



RV Institute of Management[®]

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



STRATEGIC RETREAT 2023 - SYLLABUS REVIEW

Minutes of the meeting

Date: 29.05.2023

Venue: Workshop Hall, RVIM, Bangalore

Members present:

- Dr. Noor Firdoos Jahan
- Dr. Anupama K Malagi
- Dr. Tamizharasi
- Dr. Santhosh. M
- Dr. Padmalini Singh
- Dr. Jahnvi M
- Dr. Rashmi Shetty
- Dr. Dileep. S
- Dr. Vinay KS
- Dr. Somnath Bhattacharya
- Mr. Mithun D.J
- Smt. Anitha. B.M. D'Silva
- Mr. Nagasubba Reddy,
- Smt. Sowmya. D. S
- Smt. Payal Jindal
- Mr. S.K. Manjunath
- Smt. Ramya. S
- Smt. Uma Sharma
- Ms. Pooja Ravindra Takalkar
- Mr. Vidyadhara Hegde
- Ms. Ankita Shrivastava
- Smt. Anupama S.M
- Mr. Chethan Kumar. B
- Mr. Subbarayappa
- Mr. Sridhara. H.R
- Mr. Manjunath. L
- Mr. Shivakumar H.C
- Mr. Sujan Paul
- Smt. Lakshmi. A
- Smt. Kiran Kumari K
- Smt. Ramyashree. S
- Mr. Rajanna S.C
- Mr. T. Vamsi Krishna
- Mr. Manjunath N
- Mr. Ashok Kumar Reddy. B
- Mr. Kumar S. T
- Puttaraju A.J



RV Institute of Management®

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



- Borashetty
- Geetha
- Suvarnamma
- Ravi Kumar
- Mamatha.L
- Rajamma
- Shankar Gowda

The Director, Dr Purushottam Bung, extended a warm welcome to all the staff members and commenced the meeting by expressing his gratitude for their presence and commitment to the organization's goals.

Matters discussed at the meeting:

A: Syllabus review discussions:

Agenda 1: Curriculum framework discussion:

- MOOCs to be offered for 1 credit (Evaluation should include presentation and viva)
- To remove foreign language instead to offer it as value addition program.
- To interchange the social immersion with business immersion. Social immersion after Semester I and BI after Semester II.
- To include freelancing project as well with respect to internship project work.
- Management and Organizational Behavior to be offered in I semester by combining OB and PMTB
- Micro and Macro Economics to be combined and make it as "Economics for Managers" and offer this subject in first semester.
- Merge IBA and Advanced IT Skills and make it as "Business Analytics"- Complete lab driven course.
- It was decided to rename "Storytelling and Data Visualization" as "Descriptive Analytics, Data Visualization and storytelling".
- It was discussed that Domain specific skills to be assigned as 1 credit instead of audit course.
- It was decided to merge "Business, Government & Society" and "Values, Ethics and Social Responsibility" and rename the merged course as "Values – Ethics – ESG".
- It was decided to upgrade the entire practical as well as lab driven subjects with 4 credits.

The meeting focused on conducting a comprehensive review of the current syllabus. The discussion aimed to ensure its alignment with the latest industry standards, incorporate relevant updates, and enhance the overall learning experience for our students.

Agenda 2: Allocation and presentation of subject wise syllabus:

Faculty members delivered subject-wise presentations:

Faculty members presented information and content pertaining to specific subjects. Each faculty member focused on their respective subject area and delivered presentations.



RV Institute of Management®

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



SYLLABUS REVIEW - SUBJECT ALLOCATION AND PRESENTATION:

Name of the subject	Subject Leader/Presenter	Remarks
Business Communication	Prof. Uma Sharma, Prof. Payal Jindal, Dr. Rashmi Shetty, Prof. Sowmya DS, Prof. Ankita Shrivastava	Presented
Application of Statistics in Business	Dr. Jahnvi . M, Dr. Vinay KS, Dr. Santhosh. M	Presented
Micro Economics	Dr. Anupama K Malagi, Prof. Ankita Shrivastva, Dr. Rashmi Shetty, Prof. Vidhyadhara	Presented
Organisational Behaviour	Prof. Sowmya DS, Prof. Anitha BM D'Silva, Prof. Ramya S	Presented
Managerial Accounting	Prof. Pooja Ravindra Takalkar, Dr. Dileep. S	Presented
Marketing Management	Prof. Anitha. B.M. D'Silva, Dr. Padmalini Singh, Dr. Noor Firdoos Jahan	Presented
Business Research Methods	Dr. Tamizharasi, Prof. Uma Sharma, Prof. Vidhyadhara, Dr. Padmalini Singh, Dr. Noor Firdoos Jahan	Presented
IT Skills	Prof. Nagasubba Reddy, Dr. Vinay KS, Prof. Ankita Shrivastva, Prof. Pooja Ravindra Takalkar, Dr. Jahnvi . M	Presented
Application of Operations Research in Business	Dr. Santhosh. M, Dr. Vinay KS, Prof. Pooja Ravindra Takalkar, Dr. Jahnvi . M	Presented
Introduction to Business Analytics	Dr. Jahnvi M, Prof. Nagasubba Reddy, Prof. Vidhyadhara, Dr. Vinay KS	Presented
Human Resource Management	Prof. Sowmya. D. S, Dr. Rashmi Shetty, Dr. Noor Firdoos Jahan	Presented
Financial Management	Dr. Dileep. S, Prof. Pooja Ravindra Takalkar, Prof. Vidhyadhara	Presented
Entrepreneurship and Start Up Management	Dr. Rashmi Shetty,	Presented



RV Institute of Management

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE,
NAAC 'A+' Accredited



	Prof. Uma Sharma, Prof. Anitha. B.M. D'Silva	
Digital Marketing	Dr. Padmalini Singh, Prof. Pooja Ravindra Takalkar	Presented
Employability skills	Prof. Payal Jindal, Prof. Uma Sharma	Presented
Business Immersion	Prof. Anitha. B.M. D'Silva, Dr. Dileep. S	Presented
Open Elective I [MOOC] 6-12 weeks	Dr. Padmalini Singh, Dr. Anupama K Malagi	Presented
Health & Wellness	Prof. Ankita Shrivastva	Presented
Operations and Supply Chain Management	Dr. Santhosh. M, Prof. Pooja Ravindra Takalkar	Presented
Business, Government & Society	Prof. Anitha. B.M. D'Silva, Prof. Uma Sharma, Dr. Rashmi Shetty, Prof. Vidhyadhara, Prof. Sowmya. D. S	Presented
Domain Specific Skills	Prof. Payal Jindal, Prof. Uma Sharma	Presented
Social Immersion	Prof. Sowmya. D. S, Prof. Uma Sharma, Dr. Vinay KS	Presented
Design Thinking and Creativity for Business	Prof. Uma Sharma, Prof. Ankita Shrivastva, Prof. Pooja Ravindra Takalkar	Presented
Predictive Analytics using R	Dr. Jahnavi. M, Prof. Nagasubba Reddy	Presented
Big Data Analytics	Prof. Vidhyadhara, Prof. Nagasubba Reddy	Presented
Descriptive Analytics and Data Visualization	Dr. Vinay KS	Presented
Supply chain designing, Sourcing and Optimization	Dr. Santhosh. M, Prof. Pooja Ravindra Takalkar	Presented
Logistics Management	Dr. Santhosh. M	Presented
Investment Analysis and Portfolio Management	Dr. Tamizharasi, Dr. Jahnavi	Presented
Business Valuation & Financial Modeling	Dr. Dileep. S	Presented
Direct Tax	Dr. Dileep. S, Prof. Vidhyadhara	Presented



RV Institute of Management®

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



Applications of Digital Marketing	Dr. Padmalini Singh	Presented
Sales and Distribution Management	Dr. Noor Firdoos Jahan	Presented
Service and Retail Marketing	Dr. Noor Firdoos Jahan	Presented
Performance Management and Competency Mapping	Prof. Sowmya. D. S	Presented
Talent Management and Employee Engagement	Prof. Ramya S	Presented
Industrial Relations and Employment Laws	Dr. Anupama K Malagi	Presented

The presentation concluded with a thorough discussion and inputs from all the attendees noted carefully for timely deliberation.

