their tenure; however, some members expressed an inability to do so due to other commitments.
- The Examination Committee has initiated the process of updating the database of examiners based on their experience.
- The selection criteria for both internal and external members require a minimum of 10 years of teaching experience and a Ph.D. qualification.
- Once the new examiner database is finalized, it will be submitted to the Chairman of BoE/HOI for formal approval.

OBSERVATIONS, DISCUSSION & RESOLUTION:

- The members appreciated the efforts in terms of updating the existing database of examiners.
- The same will be presented to the members of Governing Body for information

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AGENDA POINT 10: Proceedings of 4th meeting of the RAC

The Chairman presented to the members, the proceedings of the 4th meeting of the Research Advisory Committee.
The Chairman highlighted about the recommendations of the RAC members and also implementation of institutional funding facility provided to the faculty members to carry out minor research projects.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members appreciated the efforts of the Centre for Research and consultancy in terms of promoting research in the institution.
- The BOS members appreciated the recommendation of the RAC to extend institutional funding to the faculty members to carry out meaningful & impactful research.

- The same will be presented to the members of Governing Body for information.

AGENDA POINT 11: Proceedings of the recent IQAC Meeting

The Chairman presented the details about the regular quarterly meeting of the IQAC and also about the Quality initiatives adopted in the institution. The Chairman emphasized on the various initiatives like;

- Preparing for International Accreditations like ACBSP & subsequently AACSB
- Preparing for NBA
- Partnering with Coursera and offering unlimited access to the students for 2 years to complete as many courses as they like for MBA students and for one year to PGDBA students
- Strategy and efforts in terms of better performance in NIRF ranking and also preparations for NAAC re-accreditation

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the quality initiatives implemented in the institution.
- The members appreciated the efforts in terms of partnering with Coursera
- The members appreciated the efforts in terms of preparing for International Accreditations like ACBSP & AACSB
- The members appreciated the efforts in preparing for NBA
- The members appreciated the efforts towards better performance in NIRF ranking.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 12 : Initiatives and best practices adopted towards strengthening Teaching- Learning –Evaluation

The Chairman presented the various initiatives and best practices adopted towards strengthening Teaching- Learning- Evaluation. The Chairman emphasized on the various initiatives like:

- Student Tutorship: Currently for Health & Wellness and for IT Skill course.
- Mandatory Faculty mentor visits to the industry during Business Immersion Program (BIP) & Social Immersion Programme (SIP) and bringing out BIP & SIP Proceedings
- Organising ANVESHAN- Student Research Symposium as part of MRSL
- Institutional funded projects
- Regular Strategic Retreat
- Creating unique learning experience through the Centre for Creativity
- Mandatory Workshop on ‘Creative Expression & Visual Thinking’ for all the staff and students
- International Conferences like BIDA and IJCACI have become our annual flagship events.

- International Immersion opportunity for students
- Regular Examination Audits
- Participation in National Management Week Programme conducted by Association of Indian Management Schools (AIMS) and regularly organising meaningful social intervention programmes.
- Regularly publishing Research Bulletin to showcase the publications of faculty members
- Functional and forward looking Research Promotion Policy
- Regular Internal Contests and Competitions at Section level and subject wise
- Robust and Forward looking CDA Policy
- Robust and Encouraging Performance Appraisal System (PRISM)
- Recruitment window open for 365 days
- Recruitment of Adjunct Faculty and Professor of Practice on continuous basis.
- Institution's rigorous e-Governance and Examinations through SAP

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the various initiatives and best practices implemented towards strengthening Teaching- Learning- Evaluation.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 13: Examination results

The Chairman presented the details about the examination results of 2023-25 Batch of MBA and 2024-25 Batch of PGDBA which was progressive

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the rigour in the entire examination process.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 14: Activities & events organised by the institution since the previous AC meeting

The Chairman presented the details about the major events/activities organised in the institution since the previous AC meeting

OBSEERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the number of major events and activities organised in the institution and their impact.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 15 : Campus infrastructure improvement & enhancement post the previous meeting

The chairman presented various improvements that have been taken up in the campus infrastructure facilities. He presented the details about the refurbishment of the Centre for Innovation, Entrepreneurship & Incubation and creation of the new Centre for Creativity. He also shared about the upcoming refurbishment plan to revamp Centre for Knowledge Resources and the Administrative wing.

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the initiative of the institution and congratulated the management for investing heavily on building the state-of-the art infrastructure to remain relevant & contemporary.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 16 : Institutional achievements

The chairman presented the major achievements of the institution including:

- B School Ranking by various agencies
- Awards and Recognitions conferred on the Institution/ students/faculty
- Top College opted by the students in 2025 with the highest cut-off of 106 under General Merit.

The details of the B-School Ranking and Institutional achievements are as follows:

Sl. No.	Agency	Ranking Category				
			2025	2024	2023	2022
5	Open	Top B-School - Govt & Pvt Pan India	105	141	-	56

		Top Standalone B-School South Zone	27	37	18	-
		Top Standalone B-School – Bengaluru	10	11	9	-
		Top B-School Private - Pan India	69	-	-	-
6	**Education Post - IIRF**	Top Private B-Schools - Pan India	35	36	55	55
		National Cluster Ranking	21	-	-	-
		B- School South Zone PVT	6	13	-	-
		School of Eminence for Employability	-	46	-	-
		State Rank	4	-	-	-
		Top Private B-Schools - for Research within State	-	41	-	-
7	**Careers 360**	B-School - Bengaluru	-	AAA	AA+	-
8	**BusinessWorld**	Best B- School Ranking pan India - (Govt & Private)	-	86	96	-
		B- School Ranking pan India – Private	-	66	73	-
		Best B-School in South India – Private	-	26	28	-
9	**Fortune B-School**	Top B-School - Govt & Pvt Pan India	-	105	-	-
		Top Standalone B-School South Zone	-	27	-	-
		B-School - Bengaluru	-	10	-	-
10	**MBA Universe**	Best B- School Ranking pan India	-	66	72	71
12	**Times of India**	Pan India amongst top B-schools	**44**	**47**	**49**	-
		Best B-School in South India	**11**	**12**	**13**	-

		Top 50 Institutes – Placements	**28**	-	-	-
		Top 50 Private Institutes	**33**	**32**	-	-

Institutional Achievements

Agency	Award	Date
CSR Awards for Excellence 2024	Eminent Director of Leading Institute of India Award	21st April, 2024 - New Delhi
Center for Education Growth & Research	Best Private Management College in South India 2024	02nd May, 2024 - New Delhi
Academic Insights	Ranked Top 10 Business Analytics college in India	August, 2024
Competition Success Review	Top 10 prominent B-Schools of India	10 November 2024
Elite Education & Institutional Excellence 2024 Conference	Most Prominent & Leading Autonomous Management College 2024	Friday , 25th October 2024
Education Post - IIRF	Excellent B-School for Academic Excellence in Research	Saturday, 9th November 2024
Academic Insights	Business School of the year 2024 - Excellence in Industry partnerships Collaborations	February 2025

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the commendable achievements.
- Members suggested to promote all the achievements on all the social media platforms including Twitter.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 17 : . Graduation Day Celebrations (2023-25 Batch) on 25th October 2025 & GENESIS 2025-27 Batch on 27th October 2025

The Chairman was happy to share the details about the Graduation Day celebrations for the third autonomous batch (2023-25) held on 25th October 2025 and GENESIS – Inauguration of the new batch 2025-27 held on 27th October 2025.

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff and also the graduating students.

AGENDA POINT 18 : Update about admissions -2025-27 Batch

The Chairman presented the details about the admission details for the batch of 2025-27.

Admissions summary for the last 8 years

SL	BATCHES								
	Particulars	2018-2020	2019-2021	2020-2022	2021-2023	2022-2024	2023-2025	2024-2025	2025-2026
01	No of enquires	550+	775+	800+	870+	900+	1020+	970+	700+
02	No of Applications	297	512	564	601	670	690	682	457
03	Admissions under GOVT quota	86	82	78	80	86	87	87	90
04	Admissions under MGMT quota	94	98	102	100	94	93	93	90
05	PGCET 1st round cut-off rank	517	461	417	336	214	96	76	109
06	No of students from other state	19	19	19	28	17	10	17	07
07	No of students from Bengaluru	33	40	52	61	35	65	45	52
08	No of students from Karnataka	128	121	109	91	128	105	116	121
09	No of Boys	118	94	98	107	116	107	102	91
10	No of Girls	62	85	82	73	64	73	78	89

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the remarkable achievement.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 19: Update about Placements – 2023-25 Batch & 2024-26 Batch

The Chairman presented the details of placement for the graduated batch of 2023-25 and the current II year MBA students of 2024-26 Batch. The details are as herein under:

Summary of Placements	**2023-25**	**2024-26 Current Batch**
Total no. of Companies (On / Off Campus) visited	89	25
Total No. of Students Admitted	180	180
Total No. of Students not opted/not eligible for Placements	16	7
Total No. of students eligible for placements	164	173
Total No. of Students Placed	151	42
Highest package	17.25	9.3
Median Package	6.40 LPA	6.7 LPA

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the good placements.
- The same will be presented to the members of Governing Body for information.

AGENDA POINT 20: To discuss about Silver Jubilee Celebrations

The Chairman presented the details about the proposed events as part of the Silver Jubilee Celebrations. The details are as follows:

- We propose to conduct 2 mega events – Inaugural (Tentatively 21st Feb 2026) and Valedictory (Some time in Dec – 2026) with a cultural performance by renowned troupe and dinner.
- We will be inviting Alumni and honoring alumni achievers during Inaugural including PGDBA
- We will be inviting the alumni of the recent batches of Senior Citizens of Computer Literacy Programme as well
- Other three events during the year (Mar – Nov 2026) that we are planning to host include;
    1. Charting the Uncharted – Inviting the achievers from different walks of life like Mr. Shubhanshu Shukla (Astronaut), Anil Mistry (Environmentalist), Sunita Williams, (Astronaut) …
    2. An evening with Founders of UNICORNS like Mr. Nithin Kamath (Zerodha), Shesh Paplikar,(BHIVE) …
    3. Organising a mega National Level Management Fest

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the proposed meaningful programs as part of the Silver Jubilee Celebrations.
- The same will be presented to the members of Governing Body for inputs and approval.

As there were no other matters for discussion, the Chairman thanked all the members for their valuable suggestions.

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PART A | 5th GOVERNING BODY - 19.01.2026

New-course references highlighted (20 lines)

Rashtreeya Sikshana Samithi Trust

RV Institute of Management

GOVERNING BODY MEETING - 5

Proceedings of the Meeting

The fifth Governing Body meeting was held on 19.01.2026 from 4:00 PM onwards.

Following members were present;

Members

1. Sri M D Kasturi Ranga, Chairman, RVIM Governing Body, Trustee, RSST
2. Dr Vidhyadhar Reddy, UGC Nominee, Former Director, Centre for Management, NALSAR University of Law, Hyderabad
3. Dr Padmaja A V, State Govt. Nominee, Principal, MLA Academy for Higher Learning, Bengaluru
4. Dr (h.c.) AVS Murthy, Hon. Secretary, Rashtreeya Sikshana Samithi Trust, Bengaluru
5. Dr A S Vishnu Bharath, Trustee, Rashtreeya Sikshana Samithi Trust, Bengaluru
6. Sri A Rajan, Former Country Head, HDFC Bank Ltd
7. Sri Syed Shahameer, Registrar, R V Group of Institutions – Special Invitee
8. Dr Anupama K Malagi, Professor, RVIM
9. Dr Purushottam Bung, Ex-Officio Secretary, Professor & Director-RVIM

Following members were granted leave of absence as they were not able to attend the meeting.