Further discussion led to revamping of subject credits and subsequent updates in the total credit for respective semesters

First Semester (Total credits- 29):

- Application of Statistics in Business- 4
- Management and Organizational Behavior- 3
- Managerial Accounting- 4
- Marketing Management- 3
- Economics for Managers- 4
- Business Research Methods- 3
- IT Skills- 4
- Communication and Soft skills- 4

Second Semester (Total Credits – 27)

- Business Analytics for Managers- 4
- Application of Operations Research in Business- 4
- Human Resource Management- 3
- Financial Management- 4
- Entrepreneurship and Start Up Management- 3
- Digital Marketing- 3
- Employability skills- 2
- Social Immersion- 1
- Health and wellness- 2
- Open elective- 1

Third Semester (Total Credits- 29)

- Operations and Supply Chain Management- 3
- Strategic Management & Corporate Governance- 3
- Domain Specific Skills- 2
- Design Thinking and Creativity for Business- 2



RV Institute of Management[®]

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



- Open Elective II- 1
- Specialization subjects (3 Major & 2 Minor)- 15
- Business Immersion- 3

Fourth Semester (Total Credits-20)

- Global Business Environment- 3
- Values-Ethics-ESG- 3
- Managerial Research Skills Lab (MRSL)- 2
- Internship Project- 3
- Specialization subjects (2 Major & 1 Minor)- 9

Furthermore, the subject specialization order was deliberated and discussed, the updated order as finalized in the meeting is mentioned below:

Marketing specialization subject order:

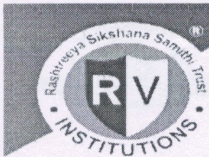
1. Sales and Distribution Management.
2. Consumer Behavior and Neuromarketing.
3. Service and Retail Marketing.
4. Business Analytics for Marketing.
5. Business and Social Marketing.
6. Applications of Digital Marketing.
7. Integrated Marketing Communication.
8. Product and Brand Management.
9. Rural and Green Marketing.
10. Customer Experience Management.

Finance specialization subject order:

1. Investment Analysis and Portfolio Management.
2. Business Valuation & Financial Modelling.
3. Tax Management.
4. Merchant Banking and Financial Services.
5. Financial Analytics.
6. Cost Management.
7. Financial Risk Management and Derivatives.
8. International Finance.
9. Behavioural Finance.
10. Banking and Insurance.

HR Specialization subject order:

1. Talent Management and Employee Engagement.
2. Performance Management and Competency Mapping.
3. Industrial Relations and Employment Laws.
4. HR Analytics.
5. Compensation and Reward Management.
6. International HRM.
7. Managing Teams.
8. Learning Organizations and Knowledge Management



RV Institute of Management®

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



9. Leadership and Change Management.
10. Learning and Development.

Business Analytics specialization subject order:

1. Predictive Analytics using R
2. Descriptive Analytics, Data Visualization and Story telling
3. Big Data Analytics
4. Data Warehousing and Data Mining
5. Analytics Applications in Functional Areas
6. Business Intelligence
7. Machine Learning using Python
8. Emerging technologies
9. IT Risk Management and Data Security
10. Analytics for E-Commerce and Retail

Operations and supply chain Management:

1. Supply chain designing, Sourcing and Optimization
2. Logistics Management
3. Lean Management
4. Business Process Modelling and ERP
5. Business Dynamics Modelling and Simulation
6. SCM for E-Commerce
7. World Class Manufacturing
8. Business Process Improvement
9. Business Analytics for SCM
10. Strategic Quality Management

Entrepreneurship and Family Enterprise Management:

1. Social Entrepreneurship and Innovation
2. Entrepreneurial Leadership
3. Business Model Canvas and Business Plan development
4. Entrepreneurship in Action – I (Practice based course)
5. Technology for Startups and Family Businesses
6. Corporate Entrepreneurship
7. Entrepreneurship Ecosystem in India
8. Entrepreneurship in Action - II (Practice based course)
9. Managing and Growing Family Enterprises
10. Financial Management for Entrepreneurs



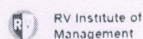
RV Institute of Management

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



The curriculum summary and timeline were finalized during the meeting after detailed discussion as mentioned below:



Curriculum Summary

Go, change the world

I. Semester [2 Year Full time Programme]

II. Total number of Credits : 105

4 credits - 6

3 credits - 22

2 credits - 6

1 credit - 3

CREDITS	SEMESTER				TOTAL CREDITS
	I	II	III	IV	
	29	27	29	20	105

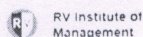
III. Specialisations : Dual Specialisation

[3 Major + 2 Minor in 3rd Semester] & [2 Major + 1 Minor in 4th Semester]