1. Sri D P Nagaraj, Hon. Joint Secretary, Rashtreeya Sikshana Samithi Trust, Bengaluru
2. Sri M V Rangappa, University Nominee, Syndicate Member, BCU
3. Sri P S Venkatesh Babu,Hon. Treasurer, Rashtreeya Sikshana Samithi Trust, Bengaluru
4. Dr Noor Firdoos Jahan, Professor, RVIM

The Governing Body meeting was convened to discuss, deliberate and approve the following agenda points discussed, recommended by BOS on 19.12.2025 and ratified by Academic Council on 02.01.2026. Chairman of the Governing Body welcomed all the members present and started the meeting with a silent prayer.

AGENDA POINT 1: Approval of the proceedings of the fourth GB meeting held on 25.11.2024:

HoI presented the action taken report based on the proceedings of the previous GB meeting and narrated the progress on actionable agenda points.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

Members of the Governing Body approved the proceedings of the second GB Meeting held on 25.11.2024 and noted with appreciation the action taken report and the progress on each agenda point presented by the HoI.

AGENDA POINT 2: Induction of new members to the Governing Body

HoI introduced and extended a warm welcome to the new member of the Governing Body. One new internal member was inducted :

Dr K Aparna Rao, Professor & Deputy Director, RVIM

AGENDA POINT 3: Proceedings of the 5th BoS Meeting for information

HoI presented the proceedings of the 5th BoS meeting held on 19.12.2025 and highlighted the major points discussed and suggestions given by the BoS members.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

Members appreciated the suggestions given by the members of BoS pertaining to various changes in the curriculum that were proposed.

AGENDA POINT 4: Proceedings of the fifth AC meeting held on 02.01.2026 for information

HoI presented the proceedings of the Academic Council meeting held on 02.01.2026.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- All the recommendations made by AC were presented to GB for approval.
- The members of GB appreciated and approved the suggestions and advise given by the members of AC.

AGENDA POINT 5: To approve the revised Vision-Mission-Values-POs, PEOs-Graduate Attributes and Perspective Plan

HoI shared the revised Vision-Mission-Values- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan post 3-day Strategic Retreat held during 14th to 17th November 2025.

OBSERVATIONS, DISCUSSION

- Members were happy about the changes made
- They appreciated the idea of regularly conducting Strategic Retreat to re-visit the Vision-Mission-Values- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan.

RESOLUTION

- It was resolved to adopt the changes in the Vision-Mission-Values- Quality Policy- Quality Policy- Graduate Attributes- POs- PEOs and Perspective plan.

AGENDA POINT 6: To approve the Revised curriculum framework for MBA

The HoI presented before the GB, the revised curriculum framework for MBA. The major changes and the curriculum summary are mentioned as here-in under:

CREDIT DISTRIBUTION

Sl.NO	TITLE	CREDITS
1	**Experiential Courses:** Design Thinking for Business Creative Expression & Visual thinking Managerial Research Skills Lab	5
2	Core Courses	49
3	Specialization Courses	27
4	Open Elective I (MOOC) Open Elective II (MOOC) Open Elective III (MOOC) Open Elective IV (MOOC)	4
5	Social immersion	1
6	Business Immersion	2
7	**Liberal Education / Arts:** Health & Wellness (Practice based course)	2
8	**Skill Enhancement Courses** IT Skills Communication and Soft Skills Employability Skills Business Analytics Skills Generative AI and Prompt Engineering	15
	Total credits	**105**

- Total no. of credits reduced from **106 to 105**
- No. of courses in I sem increased from 08 to 10. The newly added courses are additional **Open Elective I (1 credit) and Creative Expression & Visual Thinking (1 credit)**
- No. of courses in II Sem increased from 10 to 13**. The new courses are Supply Chain Management (3 credits - which was earlier part of III Sem) , Design Thinking for Business (1 credit - which was earlier part of III Sem) and Open Elective III during BIP (1 credit)**
- **Business Immersion Programme is proposed after I Sem and Social Immersion will be after II sem with effect from 2025-27 batch.**
- Few course names/titles are changed in I & II Sem like:
    - New Age Entrepreneurship (II Sem) which was Entrepreneurship & Start-up Management earlier
    - Application of Operations Research & Project Management (II Sem) which was earlier Applications of Operations Research in Business

- No. of credits for Communication & Soft skills reduced from 4 to 2 credits (Contact hours remain the same as it is a skill enhancement course)
- No. of credits for MRSL reduced from 4 to 3 credits and for Business Immersion Program from 3 to2 credits to accommodate new subjects.
- No. of credits for MOB reduced from 4 to 3 credits
- No. of electives for specialization increased from 3major+2minor to 4major+2minor in the third semester. The fourth elective is the domain specific course under each specialization which is mandatory and carries 3 credits
- The course titles under domain specific for different specialization areas are as under:
    - Marketing- Business Analytics for Marketing
    - Entrepreneurship & Family Enterprise Management- Green & Agritech Entrepreneurship
    - Finance- Fintech & Financial Analytics
    - Operations & SCM- SCM Technology & Analytics
    - AI & Business Analytics- Analytics applications in functional areas
    - HRM- AI & HR Analytics

- New skill enhancement course added in III Sem, namely Gen AI for Business (3 credits)
- Two new electives (III Sem) added under Marketing specialization- International Marketing & Digital Supply Chain Marketing and removed 'Applications of Digital Marketing'
- Under Finance Specialization, one new elective paper is added namely 'Forensic Accounting & Auditing' and title of the course Merchant Banking & Financial Services is changed to 'Investment Banking & Financial Services', content also changed wherever required.
- Under Operations & Supply Chain Management Specialization, all the electives in III & IV Sem are revised with content & course titles and few new courses are added as listed here-in under:
    - World Class Manufacturing (Earlier in IV Sem)
    - Demand and Supply Management
    - Logistics Design & Management (Earlier- Logistics Management)
    - Service Operations Management
    - Project Management for Operations Excellence
    - Operations Strategy & Supply Chain Network Design

- Strategic Sourcing & SRM
- E-Commerce & Digital Supply Chain Management
- Total Quality Management & Lean Six Sigma
- Cross Functional Integration for SCM

- The Business Analytics Specialization is renamed as AI & Business Analytics
- Under AI & BA specialization the title of the elective course 'Descriptive Analytics & Data Visualization and Story Telling' is renamed as 'Data Visualization and Story Telling using Tableau' and in IV Sem 'IT Risk Management & Data Security renamed as 'Cyber Security Fundamentals: Risk, Governance & Privacy'. Content is also changed accordingly.
- Under AI & BA, one new elective course added – 'Database Management using MySQL. The course 'Business Intelligence 'is brought under Introduction to Business Analytics, Data Warehousing and Data Mining and is replaced with 'Applications of Gen AI'
- Under HRM Specialization, one new elective course added- 'Strategic HRM'
- The no. of credits for the course 'Value Ethics- ESG' is reduced from 3 to 2 credits to accommodate new courses in AI domain.

OBSERVATIONS & DISCUSSION:

- The members appreciated the proposed changes in the curriculum framework.
- The members appreciated the proposed revisions put forth for discussion which are based on the experience of all the faculty members and feedback from the experts.
- The members were happy about the inclusion of the courses 'Gen AI for Business' and also the course 'Creative Expression & Visual Thinking'.
- The members suggested that the course 'Employability Skills' to be renamed as 'Professional Skills'

RESOLUTION

It was resolved to approve the revised MBA curriculum framework and to incorporate the suggestions pertaining to renaming the course 'Employability Skills' as 'Professional Skills'

AGENDA POINT 7: To approve the Detailed revised syllabi for MBA

HoI presented the detailed revised syllabi in accordance to the revised curriculum framework.

OBSERVATIONS , DISCUSSION & RESOLUTION:

- The members appreciated the efforts in terms of revising the syllabi for MBA.
- The members felt that the overall courses under each specialization were well designed
- The members appreciated the suggestion given by BoS members regarding the re-ordering of the subjects under marketing specialization.

- The members approved the revised syllabus
- The members appreciated the suggestion made by AC members regarding the reduction of total credits from 106 to 105.

AGENDA POINT 8: To approve the Revised curriculum framework for PGDBA

HoI presented before the GB, the revised curriculum framework for PGDBA. He highlighted the following major revisions and presented the curriculum framework, which is as herein under:

CREDIT DISTRIBUTION

Sl.NO	TITLE	CREDITS
1	Experiential Learning Courses	03
2	Core Courses	18
4	Functional Electives	03
5	Open Electives	04
6	Skill Enhancement Courses	22
8	Real World Capstone Project	04
	Total Credits	**54**

The summary is as highlighted here-in under:

- The detailed syllabus of 'Business Statistics' (I Sem) merged with 'Prescriptive Analytics' (II Sem) and offered as 'Quantitative Techniques for Decision Making' in I Sem with 3 credits
- Title of the course 'DBMS & SQL' revised as 'Database Management using MySQL' with required changes in the detailed syllabus.
- Five new courses added in I Sem namely:
    1. Gen AI & Prompt Engineering (3 credits)
    2. Creativity & Design Thinking for Business (1 credit) which was earlier offered as Open Elective in II Sem
    3. Professional Communication & Corporate Skills (2 credits)
    4. Open Elective I & II through Coursera (1 Credit each)
- Two courses 'Emerging Technologies' and 'Econometrics for Decision Making' moved from I Sem to II sem. The no. of credits for 'Econometrics for Decision Making' reduced from 4 to 3 credits
- Four new courses added in II Sem:
    1. New Age Entrepreneurship
    2. Deep Learning & NLP
    3. Open Elective III from Coursera (1 Credit)
    4. Open Elective IV from Coursera (1 Credit)

- The course 'Web & Social Media Analytics' merged with Marketing Elective offered in II Sem
- No. of credits for the course 'Data Visualization & Story Telling Using Tableau' is reduced from 4 to 3 credits
- No. of credits for functional electives reduced from 4 to 3 and real-world capstone project reduced from 6 to 4 to accommodate new subjects.

OBSERVATIONS, DISCUSSION & RESOLUTION:

The members appreciated and approved the proposed changes in the PGDBA curriculum framework.

AGENDA POINT 9: To approve the Detailed revised syllabi for PGDBA

HoI presented before the GB, the detailed revised syllabi for PGDBA.

- The syllabi of all functional electives, core courses, skill enhancement courses, are revised and few renamed.
- The syllabus for Experiential Learning Courses is drafted considering faculty experience in consultation with experts.

OBSERVATIONS, DISCUSSION & RESOLUTION:

The members appreciated and approved the proposed changes made in the detailed syllabi of all the courses.

AGENDA POINT 10: Induction of new members into BoE for information

HoI presented the following details pertaining to the BoE:

- Many of the existing BoE members were requested to continue their tenure; however, some members expressed an inability to do so due to other commitments.
- The Examination Committee has initiated the process of updating the database of examiners based on their experience.
- The selection criteria for both internal and external members require a minimum of 10 years of teaching experience and a Ph.D. qualification wherever possible.
- Once the new examiner database is finalized, it will be submitted to the Chairman of BoE/HOI for formal approval. The same was presented to GB for information.

OBSERVATIONS, DISCUSSION & RESOLUTION:

- The members appreciated the efforts in terms of updating the existing database of examiners.

AGENDA POINT 11: Proceedings of 4th meeting of the RAC for information

HoI presented to the members, the proceedings of the 4th meeting of the Research Advisory Committee.
The Chairman highlighted about the recommendations of the RAC members and also extending the benefits to faculty members through institutional funding policy, CDA policy and Research Promotion Policy aimed at strengthening research in the institution.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

The members appreciated the efforts of the Centre for Research and consultancy in terms of promoting research in the institution.

AGENDA POINT 12 : Proceedings of the recent IQAC Meeting for information

HoI presented the details about the regular quarterly meeting of the IQAC and also about the Quality initiatives adopted in the institution. The Chairman emphasized on the various initiatives like;

- Preparing for International Accreditations like ACBSP & subsequently AACSB
- Preparing for NBA
- Partnering with Coursera and offering unlimited access to the students for 2 years to complete as many courses as they like for MBA students and for one year to PGDBA students
- Strategy and efforts in terms of better performance in NIRF ranking and also preparations for NAAC re-accreditation

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members were happy to note the quality initiatives implemented in the institution.
- The members appreciated the efforts in terms of partnering with Coursera
- The members appreciated the efforts in terms of preparing for International Accreditations like ACBSP & AACSB
- The members appreciated the efforts in preparing for NBA
- The members appreciated the efforts towards better performance in NIRF ranking.

AGENDA POINT 13 : Proceedings of the 6th FC meeting for approval

HoI presented the proceedings of the sixth Finance Committee meeting.

OBSERVATIONS, DISCUSSIONS & RESOLUTION

- The members of GB appreciated the suggestions and advise given by the members of Finance Committee and approved the proceedings (Fee Structure, Internal Audit Reports, Statutory Audit Reports, Annual Budget, etc)

AGENDA POINT 14: Briefing about new initiatives and best practices adopted towards strengthening Teaching- Learning –Evaluation

HoI presented various initiatives and best practices adopted towards strengthening Teaching-Learning- Evaluation. The HoI emphasized on the various initiatives like:

- Student Tutorship: Currently for Health & Wellness and for IT Skill course which will be explored for other courses going forward.
- Mandatory Faculty mentor visits to the industry during Business Immersion Program (BIP) & Social Immersion Programme (SIP) and bringing out BIP & SIP Proceedings
- Organising ANVESHAN- Student Research Symposium as part of MRSL
- Institutional funded projects
- Regular Strategic Retreat
- Creating unique learning experience through the Centre for Creativity
- Mandatory Workshop on 'Creative Expression & Visual Thinking' for all the staff and students to promote and harness creativity in everything that they do.
- International Conferences like BIDA and IJCACI have become our annual flagship events.
- International Immersion opportunity for students. We will explore the ways and means to make it mandatory for all by including it in the fee structure.
- Regular Examination Audits
- Participation in National Management Week Programme conducted by Association of Indian Management Schools (AIMS) and regularly organising meaningful social intervention programmes.
- Regularly publishing Research Bulletin to showcase the publications of faculty members
- Functional and forward looking Research Promotion Policy
- Regular Internal Contests and Competitions at Section level and subject wise
- Robust and Forward looking CDA Policy
- Robust and Encouraging Performance Appraisal System (PRISM)
- Recruitment window kept open for 365 days
- Recruitment of Adjunct Faculty and Professor of Practice on continuous basis.
- Institution's rigorous e-Governance and Examinations through SAP

OBSERVATIONS, DISCUSSIONS & RESOLUTION

The members were happy to note the various initiatives and best practices implemented towards strengthening Teaching- Learning- Evaluation.

AGENDA POINT 15: Briefing about Examination results

Hoi presented the details about the examination results of 2023-25 Batch of MBA and 2024-25 Batch of PGDBA which was progressive

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the rigour and transparency in the entire examination process.

AGENDA POINT 16 : Briefing about activities & events organised by the institution since the previous GB meeting

HoI presented the details about the major events/activities organised in the institution since the previous GB meeting. Some of the major events organised are as here-in under:

1. International Immersion
2. Venture Fest 7.0
3. Bharat Utsav
4. Outbound Training at Shilhaandara
5. International Yoga Day
6. ANVESHAN 2025 (Student Research Symposium
7. CSR Activity (Govt. School Painting at Hoskote)
8. 3 Days Strategic Retreat at Coorg
9. Graduation Day for 2023-25 Batch
10. GENESIS – Inauguration of 2025-27 Batch

OBSEERVATIONS, DISCUSSIONS & RESOLUTION

The members were happy to note the number of major events and activities organised in the institution and their impact.

AGENDA POINT 17: Briefing about Campus infrastructure improvement & enhancement post the previous meeting

HoI presented various improvements that have been taken up in the campus infrastructure facilities. He presented the details about the refurbishment of the Centre for Innovation, Entrepreneurship & Incubation and creation of the new Centre for Creativity. He also shared about the upcoming refurbishment plan to revamp Centre for Knowledge Resources and the Administrative wing.

OBSERVATIONS/ DISCUSSION/RESOLUTION

The members appreciated the initiative of the institution in improving and enhancing the campus infrastructure.

AGENDA POINT 18: Briefing about Institutional achievements since the last meeting

HoI presented the major achievements of the institution including:

- B School Ranking by various agencies
- Awards and Recognitions conferred on the Institution/ students/faculty
- Top College opted by the students in 2025 with the highest cut-off of 106 under General Merit. We remained as the most preferred college by the MBA aspirants of the state since the last three years in PGCET.

The details of the B-School Ranking and Institutional achievements are as follows:

Sl. No.	Magazine	Ranking Category	2025	2024	2023
1	Business Today	Over All Ranking	92	96	108
		Future Orientation	69	88	91
		ROI	40	44	58
		Top Learning experience	41	-	89
		Private B-Schools	66	71	79
		Metro Ranking (Bengaluru)	08	10	-
2	The Week	B-School - Pan India (Govt - Pvt)	98	106	105
		Private B-Schools	79	88	87
		B-Schools South Zone	32	32	31
		B-Schools Private South Zone	26	27	26

		B-Schools Bengaluru	12	11	11
		B-Schools Private Bengaluru	11	11	11
3	India Today	All India	-	-	-
		All India – Private	-	71	-
		B-Schools Private South Zone	-	20	-
		B-Schools Bengaluru	-	10	-
4	Outlook – ICARE	All India - Top Private MBA	-	58	58
		B-Schools Private South Zone	-	20	20
		Private Affilated Colleges - Pan India	-	10	9
		B-Schools Private Bengaluru	-	8	6

Sl. No.	Agency	Ranking Category	2026	2025	2024	2023
5	Open	Top B-School - Govt & Pvt Pan India	113	105	141	-
		Top Standlone B-School South Zone	26	27	37	18
		Top Standlone B-School – Bengaluru	9	10	11	9
		Top B-School Private - Pan India	79	69	-	-
6	Education Post - IIRF	Top Private B-Schools - Pan India	-	35	36	55
		National Cluster Ranking	-	21	-	-
		B- School South Zone PVT	-	6	13	-
		School of Eminence for Employability	-	-	46	-
		State Rank	-	4	-	-
		Top Private B-Schools - for Research within State	-	-	41	-
7	MBA Universe	Best B- School Ranking pan India	-	62	66	72
8	Times of India	Pan India amongst top B-schools	-	44	47	49
		Best B-School in South India	-	11	12	13
		Top 50 Institutes – Placements	-	28	-	-
		Top 50 Private Institutes	-	33	32	-

Institutional Recognitions & Achievements

Agency	Award	Date
CSR Awards for Excellence 2024	Eminent Director of Leading Institute of India Award	21st April, 2024 - New Delhi
Center for Education Growth & Research	Best Private Management College in South India 2024	02nd May, 2024 - New Delhi
Academic Insights	Ranked Top 10 Business Analytics college in India	August, 2024
Competition Success Review	Top 10 prominent B-Schools of India	10 November 2024
Elite Education & Institutional Excellence 2024 Conference	Most Prominent & Leading Autonomous Management College 2024	Friday , 25th October 2024
Education Post – IIRF	Excellent B-School for Academic Excellence in Research	Saturday, 9th November 2024
Academic Insights	Business School of the year 2024 - Excellence in Industry partnerships Collaborations	February 2025

OBSERVATIONS/ DISCUSSION/RESOLUTION

- The members appreciated the institution's efforts and congratulated the management & Staff for the commendable achievements.
- Members suggested to promote all the achievements on all the social media platforms including Twitter.

AGENDA POINT 19 : Briefing about Graduation Day Celebrations (2023-25 Batch) on 25th October 2025 & GENESIS 2025-27 Batch on 27th October 2025

HoI was happy to share the details about the Graduation Day celebrations of the third autonomous batch (2023-25) held on 25th October 2025 and GENESIS – Inauguration of the new batch 2025-27 held on 27th October 2025.

OBSERVATIONS/ DISCUSSION/RESOLUTION

The members appreciated the institution's efforts and congratulated the management & Staff and also the graduating students.

AGENDA POINT 20 : Update about admissions of the recently started 2025-27 Batch

HoI presented the details about the admission details for the batch of 2025-27.

Admissions summary for the last 8 years

SL	BATCHES								
	Particulars	2018-2020	2019-2021	2020-2022	2021-2023	2022-2024	2023-2025	2024-2025	2025-2026
01	No of enquires	550+	775+	800+	870+	900+	1020+	970+	700+
02	No of Applications	297	512	564	601	670	690	682	457
03	Admissions under GOVT quota	86	82	78	80	86	87	87	**90**
04	Admissions under MGMT quota	94	98	102	100	94	93	93	**90**
05	PGCET 1st round cut-off rank	517	461	417	336	214	**96**	**76**	**109**
06	No of students from other state	19	19	19	28	17	10	17	07
07	No of students from Bengaluru	33	40	52	61	35	65	45	52
08	No of students from Karnataka	128	121	109	91	128	105	116	121
09	No of Boys	118	94	98	107	116	107	102	91
10	No of Girls	62	85	82	73	64	73	78	89

OBSERVATIONS, DISCUSSION & RESOLUTION

The members appreciated the institution's efforts and congratulated the management & Staff for the remarkable achievement.

AGENDA POINT 21 : To brief the GB about the new faculty recruitments happened since the previous GB meeting

HoI presented the details about the staff recruitments happened since the previous GB meeting.

Following faculty members were recruited and have joined the Institution:

Sl No	Name	Designation
1	Dr K Aparna Rao	Professor & Deputy Director
2	Dr Sunitha P	Asst Professor & Head, Placements
3	Dr Tejashwini B	Senior Librarian
4	Ms Shobhana Chandra	Asst Professor, Marketing Department
5	Dr Kokila Kulkarni	Asst Professor, HR Department
6	Ms Asha	Trainee Placement Executive

OBSERVATIONS, DISCUSSIONS & RESOLUTION

Members appreciated the effort put by the Institution in attracting and retaining talent. Members welcomed the new joinees to RV Family.

AGENDA POINT 22 : Update about Placements – 2023-25 Batch and 2024-26 Batch (Ongoing)

HoI presented the details of placement for the graduated batch of 2023-25 and the current II year MBA students of 2024-26 Batch. The details are as herein under:

Summary of Placements	2023-25	2024-26 Current Batch (Ongoing)
Total no. of Companies (On / Off Campus) visited	89	25
Total No. of Students Admitted	180	180
Total No. of Students not opted/not eligible for Placements	16	7
Total No. of students eligible for placements	164	173
Total No. of Students Placed	151	42
Highest package	17.25	9.3
Median Package	6.40 LPA	6.7 LPA

OBSERVATIONS/ DISCUSSION/RESOLUTION

The members appreciated the institution's efforts and congratulated the management & Staff for the good placements and also promoting paid internships (75 plus students got paid internships from the 2024-26 Batch)

AGENDA POINT 23 : To discuss about Silver Jubilee Celebrations

HoI presented the details about the proposed events as part of the Silver Jubilee Celebrations. The details are as follows:

- We propose to conduct 2 mega events – Inaugural (21st Feb 2026) and Valedictory (Some time in Dec – 2026) with a cultural performance by renowned troupe and dinner.
- We will be inviting Alumni and honoring alumni achievers during Inaugural including PGDBA and also honour founding Director and others who have contributed immensely.
- We will be inviting the alumni of the recent batches of Senior Citizens of Computer Literacy Programme as well
- Other three events during the year (Mar – Nov 2026) that we are planning to host include;
    1. Charting the Uncharted – Inviting the achievers from different walks of life like Mr. Shubhanshu Shukla (Astronaut), Anil Mistry (Environmentalist), Sunita Williams, (Astronaut) …
    2. An evening with Founders of UNICORNS like Mr. Nithin Kamath (Zerodha), Shesh Paplikar,(BHIVE) …
    3. Organising a mega National Level Management Fest

OBSERVATIONS/ DISCUSSION/RESOLUTION

The members were happy to know about the silver jubilee celebrations and in principle approved the plans.