- Marketing
- Entrepreneurship and Family Enterprise Management
- Finance
- Operations and Supply Chain Management
- Business Analytics
- Human Resource Management

[Major - 5 Subjects & Minor - 3 Subjects] *3 Credits

Sl.NO	TITLE	CREDITS
	Experiential Courses:	2
1	Design Thinking and Creativity for Business Managerial Research Skills Lab	2
	Core Courses:	50
2	3 Credit- 10 Course = 30 4 Credit- 5 Course = 20	
3	Specialization Courses	24
	Open Elective Courses:	1
4	Open Elective I (MOOC) Open Elective II (MOOC)	1
	Immersion Program:	1
6	Social immersion (Rural/ Urban/ NGO/ Govt) (or) International Immersion Business Immersion Internship Project	3 3
9	Liberal Education / Arts: Health & Wellness (Practice based course)	2
	Skill Enhancement Courses	4
10	IT Skills Communication and Soft Skills Employability Skills Business Analytics Skills Domain Specific Skills	4 2 4 2
Total credits		105



Consolidated Structure (MBA Semester System)

Go, change the world

S NO	TITLE	I	Social Immersion	II	Business Immersion / Fast Track	III	IV	Internship Project	CREDITS
1	Experiential courses					2 cr			2
4	Design Thinking and Creativity for Business III Sem								
	Managerial Research Skills Lab							[2 credits]	2
2	Core Courses	6 [3*3 cr + 3*4 cr]		5 [3*3 cr + 2*4 cr]		2 [2*3 cr]	2 [2*3 cr]		50
3	Specialization Courses					5 (3 Maj + 2 Min) [5*3 cr]	3 (2 Maj + 1 Min) [3*3 cr]		24
5	Open Elective I & II (MOOC's) (II & III Sem for 6-12 weeks)			1 cr		1 cr			2
6	Business Immersion & Internship Project					3 cr	3 cr		6
8	Liberal Education / Arts - Health & Wellness (II Sem) Practice based course)			2 cr					2
9	Social immersion (Rural/ Urban/ NGO/ Govt) After II Semester (Two Weeks) or International Immersion After II Semester (Two weeks)		Social Immersion or International Immersion	1 cr					1
11	Skill Enhancement courses	2*4 cr		1*4 + 1*2 cr		1*2			16
	Total credits	29		27		29	20		105
		4 Months	2 weeks	4 Months	2 Months	4 Months	4 Months	1.5 Month	20 Months
		Dec - March	April	April- August	August-Oct	Oct-Feb	Feb-June	June-July	



RV Institute of Management®

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



Agenda 3: Subject wise discussion and modification:

The syllabus update was presented in a subject-wise manner, yielding the following points.

Business Communication and Soft Skills:

- The course material for Business Communication was decided to be integrated with the Soft Skills curriculum.
- Business communication subject will be converted to communication skills and to be designed as completely skill enhancement program.
- The subject title was decided to be revised as “**Communication & Soft Skills**”.
- It was determined that the subject would be allocated 48 hours with 4 credits.
- It was decided that theory classes on communication to be conducted on weekdays, whereas aptitude and soft skills classes to be conducted on Saturdays.
- It was decided to add module 5, including Training and workshops. Aptitude. Team building, People management, Negotiation.

Investment Analysis and Portfolio Management:

- Few suggestions in module 4 and 5 was suggested.

Storytelling and Data Visualization:

- It was suggested to change the name of subject to “Descriptive Analytics and Data Visualization and storytelling”.
- Suggestions and Changes were made Module 5.

Micro Economics + Macro Economics:

- It was decided to merge Micro Economics and Macro Economics.
- The new name suggested for the merged subject was “Economics for Manager”.
- Total hours and credit suggested for the merged subject was 48 Hrs – 4 Credit, respectively.
- Total 6 Modules were suggested to be included with case repository.
- It was suggested to that Module 5 should include key economic indicators.
- It was decided that 1 Assignment for Micro Economics and 1 Assignment Macro Economics to be given to students.
- It was also decided that Economics News Review and Current Affairs should be a part of assignments.

Marketing Management:

- The course was decided to be of 36 Hrs with 3 Credit.
- It was decided to add Neuro Marketing to make subject richer.
- It was decided to make Module 2 include Branding, Hands off.
- It was discussed to include SAP, ERP and CRM in marketing as last Module.