Conclusion:

Since there were no other matters for discussion, The meeting concluded with the Chairman and the Ex-Officio Secretary thanking all the members for their valuable suggestions and advice.

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PART B1 | NEW MBA COURSES - SYLLABUS EXTRACTS

First page of each of the 23 new 2026-Scheme MBA courses (headers in green)

Course Title	INTERNATIONAL MARKETING
Term/Semester	III
Course ID	26MBA136
Credits	3

Introduction:
This course offers an in-depth understanding of international marketing, emphasizing global market dynamics, cross-cultural consumer behavior, and strategic brand management. Students will explore how organizations identify opportunities, enter foreign markets, and adapt marketing strategies to diverse cultural, economic, and regulatory environments. The course examines global branding principles, including brand positioning, equity management, and country-of-origin effects, alongside the emerging field of luxury branding. Through case studies and practical examples, learners will gain insights into managing international marketing challenges, designing effective marketing mixes, and building strong, sustainable, and globally recognized brands that resonate across borders.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

CO1: Explain the scope, importance, and environmental influences of international marketing and apply global trade concepts to marketing decisions.
CO2: Evaluate and select appropriate international market entry strategies and design suitable global marketing mix decisions.
CO3: Analyze cross-cultural consumer behaviour and apply global segmentation, targeting, and positioning strategies using appropriate research methods.
CO4: Develop strategies for building, positioning, and managing global brands across diverse cultural and economic contexts.
CO5: Assess luxury branding strategies and design consumer-centric global luxury experiences with an understanding of sustainability and emerging trends.

Course Content and Structure (36 Hours)

Module 1: Introduction to International Marketing (7 Hours)

- Nature and scope of international marketing versus domestic marketing
- Importance of international marketing for business growth and competitiveness
- Drivers of globalization and their impact on marketing decisions
- Economic, political, legal, technological, socio-cultural, and environmental factors influencing global marketing
- Overview of global trade theories and frameworks
- International marketing research

Module 2: International Market Entry Strategies & Global Marketing Mix (8 Hours)

- Modes of international entry: exporting, licensing, franchising, joint ventures, strategic alliances, wholly owned subsidiaries
- Factors influencing entry mode decisions: market potential, risk, investment, control
- Standardization vs. adaptation of marketing strategies
- Designing international product strategies, packaging, and labeling

Course Title	E-COMMERCE AND DIGITAL SUPPLY CHAIN MARKETING
Term/Semester	III
Course ID	26MBA137
Credits	3

Introduction:
E-commerce and digital supply chains are reshaping how brands acquire, convert, and retain customers in an increasingly competitive marketplace. This course provides a comprehensive understanding of modern E-commerce and Direct-to-Consumer (D2C) business models, digital marketing strategies, and the critical role of technology in enabling seamless customer experiences. Students will learn to optimize digital campaigns, increase conversion rates, calculate customer lifetime value, and design retention ecosystems. The curriculum also integrates the fundamentals of digital supply chain coordination—from inventory and fulfilment to last-mile delivery—preparing learners to build complete go-to-market strategies for high-growth D2C and omnichannel brands in India.

Course Outcomes (COs):

CO1: Analyze various E-commerce and D2C (Direct-to-Consumer) business models, evaluating the strategic differences between marketplace, brand-owned, and omnichannel approaches.
CO2: Design and execute integrated Digital Marketing strategies (Search, Social, PPC) optimized for high Conversion Rate Optimization (CRO) in an e-commerce context.
CO3: Formulate a customer retention strategy by calculating Customer Lifetime Value (CLV) and utilizing email and marketing automation for post-purchase loyalty.
CO4: Evaluate the critical role of the Digital Supply Chain in fulfilling marketing promises, focusing on inventory, fulfillment, and Last-Mile Delivery in India.
CO5: Propose a complete go-to-market plan for a D2C brand, integrating the e-commerce platform, logistics flow, and core marketing metrics.

Course content and Structure: **(36 hours)**

MODULE 1: E-commerce Business Models and Strategy **(8 Hours)**

- E-commerce Landscape in India: Market size, growth drivers, and consumer behavior shifts (Tier 2/3 cities). Comparison of E-tailing (B2C) vs. Quick Commerce vs. B2B E-commerce.
- Direct-to-Consumer (D2C) Model: Rationale and advantages of the D2C model; Key characteristics of successful Indian D2C brands; Strategies for brand building without third-party dependence.
- E-commerce Platforms and Technology: Overview of e-commerce platforms (Shopify, WooCommerce, Custom builds); The role of Payment Gateways and secured transactions; Introduction to the MarTech/Sales Tech Stack for e-commerce, ONDC
- Marketplace Strategy: Managing sales on third-party platforms (Amazon, Flipkart, Myntra); Optimizing product listings, managing seller ratings, and utilizing platform advertising tools (e.g., Amazon Ads).

Course Title	NEW AGE ENTREPRENEURSHIP
Term / Semester	II
Course ID	26MBA221
Credits	3

Introduction:
This course provides a comprehensive understanding of the entrepreneurial journey from idea conception to business growth and sustainability, focusing on both theoretical foundations and practical applications. It introduces learners to the core principles of entrepreneurship, innovation, and digital transformation essential for success in the modern business environment. The syllabus covers the entire entrepreneurial lifecycle — from identifying and testing business ideas, developing products, and building viable business models and plans, to understanding funding mechanisms and the ecosystem that supports startups. Through a blend of conceptual learning, case studies, and exposure to AI-driven tools such as Pitchbob.io, Growexa, Ideamap, and Notegpt, students gain hands-on experience in applying technology to entrepreneurship. Additionally, the course emphasizes the importance of understanding legal structures, institutional support systems, and government initiatives that facilitate entrepreneurial growth in India. By the end of the course, learners will be equipped with the skills, knowledge, and strategic perspective needed to ideate, plan, launch, and scale sustainable startups in a dynamic global economy.

Course Outcomes:
After learning the course, the students should be able to
CO1: Understand the entrepreneurial process, types of entrepreneurships, and the application of digital and strategic skills essential for innovation and business growth.
CO2: Analyze and evaluate business ideas through idea generation, prototyping, and feasibility testing, integrating AI tools to enhance early-stage decision-making.
CO3: Design and develop a Minimum Viable Product (MVP) using Agile and Lean Startup methods, and apply strategies for scaling, funding, and investor engagement.
CO4: Create and evaluate a comprehensive business model and plan, incorporating financial, marketing, HR, and production aspects while leveraging AI tools and understanding legal obligations.
CO5: Examine and analyze the entrepreneurial ecosystem, identifying key support systems, funding sources, and institutional frameworks that drive sustainable startup growth.

Course Content and Structure: (36 hours)

Module 1: Entrepreneurship and Innovation (08 Hours)

- Introduction- Entrepreneurial Process; Entrepreneur Lifecycle Need and scope of entrepreneurship in India
- Entrepreneurship types- Clarence Danfoe classification, MSMEs, Social Entrepreneurship, Intrapreneurship, Other types; Myths and Realities; Success and Failures (Biographies). Effectuation Theory;
- Entrepreneurial Traits and Competencies; Entrepreneur skills; Digital skills and Entrepreneurship- Digital Literacy, Data Analysis and Decision making,

Course Title	GREEN AND AGRI-TECH ENTREPRENEURSHIP
Term / Semester	III
Course ID	26MBA235
Credits	3

Introduction:

Green and Agri-Tech Entrepreneurship is an emerging field at the intersection of sustainability, technology, and rural economic development. This course provides a comprehensive understanding of how innovation, digital tools, climate-smart strategies, circular economy models, and Agri-value chain technologies can be leveraged to build scalable and sustainable ventures.

The syllabus integrates agricultural technologies (Agri-Tech), renewable energy innovations, climate-resilient models, sustainability frameworks, green financing, and government programs supporting the green and Agri ecosystem in India. Students will explore opportunity identification, product development, business models, ecosystem linkages, and institutional frameworks that enable green and Agri-based startups.

By the end of the course, students will have the knowledge and skills required to conceptualize, design, and plan ventures in the sectors of clean tech, food tech, farm mechanization, IoT-enabled farming, waste-to-wealth, regenerative agriculture, and other climate-smart technologies.

Course Outcomes:

After learning the course, the students should be able to

CO1: Identify the fundamentals of Green and Agri-Tech entrepreneurship, sustainability frameworks, and climate-smart innovation opportunities.

CO2: Analyze Agri-value chains, identify market gaps, and evaluate opportunities for innovation using digital technologies and green practices.

CO3: Develop green or Agri-Tech products, prototypes, and minimum viable solutions through design thinking, lean methods, and user-centric approaches.

CO4: Create sustainable and financially viable business models and plans for green and Agri-Tech ventures while integrating environmental, social, and governance (ESG) concepts.

CO5: Examine the green/Agri-Tech startup ecosystem, funding options, institutional support mechanisms, and regulatory frameworks in India.

Course Content and Structure: **(36 hours)**

Module 1: Foundations of Green & Agri-Tech Entrepreneurship (06 Hours)

- Introduction to Green Entrepreneurship and Agri-Tech Entrepreneurship
- Importance & Scope of Sustainable and Climate-Smart Ventures
- Entrepreneurship opportunities in: clean energy, water tech, food tech, farm mechanization, soil tech, waste-to-wealth, circular economy
- Sustainability: SDGs, ESG, Triple Bottom Line, Climate Mitigation & Adaptation

Course Title	FORENSIC ACCOUNTING AND AUDITING
Term/Semester	III
Course ID	26MBA337
Credits	3

Introduction

This course provides students with a comprehensive understanding of the principles, techniques, and investigative approaches used to detect, prevent, and respond to financial fraud. As financial crimes grow in complexity ranging from corporate and employee fraud to cyber fraud and tax manipulations, the role of the forensic accountant has become central to strengthening organizational governance and supporting legal processes. It enables students to build confidence in the forensic audit of business data and provide advanced analytical, evaluation and problem-solving skills.

Course Outcomes (COs):

At the end of this course, students will be able to:

CO1: Understand the fundamental concepts of forensic accounting and fraud auditing, and the role of forensic accountants in supporting the legal system.

CO2: Analyse the nature of fraud using key fraud theories to assess fraud vulnerabilities in various organisational settings.

CO3: Evaluate different types of fraud schemes, and apply systematic procedures for fraud detection across financial, operational, and digital environments.

CO4: Assess the effectiveness of various fraud prevention strategies in different organizational contexts.

CO5: Apply forensic audit methodologies using statistical, mathematical, and digital techniques to conduct comprehensive forensic investigations.

Course Content and Structure: (36 hours)

Module 1: Fundamentals of forensic accounting & Fraud auditing (6 Hours)

Meaning, nature and Scope, Types of fraud: Corporate fraud, employee fraud, accounting manipulations, banking fraud, tax fraud and cyber fraud. Fraud auditing (forensic audit). Phases of forensic audit. Forensic audit vis-vis Audit, Principles of fraud audit, Role of Forensic accountants in the legal system.

Module 2: Fraud and Audit (8 Hours)

Elements of Fraud – Fraud related concepts - Fraud vulnerabilities - Fraud triangle – Fraud Diamond – Fraud Pentagon – Fraud Scale, Fraud Circle, Hollinger Clark Theory – Major reasons why people/employees commit fraud – Fraud Taxonomies; Consumer and Investor Fraud, Criminal and Civil Fraud, Fraud for and against the organization, Internal and External Fraud, Management and Non-management Fraud.

Module 3: Fraud Detection (8 Hours)

Meaning of fraud schemes – Red flags and Green flags Types of Fraud Schemes; Fraudulent Financial Statement, Assets Misappropriation, Bribery and Corruption, Cash Receipts, Fraudulent Disbursement, Inventory and Other Assets, Financial

Course Title	SUPPLY CHAIN MANAGEMENT
Term/Semester	II
Course ID	26MBA422
Credits	3

Introduction

Supply Chain Management (SCM) is a core course designed for first-year MBA students, providing the foundational knowledge necessary to appreciate a globally integrated business environment. This course covers how SCM is now a strategic function that directly drives competitive advantage, cost leadership, and customer satisfaction.

The curriculum systematically explores key functional areas, including planning, demand forecasting, procurement, and inventory management. Emphasis is placed on the interconnectedness of SCM with crucial business functions like finance, marketing, and human resources. In addition, contemporary topics such as digital transformation, sustainability, and risk management, are also included.

Course Outcomes (COs):

On successful completion of this course, the student will be able to:

CO1: Analyze the strategic scope of Supply Chain Management (SCM) by evaluating its role in generating competitive advantage and strategic linkages with core business functions

CO2: Apply the fundamental planning models for effective demand management, sales & operations planning (S&OP), and forecasting in improving supply chain flow and responsiveness

CO3: Evaluate the core operational SCM functions and formulate data-driven decisions that balance the fundamental trade-offs between cost, service level, and agility.

CO4: Compare the foundational process improvement methodologies, specifically Total Quality Management (TQM), Lean, and Six Sigma, and their applications

CO5: Assess the transformative influence of contemporary trends, on the design and resilience of modern, end-to-end supply chains.

Course Content and Structure: (36 Hours)

Module 1: Foundations of Operations & Supply Chain Strategy (7 hours)

- What is Operations and Supply Chain Management?
  - Definition and scope of operations, logistics, and supply chain.
  - The evolution of SCM from a tactical function to a strategic imperative.
  - The "value chain" vs. "supply chain" concept.
- SCM as a Competitive Advantage
  - Understanding the link between SCM efficiency and competitive strategy (e.g., cost leadership, differentiation, quick response).
  - Introduction to key performance metrics in the supply chain.
- SCM and its Connection to Other Business Functions
  - SCM & Finance: Impact on working capital, cost of goods sold, and capital expenditure.
  - SCM & Marketing: Aligning SCM with marketing's brand promises (e.g., product availability, service levels, customer satisfaction).
  - SCM & HR: The role of workforce management, talent development, and employee engagement in operational success.

Course Title	DEMAND AND SUPPLY MANAGEMENT
Term/Semester	III
Course ID	26MBA432
Credits	3

Introduction:
This course provides an in-depth coverage of the analytical and managerial processes essential for effectively matching supply with demand across the supply chain. Students will move beyond foundational forecasting concepts to master quantitative methods, and apply these models to planning problems. The course also explores how detailed planning systems, and collaboration tools can be effectively used in Supply Chain Planning. In addition, there is a brief introduction to advanced digital tools, and their impact on supply chain execution and risk mitigation.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:
CO1: Determine how time and work studies assist establishing effective capacity and production plans
CO2: Apply quantitative forecasting models and evaluate their accuracy
CO3: Model the relationship between Aggregate Planning, MPS, and MRP
CO4: Compare and contrast alternative production philosophies (Lean, TOC), and evaluate their impact on planning
CO5: Assess the role of technology in supporting SCM planning processes

Course Content and Structure **(36 hours)**

Module 1: Foundational Concepts in Operations and Production (6 hours)
- Operation management function; Classification of production systems
- Time Study, Work Study, Method Study, Motion Study
- Calculation of Normal time, standard time, and production cost per unit
- Types of processing, production systems

Module 2: Demand Forecasting and Aggregate Planning (8 hours)
- CRM and SCM - Supply chain strategies, Responsive and Efficient supply chains,
- Demand Forecasting – role and characteristics of forecasting, qualitative and quantitative forecasting, approach to forecasting, measuring forecast accuracy, forecasting in practice
- Aggregate Planning – role, strategies
- Sales and Operations Planning– managing supply and demand, implementing S&OP in practice

Module 3: Capacity and Production Planning (8 hours)
- Base Data required for Supply Chain Planning – bill of material, item data
- Aggregate Planning, Master Production Schedule, Materials Requirements Planning
- Alternative Production Philosophies - Lean Manufacturing, Theory of Constraints, Comparison of Alternative Approaches
- Planning for Risk and Sustainability

Course Title	SCM TECHNOLOGY AND ANALYTICS
Term/Semester	III
Course ID	26MBA434
Credits	3

Introduction

This course provides the skills needed to build and manage a modern, data-driven supply chain. The course covers essential ERP operations and the use of analytical models for accurate demand forecasting and network optimization. The curriculum also addresses current supply chain concerns such as performance analysis, risk management, and resilience strategies, including sustainability. In addition, the course introduces newer SCM technologies that are poised to drive supply chain efficiencies and transparency.

Course Outcomes (COs):

On successful completion of this course, the student will be able to:

CO1: Analyze core SCM transactional and planning cycles (by applying functional knowledge of ERP and WMS modules.
CO2: Construct quantitative models to support advanced demand forecasting, inventory optimization, and logistics network design.
CO3: Develop data-driven performance dashboards using key SCM metrics and interpret the results of Process and Performance Analytics.
CO4: Assess and prioritize supply chain risks using structured tools and formulate comprehensive strategies for resilience and ethical compliance.
CO5: Evaluate the strategic value of emerging technologies in enhancing visibility and efficiency across the supply chain.

Course Content and Structure: (36 hours)

Module 1: Foundations of SCM and Digitalization (5 Hours)

- Evolution of ERP: History of Inventory systems, MRP, MRP II, ERP and extended ERP
- Introduction to Digital SCM: Digital Transformation in SCM (SCM 1.0 to SCM 4.0), Role of Enterprise Resource Planning (ERP) in SCM, Functional Overview of ERP Modules (Material Management, Sales and Distribution, Production Planning, Warehouse Management).
- Information Systems and Architecture: Core Information Systems: Transaction Processing Systems (TPS) and Management Information Systems (MIS), Introduction to Cloud-Based SCM Systems

Module 2: ERP Applications and Transactions (11 Hours)

- Procurement and Supplier Management in ERP (SAP): Purchase Order (PO) Processing, Goods Receipt and Invoice Verification (3-way match), Master Data Management (Supplier and Material Master)
- Warehouse Operations and Inventory Management: Stock Keeping and Warehouse Management Systems (WMS), Inventory Types and Control Techniques (ABC/VED/FSN), Cycle Counting and Physical Inventory Processes
- Logistics and Distribution Execution: Sales Order (SO) Processing and Delivery Creation, Transportation Planning and Execution (TMS overview), Tracking, Tracing, and Proof of Delivery (POD)

Course Title	SERVICE OPERATIONS MANAGEMENT
Term/Semester	III
Course ID	26MBA435
Credits	3

Introduction
This course addresses the unique challenges and opportunities of managing service systems. The service industry is already significantly larger than the manufacturing industry and has specific characteristics where the customer is an active participant, service output is intangible, and demand is often highly volatile. Students will master models and frameworks essential for designing efficient, high-quality, and customer-centric service delivery processes in sectors like healthcare, finance, retail, and hospitality.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:

CO1: Analyze the fundamental strategic and operational differences between service and manufacturing operations, and evaluate various types of service structures
CO2: Design service delivery systems using tools like service blueprinting, technology integration, and facility layout planning
CO3: Apply quantitative models for forecasting, capacity planning, and queueing theory to manage capacity and demand
CO4: Explore how service quality frameworks such SERVQUAL and Gaps Model help support service excellence and consistency
CO5: Evaluate contemporary trends in service automation, including the use of AI tools

Course Content and Structure: **(36 hours)**

Module 1: Foundations of Service Operations **(7 hours)**
- The Service Economy and Service Strategy
  - Defining the unique characteristics of services (Intangibility, Inseparability, Heterogeneity, Perishability).
  - The Service-Product Bundle: Core service, facilitating goods, and supporting services.
  - The Service Triangle (Customer, Provider, System) and the Service Profit Chain.
- Classifying Service Systems and Design
  - The Service Process Matrix (Service Factory, Mass Service, Service Shop, Professional Service).
  - The degree of customer contact and its impact on process design and efficiency.
  - The role of "poka-yoke" (fail-safing) in service delivery.
- Technology and Globalization in Services
  - The role of the customer in co-creating value (coproduction).
  - Automation and digital self-service technologies (SSTs).

Module 2: Service System Design and Layout **(8 hours)**
- Service Blueprinting and Process Flow
  - Developing a complete service blueprint: physical evidence, customer actions, visible contact, invisible internal processes.
  - Analyzing points of failure and moments of truth.

Course Title	PROJECT MANAGEMENT FOR OPERATIONAL EXCELLENCE
Term/Semester	III
Course ID	26MBA436
Credits	3

Introduction

This course focuses on applying rigorous project management methodologies to drive and sustain operational excellence and supply chain improvements. Students will learn the tools and techniques needed to successfully manage the entire lifecycle of complex initiatives—such as Lean Six Sigma deployments, technology implementations, and facility upgrades—ensuring these projects are delivered on time, within budget, and achieve their strategic business objectives.

Course Outcomes (COs):

On successful completion of this course, the student will be able to:

CO1: Distinguish between Project Management and Operations Management and align project selection with operational excellence goals

CO2: Create Work Breakdown Structures and utilize the Critical Path Method for timeline management

CO3: Apply quantitative techniques such as Earned Value Management and systematic risk analysis for effective project control

CO4: Develop skills in communication and stakeholder engagement required for managing complex operational and supply chain projects

CO5: Evaluate how newer methodologies such as Agile are relevant for dynamic project environments.

Course Content and Structure: (36 hours)

Module 1: Fundamentals of Project Management (7 hours)

- Project Management (PM) vs. Operations Management (OM)
  - Defining the differences, overlaps, and hand-off points between the two disciplines.
  - Why operational excellence initiatives (e.g., Six Sigma, system rollouts) are managed as projects.
- The Project Life Cycle and Process Groups
  - Detailed overview of the five Project Management Process Groups: Initiation, Planning, Execution, Monitoring & Controlling, and Closing.
  - The role of the Project Management Office in standardizing OpEx practices.
- Strategic Alignment and Project Selection
  - Linking projects to organizational strategy and competitive advantage.
  - Project portfolio management: prioritizing OpEx projects based on ROI, risk, and strategic impact.

Module 2: Scope, Time, and Quality Management (8 hours)

- Defining Project Scope
  - The Statement of Work (SOW) and the Project Charter.
  - Requirements gathering techniques (Voice of the Customer) in operational settings.
  - Creating the Work Breakdown Structure (WBS) and WBS Dictionary.
- Project Time Management
  - Activity definition, sequencing and resource estimation.

Course Title	OPERATIONS STRATEGY AND NETWORK DESIGN
Term/Semester	III
Course ID	26MBA437
Credits	3

Introduction

This course shifts the focus from managing day-to-day operations to making long-term strategic decisions that shape an organization's supply chain and production capabilities. Students will learn how to define an operations mission, select competitive priorities (cost, quality, speed, flexibility), and design global facility networks. The emphasis is on achieving competitive advantage by ensuring complete vertical and horizontal alignment between market requirements and operational processes.