Business Immersion:

- It was decided to revamp guidelines which talks about students required to do what company assigns them to and report to be based on what company assigns them. No specific format.
- It was discussed and decided to change the tenure of Business Immersion from 45 days to 2 Months
- New parameter to be added “Overall Engagement with the company” - 10 Marks.
- “Quality of income and recognition from 5 Marks to 10 Marks.



RV Institute of Management[®]

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



Business, Government and Society + Values, Ethics and Social Responsibility:

- The course was decided to be of 36 Hrs with 3 Credit.
- In place of Contemporary topics Retain - Introduction to Framework of Indian Constitution.
- It was decided to change the name of the merged subject Values – Ethics - ESG.

Management and OB (POM + OB):

- The course was decided to be of 36 Hrs with 3 Credit.
- Peter Drucker – Management by Objectives to be included in Module 1.
- Module 2 – Change title to Organization Design and Structure. Include some newly surfaced forms of organization, like flat organization, Mechanistic, flexible and organic.
- Module 5 – include some more model like “Kotter Change Model”, etc.
- Evaluation – Practical components like assignment based on industrial visit should be included, progressive assignments to be included.

Open elective (I and II):

- It was decided to implement new evaluation plan.

Big Data Analytics:

- The course was decided to be of 36 Hrs with 3 Credit.
- It was decided to add (Pig and Hive) in CO4
- It was decided to start with Introduction to Big Data Analytics and then SQL and DBMS.
- Orientating students on Big Data Analytics is to be done.
- Individual capstone to be given to students as an assignment.

Tax Management:

- The course was discussed to be of 48 hrs with 4 Credit.
- It was discussed to include Introduction overview and Evolution of GST in the course.
- It was discussed to take out customs and Include Filing returns as a practical teaching and Individual Tax.

B: Discussion on perspective plan:

Further the discussion continued on perspective plan wherein, few suggestions were made and deliberated during the meeting

2023 – 24

- Launching of Certification Courses
- Launching of PGDBA
- NAAC Re accreditation
- Installation of Impartus in 4 classrooms
- Establishment of Centre for Financial Markets and Research
- Establishment of Centre for Business Analytics
- Establishment of Centre for Peace and Yoga
- Curricular revision for regular MBA Program

2024-25

- Preparations for NBA.
- Preparation for International Accreditation.
- Making necessary infrastructural development to increase the intake.
- Developing the curriculum for the Evening Executive MBA Program.



RV Institute of Management®

Autonomous Institution
Affiliated to Bengaluru
City University

Approved by AICTE
NAAC 'A+' Accredited



- Launching Short term Certification Programs in the areas of Health Care.
- Management & other domains that are in demand.
- Commencement of Autonomous PhD Program.
- Renovation of Centre for Knowledge Resources and other Admin facilities.

2025-26

- Renovation and refurbishment of Centre for IT Department and Centre for Media.
- Apply for NBA.
- Apply for International Accreditation.
- Applying for the increase in the intake with AICTE by 60.
- Approval for the Evening Executive MBA Program.
- Strengthening the Autonomous PhD Program.
- Converting 2 classrooms into Semi circle discussion rooms and renovations of other departments.

2026 – 27

- Launching of the Evening Executive MBA Program.
- Intake Enhancement by 60.
- Launching Short term Certification Programs in the domains that are in demand.
- Ground work to start 100% residential program under RV University.
- Preparations for launching new inter disciplinary programs towards Distance Learning Course.
- Curricular revision for regular MBA Program.
- Converting remaining classrooms into semi-circle discussion rooms.

2027 – 28

- Launching Short term Certification/ Post Graduate Diploma Programs in the areas of domains that are in demand.
- Strengthening the Evening Executive MBA Program.
- Commencement of Distance Learning Courses.
- Preparation to start new UG program of interest.
- Curriculum and approval for 100% residential MBA Program.

The discussion concluded with detailed discussion on perspective plan and a road map to achieve and implement the listed points.

C: Outbound Training:

The retreat was concluded with one day out bound training on 30th May 2023 for all the staff members (Teaching / Non-teaching / Group D) at Area 83: Adventure Sports Centre, wherein a lot of adventure and team building activity were conducted to strengthen team spirit.

The two-day strategic retreat was concluded on a note of renewed commitment, collaborative synergy, and a shared determination to execute the meticulously crafted strategic plan, fueling optimism for a prosperous and impactful future.

(Dr. Purushottam Bung)
Professor and Director