Course Outcomes (COs):

On successful completion of this course, the student will be able to:

CO1: Analyze competitive market dynamics and define the Operations Mission and competitive priorities (Cost, Quality, Speed, Flexibility) to ensure complete strategic fit.

CO2: Develop and evaluate long-term capacity strategies and process choices using quantitative methods such as break-even analysis and capacity cushion calculation.

CO3: Apply quantitative location models and optimization principles (e.g., Center of Gravity, Load-Distance) to design an efficient global supply chain network.

CO4: Formulate comprehensive strategies for risk mitigation, supply chain resilience, and agility in response to global disruptions and uncertainty.

CO5: Evaluate the concept of focused operations and establish strategic performance measurement systems to sustain competitive operational excellence over time.

Course Content and Structure: (36 hours)

Module 1: Operations Foundations and Strategic Alignment (7 hours)

- 1.1 Defining Operations Strategy
  - The role of operations in corporate strategy: from internally neutral to externally supportive.
  - The difference between operational effectiveness (doing things well) and strategy (doing the right things).
- 1.2 Competitive Priorities and the Operations Mission
  - Defining the four key competitive priorities: Cost, Quality (Conformance/Design), Speed (Delivery/Development), and Flexibility (Volume/Mix).
  - Understanding Trade-offs and the need for Focus.
- 1.3 Translating Strategy: Order-Winners and Order-Qualifiers
  - Using the framework to link market expectations (Marketing) to operational decisions (Operations).
  - The concept of minimum acceptable standards (Qualifiers) versus differentiating factors (Winners).

Module 2: Process and Capacity Strategy (8 hours)

- 2.1 Process Strategy and Structure
  - Analyzing the Process-Product Matrix: aligning process structure (e.g., job shop, flow shop, continuous) with product volume and variety.
  - Decoupling point strategy: Make-to-Stock (MTS), Assemble-to-Order (ATO), Make-to-Order (MTO).

Course Title	STRATEGIC SOURCING AND SUPPLIER RELATIONSHIP MANAGEMENT
Term/Semester	IV
Course ID	26MBA441
Credits	3

Introduction

Sourcing and Procurement is a specialization course focused the critical aspect of sourcing goods and services for the supply chain. This course distinguishes between transactional purchasing and strategic sourcing, guiding students through the detailed, seven-step process, from spend analysis and market profiling to contract execution. Critical emphasis is placed on Total Cost of Ownership (TCO) analysis for make-or-buy decisions, advanced negotiation strategies, and effective contract lifecycle management. The course also introduces the topics of global sourcing, ethical procurement, and supply chain risk in the age of AI.

Course Outcomes (COs):

On successful completion of this course, the student will be able to:

CO1: Compare and contrast purchasing, procurement, and strategic sourcing, and classify suppliers based on strategic importance

CO2: Apply the concept of Total Cost of Ownership (TCO) to make-or-buy and vendor selection decisions.

CO3: Develop effective negotiation strategies for procurement and identify the critical financial and risk clauses in supply contracts.

CO4: Analyze the major risks and benefits associated with global sourcing, as part of the overall sourcing strategy.

CO5: Assess how new technologies are being applied in sourcing and identify their potential benefits

Course Content and Structure: (36 Hours)

Module 1: Introduction and Supplier Relationship Management (7 hours)

- Introduction to Sourcing and Procurement: Difference between purchasing, procurement, and strategic sourcing, the procurement cycle- from needs identification to payment, evolving role of procurement from a cost centre to a value driver
- Spend Analysis: Techniques for analyzing organizational spend data to identify opportunities for cost savings and efficiency improvements, Categorizing spend into direct, indirect, and capital categories
- Supplier Relationship Management (SRM): Importance of building strategic supplier relationships and supplier collaboration, the supplier segmentation matrix (e.g., the Kraljic Matrix) to manage different types of suppliers, key components of SRM

Module 2: Strategic Sourcing Process (8 hours)

- The Strategic Sourcing Process: Profiling, market analysis, strategy development, supplier identification, negotiation, contracting, and performance management
- Supplier Selection and Evaluation: Establishing criteria for supplier evaluation, tools for supplier assessment, Request for Information, Request for Proposals, and Request for Quotations

Course Title	E-Commerce And Digital Supply Chain Management
Term/Semester	IV
Course ID	26MBA442
Credits	3

Introduction:
Ecommerce supply chain and operations to upskill students and thereby make them become effective supply chain management professionals in the e-commerce domain. The course also imparts the tools and techniques used for improving the performance of the e-commerce supply chain.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:
CO1: Explain and compare various e-commerce business models and their corresponding supply chain structures, logistics flows, and operational implications.
CO2: Analyze key components of e-commerce supply chain operations such as inventory, warehouse management, last-mile delivery, and returns, and evaluate their impact on service performance.
CO3: Assess and apply the use of emerging technologies—AI, ML, IoT, blockchain, drones, robotics, and automation—to enhance visibility, resilience, and efficiency of e-commerce supply chains.
CO4: Evaluate cyber-security risks, digital vulnerabilities, and information security threats in e-commerce supply chains, and recommend appropriate mitigation strategies and controls.
CO5: Compare, design, and recommend suitable e-SCM technology architectures, digital platforms, and ecosystem integrations to support scalable e-commerce operations.

Course content and Structure: **36 hours**

Module 1: Introduction to e-Commerce supply chain and its business models (6 Hrs.)

- Define e-commerce and describe how it differs from traditional-commerce.
- Discuss the origins and growth of e-commerce, Stages in e-commerce supply chain, Unique features of e commerce technology and discuss their business significance.
- Major types of e-commerce business models, key components of e- commerce business models, B2C and B2B models and their corresponding supply chain configurations, Major B2C and B2B business models,
- Cross border e-commerce: Understanding the cross-border e-commerce and why it is important.

Module 2: E-SCM Hosting and Managing the Platform (8 Hrs.)

- Web technologies & e-SCM applications,
- Understanding Risk & Cyber-attacks in supply chain, Security Controls and Information Security Posture,
- Cryptographic Algorithms and hashing systems,
- Analysing and assessing the risks, Application of Geospatial Technology and GIS for cyber secured Supply chain.

Course Title	QUALITY MANAGEMENT AND LEAN SIX SIGMA
Term/Semester	IV
Course ID	26MBA443
Credits	3

Introduction

This advanced course focuses on systematic process transformation, building on foundational Lean and Six Sigma knowledge. The curriculum is split into two core pillars: Deep Process Improvement (Advanced DMAIC and Statistical Control) and Process Innovation (Business Process Re-engineering and Design for Six Sigma). Students will gain the technical and strategic skills to act as change agents, capable of driving radical operational redesigns and developing new, high-quality processes that deliver a competitive advantage.

Course Outcomes (COs):

On successful completion of this course, the student will be able to:

CO1: Apply advanced statistical tools of the Six Sigma DMAIC framework to solve complex, cross-functional business problems.

CO2: Master specialized Lean techniques, such as Value Stream Mapping (VSM) and Kaizen event facilitation, to optimize process flow and radically eliminate waste in operational settings.

CO3: Formulate and execute a comprehensive Business Process Re-engineering (BPR) strategy, utilizing process Modeling and simulation to achieve radical performance gains.

CO4: Implement the Design for Six Sigma (DFSS) methodology (DMADV), including Quality Function Deployment (QFD), to develop and verify new products and services for higher quality

CO5: Design effective process management systems that integrate technology and measure performance using advanced metrics

Course Content and Structure: (36 hours)

Module 1: Advanced Six Sigma and Statistical Control (8 hours)

- 1.1 Deep Dive into the Analyze Phase with Use Cases
  - Hypothesis Testing (t-tests, ANOVA, Chi-Squared) for identifying significant process factors.
  - Regression Analysis for understanding correlation and prediction in process outcomes.
  - Non-Normal Data Analysis and advanced measurement system analysis (Gage R&R).
- 1.2 Advanced Statistical Process Control (SPC)
  - Control Charts for variables (X-bar and R/S) and attributes (P, NP, C, U).
  - Process Capability Analysis (Cp, Cpk, Pp, Ppk) and calculating Sigma levels for complex systems.
- 1.3 Design of Experiments (DOE)
  - Introduction to experimental design principles (randomization, replication).
  - Using Full and Fractional Factorial designs to efficiently determine optimal process settings.

Course Title	CROSS-FUNCTIONAL INTEGRATION FOR SCM
Term/Semester	IV
Course ID	26MBA444
Credits	3

Introduction
This final course examines the critical interdependencies between Operations/SCM and the three primary value-driving functions: Finance, HR, and Marketing. Designed for future leaders, the curriculum teaches students how to use cross-functional frameworks, common metrics, and shared processes to break down organizational silos, align operational capabilities with market strategy, and maximize overall shareholder value.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:
CO1: Analyze the strategic misalignment between functional goals (e.g., sales volume vs. inventory cost) and design integrated strategies to resolve conflicts
CO2: Quantify the financial impact of operational decisions on key financial statements and corporate metrics like Working Capital, EVA, and ROA
CO3: Align operational flexibility and delivery speed with the market strategy defined by the Marketing function using frameworks like Order-Winner and Order-Qualifier
CO4: Explain effective workforce and talent management strategies that directly support operational capabilities
CO5: Master the Integrated Business Planning (IBP) process as a formal mechanism for achieving dynamic, cross-functional consensus and managing organizational change

Course Content and Structure: (36 hours)

Module 1: The Foundations of Functional Alignment (7 hours)

- 1.1 The Silo Effect and Strategic Conflict
  - Identifying common goal conflicts (e.g., Marketing's desire for variety vs. Operations' need for standardization).
  - Understanding the concept of Trade-offs vs. Focus in operations strategy.
- 1.2 Operations as a Strategic Capability
  - Review of the Order-Winner and Order-Qualifier criteria.
  - Defining the Operations Mission and Competitive Priorities (Cost, Quality, Speed, Flexibility).
- 1.3 Bridging the Gaps: Shared Metrics and Systems
  - The need for enterprise-wide data visibility (ERP).
  - Developing common KPIs that reward cross-functional performance (e.g., Perfect Order Fulfilment, Cash-to-Cash Cycle Time).

Module 2: The SCM-Finance Interface (9 hours)

- 2.1 SCM's Impact on the Balance Sheet and Income Statement
  - Analyzing the direct effects of inventory management, asset utilization (ROA), and logistics costs.
  - The financial implications of sourcing and procurement decisions.
- 2.2 Working Capital Management

Course Title	GENERATIVE ARTIFICIAL INTELLIGENCE FOR BUSINESS
Term/Semester	III
Course ID	26MBA531
Credits	3

Introduction:
Generative AI is transforming how businesses think, create, and operate. This course introduces MBA students to the world of GenAI — not through code, but through creativity and strategy. You'll explore how tools like ChatGPT, DALL·E, and Midjourney are shaping marketing, HR, finance, operations and entrepreneurship. By the end of the course, students will not only understand what GenAI is but also how to use it responsibly and effectively to make smarter business decisions.

Course Outcomes (COs):
On successful completion of the course, students will be able to:
CO1: Understand the fundamentals and business relevance of Generative AI.
CO2: Identify opportunities for GenAI across various business domains.
CO3: Develop smart prompts and workflows for productivity.
CO4: Critically analyze the ethical and societal implications of AI use.
CO5: Design a GenAI-based business solution or concept.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Generative AI **4 Hours**

- What makes AI "generative"?
- How models like GPT, Gemini, and Midjourney work (in simple terms).
- From prediction to creativity: the shift in AI's role.
- Real-world stories: how companies use GenAI for innovation and efficiency.

Module 2: Generative AI in Business **12 Hours**

- Marketing: Content creation, customer personalization, campaign generation.
- Finance: Forecasting, report automation, scenario modeling.
- HR: Resume screening, employee engagement, learning content generation.
- Operations: Process optimization, generative design, and planning.
- Mini-Exercise: Design a small AI-driven marketing campaign or HR workflow.

Module 3: Tools, Prompts, and Practice **6 Hours**

- Understanding prompt engineering — the art of asking AI the right way.
- Hands-on experience with ChatGPT, Gemini, Midjourney, and RunwayML.
- Enhancing productivity: using AI in Excel, PowerPoint, and CRM tools.
- Exploring low-code and no-code AI platforms.

Module 4: Ethics, Risk, and Responsible AI **4 Hours**

- The double-edged sword: creativity vs. misinformation.
- Bias, plagiarism, and data privacy — what every manager should know.
- India's AI ethics framework and global AI regulations.
- The future of work: how GenAI complements, not replaces, human intelligence.

Course Title	DATA VISUALIZATION AND STORY TELLING USING TABLEAU
Term / Semester	III
Course ID	26MBA533
Credits	3

Introduction:
Tableau is a powerful and rapidly evolving data visualization platform. Although it is designed to be accessible to business users and non-technical audiences, it also offers robust computational capabilities for advanced data analytics. Its flexibility stems from its ability to connect with a wide range of data sources. Tableau serves as an integrated solution for problem framing, data import and cleaning, analysis and visualization, decision-making, and insight communication. Organizations across the globe and across diverse industries rely on Tableau for effective visualization and reporting. With a market share of approximately 14.2% in the Business Intelligence segment, Tableau remains the most widely adopted BI tool today.

COURSE OUTCOMES (COs):
On successful completion of the course, the students will be able to:
CO1: Demonstrate a comprehensive understanding of the fundamental concepts, components, and features of Tableau.
CO2: Develop and design effective data visualizations using Tableau to represent business insights.
CO3: Analyze and apply various data modeling techniques and functionalities available in Tableau.
CO4: Design and construct interactive dashboards to facilitate data-driven decision-making.
CO5: Create and present analytical stories in Tableau to communicate insights effectively and strategically.

Course Content and Structure: **(36 Hours)**

Module 1: Getting Started with Tableau **4 Hours**

- Introduction to tableau
- Data Connection: connecting to data; loading data
- Navigating in tableau: Menu Commands; File Menu; Data Menu; Worksheet Menu; Dashboard Menu; Story Menu; Analysis Menu; Map Menu; Format Menu
- Loading Workbooks, Connection, Live and Extract.
- Types of Data - Dimensions and measures, Discreet and Continuous, Changing Data type in Tableau.
- Combining Data with Joins – Types of Joins, Unions, Relationship, and Blending, Physical and Logical Layer.

Module 2: Building and Customizing Visualizations **8 Hours**

- Creating Visualizations: Bar chart ; Line chart; pie chart; crosstab; scatter plot; bubble chart; histogram ; waterfall charts, Map Chart, and other available chart options
- Customizing Charts using Marks Shelf.
- Filtering: filters; quick filters; context filters; condition filters; hierarchical filters; collaborative filters; top filters and others top filters
- Grouping Data

Course Title	DATABASE MANAGEMENT USING MYSQL
Term/Semester	III
Course ID	26MBA534
Credits	3

Introduction:
This course is designed to provide MBA students with a structured and comprehensive understanding of relational database management, with a focus on MySQL as a widely adopted industry-standard platform. The course emphasizes the theoretical foundations of database systems while integrating practical, application-oriented learning relevant to contemporary business environments. Students will be introduced to core database concepts, data models, relational structures, and normalization techniques essential for ensuring data integrity and efficient database design. Through systematic engagement with SQL, learners will develop proficiency in Data Definition, Manipulation, Control, and Transaction operations required for managing organizational data.
The course further enhances analytical and technical skills by enabling students to construct complex queries, apply constraints, perform joins and subqueries, and implement optimization strategies to support effective data retrieval. Advanced SQL programming components such as stored procedures, triggers, functions, and views are included to strengthen learners' ability to automate business processes and enforce robust data governance. Practical exercises, case-based learning, and experiential sessions using MySQL Workbench expose students to real-world applications including backup, recovery, and integration of MySQL with analytics tools. By the end of the course, students will be equipped to design and manage database solutions that support evidence-based decision-making, align with industry practices, and contribute to organizational efficiency and data-driven managerial competencies.

Course Outcomes (COs):
On successful completion of the course, the students will be able to:
CO1: Understand the fundamentals and architecture of relational database systems.
CO2: Apply SQL commands for creating, modifying, and querying databases in MySQL.
CO3: Implement advanced SQL features such as joins, subqueries, functions, and transactions.
CO4: Design and normalize relational databases to ensure data integrity and efficiency.
CO5: Develop and execute stored procedures, triggers, and views for business problem-solving.

Course Content and Structure **36 Hours**

Module 1: Introduction to Databases and MySQL **8 Hours**
- Overview of Database Systems – Data, Information, Database Concepts
- Introduction to MySQL – Installation, MySQL Workbench Overview
- Database Design and ER Diagrams
- Data Models and Normalization (1NF, 2NF, 3NF, BCNF)
- Creating and Managing Databases in MySQL

Module 2: SQL Fundamentals **8 Hours**
- Introduction to SQL – Syntax and Structure

Course Title	APPLICATIONS OF GENERATIVE AI
Term/Semester	III
Course ID	26MBA538
Credits	3

Introduction:

The purpose of this course is to provide learners with a thorough understanding of how Generative Artificial Intelligence (GenAI) is transforming modern digital ecosystems. The course builds a solid foundation in the core concepts, principles, and mechanisms behind GenAI models, including large language models, diffusion models, and multimodal systems.
Students will explore how GenAI is applied across diverse domains such as automation, content creation, data augmentation, intelligent decision support, and human–AI collaboration. The course also introduces industry-adopted tools and frameworks—such as OpenAI APIs, Google Gemini, and Hugging Face platforms—enabling learners to understand how GenAI solutions are developed and deployed in real-world environments. In addition, the course examines emerging opportunities and challenges related to ethics, security, privacy, bias, and responsible AI governance.

Course Outcomes (COs):
CO1: Apply core Generative AI models and techniques to solve domain-specific problems.
CO2: Demonstrate the ability to use GenAI tools for automation and decision support tasks in business functions.
CO3: Develop GenAI-based solutions for enhancing productivity in areas such as
marketing, HR, and customer service
.**CO4:** Integrate GenAI applications into operations, product design, and workflow optimization.
CO5: Evaluate real-world GenAI use cases to derive insights, opportunities, and risks for organizational adoption.

Course content and Structure: **36 hours**

Module 1: Video Creation Using Generative AI **6 hours**

- Introduction to AI-powered video creation tools (e.g., In Video, Synthesia, Runway).
- Script generation, storyboarding, and scene planning using LLMs.
- Converting text to video using avatars, voice synthesis, and automated editing.
- Applications in marketing, corporate training, and product communication.
- Hands-on: Create a short promotional or educational video using GenAI.

Module 2: Research Using AI **10 hours**

- Literature review using GenAI search assistants and summarization tools.
- Data gathering, text extraction, and reference generation using AI.
- Using GenAI for hypothesis formulation and research design assistance.
- AI tools for plagiarism checking, paraphrasing, and academic writing support.
- Hands-on: Create a structured research brief using GenAI workflows.

Course Title	CYBERSECURITY FUNDAMENTALS: RISK, GOVERNANCE & PRIVACY
Term/Semester	IV
Course ID	26MBA543
Credits	3

Introduction:
The purpose of this course is to equip students with a comprehensive understanding of IT risk management and cybersecurity within modern, interconnected computing environments. The course provides a strong foundation in the fundamental concepts, principles, and frameworks of IT risk, cyber threats, vulnerabilities, data security, and privacy. Students will learn how risk is identified, assessed, mitigated, and governed, while gaining exposure to internationally recognized standards such as ISO 31000, COBIT, ITIL, and ISO 27001. Additionally, the course introduces practical techniques for securing systems—from endpoint devices to enterprise infrastructures—and explores emerging challenges related to cloud computing, big data, and evolving cyber threats.

Course Outcomes (COs):
On successful completion of the course, the students will be able to:

CO1: Demonstrate a comprehensive understanding of foundational concepts in cyber security and IT risk, including vulnerabilities, threats, and core principles of system protection.
CO2: Critically analyze and evaluate an organization's cyber security requirements by assessing risk scenarios, identifying potential weaknesses, and determining appropriate controls.
CO3: Examine software and system-level vulnerabilities and recommend suitable security solutions and counter measures to minimize the likelihood and impact of exploitation.
CO4: Design and formulate a structured security framework for organizational environments by integrating risk management techniques, standards, and mitigation strategies.
CO5: Examine and interpret key aspects of IT security management, data protection mechanisms, and security operations to support effective governance and compliance across technological ecosystems.

Course Content and Structure: (36 hours)

Module 1: Fundamentals of IT Risk and Cyber Security (CS) 10 Hours

- Introduction to IT Risk; Definitions of IT Risk; Four "A"s(availability, access, accuracy, agility) ; IT Risk Disciplines; Cause of IT Risk; Digital Forensics fundamentals and the role of incident response teams.
- Types of Cyber / Digital Frauds - Phishing Fraud, Vishing & Smishing, Identity Theft, Online Banking Fraud, Ransomware Fraud, Malware-Based Fraud, E-commerce Fraud, Social Engineering Fraud, etc.
- Network Security Threats – Spyware, Search, Denial of Services, Misrepresentation, Playback & Session Hijacking, Redirections, Viruses, Trojan Horses, Worms
- Cyber Security: Evolution; Principles; CIA – Confidentiality, Integrity, Availability
- Vulnerabilities: People-Process-Technology based vulnerabilities; Zero-Day Vulnerability

Course Title	CREATIVE EXPRESSION AND VISUAL THINKING
Term/Semester	I
Course ID	26MBA812
Credits	1

Introduction:

In an increasingly visual world, the ability to think creatively and express ideas through visual media has become essential. This course bridges the gap between imagination and communication, empowering you to harness the power of visual language to solve problems, convey complex ideas, and unleash your creative potential.

Visual thinking is the practice of using visual tools and techniques to explore ideas, organize information, and communicate concepts. It goes beyond artistic skill—it's about developing a mindset that sees connections, patterns, and possibilities that words alone cannot capture. From sketches and diagrams to mind maps and infographics, visual thinking transforms abstract thoughts into tangible, shareable forms.

Creative expression is not limited to artists and designers. It is a fundamental human capacity that allows us to communicate ideas with clarity and impact, solve complex problems through innovative approaches, connect with audiences on emotional and intellectual levels, break free from conventional thinking patterns, and transform information into memorable experiences

Course Outcomes (COs):

On completion of the course, students will be able to:

CO1: Facilitate visual thinking and creative expression among management students.
CO2: Encourage exploration and expression of ideas in various media.
CO3: Foster creativity and innovative thinking through diverse media, viz., maps, diagrams, drawings, photography, and writing.
CO4: Encourage imagination through visual media such as photography, animation, and cinema.
CO5: Improve hand-eye-mind coordination through drawing exercises using free mediums such as crayons and watercolours.

Course Content and Structure: **(25 hours)**

Modules are interdependent and organically interactive, interrelated, and their processes have documented outcomes that have the tangible expression of the diverse and open journey of students' learning

Module 1: Introduction & Induction **(5 Hours)**

- Overview of the workshop concept, emphasizing self-learning through hands-on practice, dialogue, exploration, and maintaining a process journal
- Overview of how creativity, visual communication, and art can enrich one's self and expressive mediums.
- Participants will reflect on their personal passions, interests, and hobbies that have shaped their identity
- They will also represent their best creative works, which can include past projects, written works, and visual artworks

Course Title	OPEN ELECTIVE- III (During BIP)
Term/Semester	II
Course ID	26MBA823
Credits	1

Course Outcome:

After the successful completion of the course, students will be able to:

CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective 3:

Students have to complete 1 MOOC during the BIP based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. In the beginning of the BIP, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(0-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)
Introduction 5	Student failed to introduce topic or self appropriately; purpose of presentation unclear to audience	Student introduced topic, purpose, and self	Student introduced topic, purpose, and self along with an effective attention-getter

Course Title	OPEN ELECTIVE- IV
Term/Semester	III
Course ID	26MBA832
Credits	1

Course Outcome:

After the successful completion of the course, students will be able to:

CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective 4:

Students have to complete 1 MOOC during the Third Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. In the beginning of the Third Semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(0-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)
Introduction 5	Student failed to introduce topic or self appropriately; purpose of presentation unclear to audience	Student introduced topic, purpose, and self	Student introduced topic, purpose, and self along with an effective attention-getter

PART B2 | NEW PGDBA COURSES - SYLLABUS EXTRACTS

First page of each of the 8 new 2026-Scheme PGDBA courses (headers in green)

Course Title	GENERATIVE ARTIFICIAL INTELLIGENCE & PROMPT ENGINEERING
Term/Semester	I
Course ID	26PGB116
Credits	3

Introduction:

Generative AI is transforming how businesses think, create, and operate. This course introduces MBA students to the world of GenAI — not through code, but through creativity and strategy. You'll explore how tools like ChatGPT, DALL·E, and Midjourney are shaping marketing, HR, finance, operations and entrepreneurship. By the end of the course, students will not only understand what GenAI is but also how to use it responsibly and effectively to make smarter business decisions.

Course Outcomes (COs):
On successful completion of the course, students will be able to:

CO1: Understand the fundamentals and business relevance of Generative AI.
CO2: Identify opportunities for GenAI across various business domains.
CO3: Develop smart prompts and workflows for productivity.
CO4: Critically analyze the ethical and societal implications of AI use.
CO5: Create integrated digital solutions by applying generative AI tools to address academic and industry-oriented requirements.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Generative AI **4 Hours**

- What makes AI "generative"?
- Gen AI architecture
- Introduction to LLMS
- How models like GPT, Gemini, and Midjourney work (in simple terms).
- From prediction to creativity: the shift in AI's role.
- Real-world stories: how companies use GenAI for innovation and efficiency.

Module 2: Generative AI in Business **8 Hours**

- Marketing: Content creation, customer personalization, campaign generation.
- Finance: Forecasting, report automation, scenario modeling.
- HR: Resume screening, employee engagement, learning content generation.
- Operations: Process optimization, generative design, and planning.
- Mini-Exercise: Design a small AI-driven marketing campaign or HR workflow.

Module 3: Tools, Prompts, and Practice **6 Hours**

- Understanding prompt engineering — the art of asking AI the right way.
- Hands-on experience with ChatGPT, Gemini, Midjourney, and RunwayML.
- Enhancing productivity: using AI in Excel, PowerPoint, and CRM tools.
- Exploring low-code and no-code AI platforms.

Course Title	PROFESSIONAL COMMUNICATION & EMPLOYABILITY SKILLS
Term/Semester	I
Course ID	26PGB118
Credits	2

Introduction:

Effective communication and employability skills are essential competencies for academic success and professional readiness. This course is designed to strengthen learner's ability to express ideas clearly, interact confidently in diverse settings, and adapt to the communication demands of modern workplaces. It brings together key elements of verbal and nonverbal communication, interpersonal effectiveness, and digital communication, analytical problem-solving and career preparation. The course also focuses on career development through resume building, personal branding, digital portfolios and interview readiness. Aptitude and reasoning components further enhance student's analytical thinking and problem solving capabilities, which are critical for competitive assessments and workplace decision-making. By the end of the course, learners will be equipped with the communication skills, professional behaviour and analytical abilities required to present themselves effectively, participate meaningfully in organizational environments and pursue career opportunities with confidence.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Explain the principles of effective communication and apply verbal, nonverbal, listening and reading strategies to engage in professional interactions.

CO2: Demonstrate interpersonal skills through teamwork, collaboration, time management and negotiation, while practicing professional and business etiquettes.

CO3: Develop a structured career plan by creating digital portfolios, resumes, and personal branding materials and utilizing job search tools and platforms effectively.

CO4: Solve aptitude-based and analytical problems by interpreting quantitative and logical reasoning tasks relevant to workplace assessments

CO5: Participate effectively in group discussions and perform confidently in interview by adopting appropriate strategies for handling stress, presenting ideas and responding to complex questions.

Course content and Structure: **(24 hours)**

Module 1: Foundations, Verbal, and Listening Excellence **4 hours**

- Introduction to Communication. Active and Empathetic Listening. Verbal and Nonverbal Communication. Articulation and Pronunciation. Reading and Critical Reading. Business Letters, Email Drafting, Content Writing. Social Media Writing Skills, Email / Social Media Etiquettes). Conversational Skills, Debate, Public Speaking

Module 2: Interpersonal, Professionalism and Negotiation **3 hours**

- Time management. Collaboration. Team building and leadership. Giving &

Course Title	ENTREPRENEURSHIP AND STARTUP MANAGEMENT
Term / Semester	II
Course ID	26PGB121
Credits	3

Introduction:

This course provides a comprehensive understanding of the entrepreneurial journey from idea conception to business growth and sustainability, focusing on both theoretical foundations and practical applications. It introduces learners to the core principles of entrepreneurship, innovation, and digital transformation essential for success in the modern business environment. The syllabus covers the entire entrepreneurial lifecycle — from identifying and testing business ideas, developing products, and building viable business models and plans, to understanding funding mechanisms and the ecosystem that supports startups. Through a blend of conceptual learning, case studies, and exposure to AI-driven tools such as Pitchbob.io, Growexa, Ideamap, and Notegpt, students gain hands-on experience in applying technology to entrepreneurship. Additionally, the course emphasizes the importance of understanding legal structures, institutional support systems, and government initiatives that facilitate entrepreneurial growth in India. By the end of the course, learners will be equipped with the skills, knowledge, and strategic perspective needed to ideate, plan, launch, and scale sustainable startups in a dynamic global economy.

Course Outcomes (COs):

After learning the course, the students should be able to

CO1: Understand the entrepreneurial process, types of entrepreneurships, and the application of digital and strategic skills essential for innovation and business growth.

CO2: Analyze and evaluate business ideas through idea generation, prototyping, and feasibility testing, integrating AI tools to enhance early-stage decision-making.

CO3: Design and develop a Minimum Viable Product (MVP) using Agile and Lean Startup methods, and apply strategies for scaling, funding, and investor engagement.

CO4: Create and evaluate a comprehensive business model and plan, incorporating financial, marketing, HR, and production aspects while leveraging AI tools and understanding legal obligations.

CO5: Examine and analyze the entrepreneurial ecosystem, identifying key support systems, funding sources, and institutional frameworks that drive sustainable startup growth.

Course Content and Structure: **(24 hours)**

Module 1: Entrepreneurship and Innovation **(06 Hours)**

- Introduction- Entrepreneurial Process; Entrepreneur Lifecycle; Entrepreneurship types- Clarence Danfoe classification, MSMEs, Social Entrepreneurship, Intrapreneurship, Other types; Success and Failures (Biographies). Effectuation Theory;
- Entrepreneurial Traits and Competencies; Entrepreneurship- Digital Skills, Data Analysis and Decision making, strategic digital marketing, cybersecurity awareness, ecommerce and online sales, agile adoption and lifelong learning

Course Title	DEEP LEARNING AND NATURAL LANGUAGE PROCESSING
Term/Semester	II
Course ID	26PGB125
Credits	3

Introduction:

This course provides a practical and structured foundation in Natural Language Processing using deep learning methods. Students begin by exploring how text is prepared and represented for computational use. They then learn how neural networks process languages, followed by an introduction to recurrent models that can handle sequences and context. The course moves into real-world applications such as translation, summarization, sentimental analysis, spam detection and chatbot development. By the end of the program, learners will be equipped to build and evaluate simple NLP systems using modern tools and libraries.

Course Outcomes (COs):

On successful completion of the course, the students will be able to:

CO1: Explain how raw text is cleaned, structured and represented using fundamental NLP preprocessing and embedding techniques

CO2: Apply basic neural network models to classify text data and demonstrate how deep learning improves language-related tasks.

CO3: Analyze how sequence models capture contextual information and use RNN-based architectures to process sequential text.

CO4: Evaluate different embedding and attention-based approaches for tasks such as translation, search and summarization.

CO5: Design and implement simple NLP applications using standard NLP libraries.

Course Content and Structure: (36 hours)

Module 1: Basics of NLP and Text Processing 8 hours

- Introduction to natural language processing, real life examples – google search, chatbots, spam filter
- Types of text data: sentences, documents, messages
- Text data and cleaning: tokenization, sentence splitting, lowercase/uppercase, punctuation removal, stop-words, basic normalization
- Representing text as data: bag of words (BoW), TF-IDF, Word2Vec, and fast Text

Module 2: Neural Networks & Deep Learning for NLP 6 hours

- Neural Networks: perceptron and feed-forward networks
- Importance of deep learning for language
- Text/image/number classification

Module 3: Sequence Processing with Recurrent Networks/LSTM Using AI 6 Hours

- Introduction to RNN, GRU & LSTM
- Sequence classification
- Applications of RNN and LSTM

Course Title	OPEN ELECTIVE - I
Term/Semester	I
Course ID	26PGB311
Credits	1

Course Outcome:

On successful completion of the course, students will be able to:
CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective:

Students have to complete 2 MOOC's during the I Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. Students are encouraged to choose courses related to Business Analytics, Data Science, Artificial Intelligence or other emerging digital domains to align with the program's learning outcomes and NEP guidelines. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric:

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(8-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)

Course Title	OPEN ELECTIVE - II
Term/Semester	I
Course ID	26PGB312
Credits	1

Course Outcome:

On successful completion of the course, students will be able to:
CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective:

Students have to complete 2 MOOC's during the I Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. Students are encouraged to choose courses related to Business Analytics, Data Science, Artificial Intelligence or other emerging digital domains to align with the program's learning outcomes and NEP guidelines. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric:

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(8-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)

Course Title	OPEN ELECTIVE - III
Term/Semester	II
Course ID	26PGB323
Credits	1

Course Outcome:

After the successful completion of the course, students will be able to:
CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective:

Students have to complete 2 MOOC's during the II Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. Students are encouraged to choose courses related to Business Analytics, Data Science, Artificial Intelligence or other emerging digital domains to align with the program's learning outcomes and NEP guidelines. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric:

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(8-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)

Course Title	OPEN ELECTIVE - IV
Term/Semester	II
Course ID	26PGB324
Credits	1

Course Outcome:

After the successful completion of the course, students will be able to:
CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective:

Students have to complete 2 MOOC's during the II Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. Students are encouraged to choose courses related to Business Analytics, Data Science, Artificial Intelligence or other emerging digital domains to align with the program's learning outcomes and NEP guidelines. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric:

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(8-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)

PART C | YEAR-WISE NEW COURSE TABLE

See companion workbook: 1.2.1 New Courses Introduced - Last 5 Years - RVIM.xlsx

PART D | STRATEGIC RETREAT MEETING MINUTES

Placeholder - to be appended when the minutes are available