



**NEW HORIZON
COLLEGE OF ENGINEERING**

New Horizon Knowledge Park, Ring Road, Marathalli
Autonomous College Permanently Affiliated to VTU, Approved by AICTE & UGC
Accredited by NAAC with 'A' Grade, Accredited by NBA

DEPARTMENT OF MANAGEMENT STUDIES

12th BOARD OF STUDIES MEETING

Minutes of BOS Meeting

ACADEMIC YEAR 2026-27

Date: 5th August 2026

Time: 10.30 AM – 01.30 PM

Venue: MBA Class Room A308

Dr. Anandhi

Maya

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AGENDA: Review of Syllabus

1. Welcome address by the chairman of BOS
2. Presentation by chairman of BOS about department achievements
3. Presentation of proceedings of the previous BOS meeting by chairman of BOS
4. Proposed course details of MBA 2026-28 Batch 1st and 2nd semester
5. Presentation of draft scheme & syllabus for the commencement of semesters
(Agenda 2) schemes for ratification
6. Recommendations/ suggestions of BOS members
7. Implementation of recommendation of BOS members
8. Approval of scheme & syllabus of agenda 4,5
9. Vote of thanks by coordinator of BOS

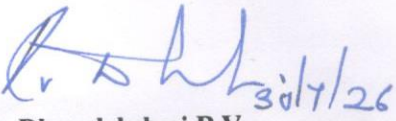
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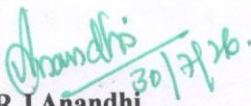
Department of Management Studies

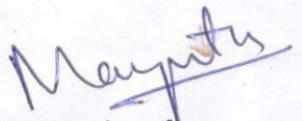
List of the Members of the Board of Studies 2026-27

Sl. No	Category	Nomination of the committee	Name of the Person	Designation & Affiliation
1	Head of the Department	Chairperson	Dr. Dhanalakshmi R V	Professor & Head In-charge Department of Management Studies, NHCE Bengaluru
2	Special Invitees	1	Dr. Manjunatha	Principal, NHCE
		2	Dr. Anandhi R J	Vice Principal - Academics – NHCE
		3	Mr. Pradeep Kote	Senior Director – CDC, NHEI, Bengaluru
3	Faculty member at different level with different specialization	Members		
		1	Dr. Rose Kavitha	Professor, MBA, NHCE
		2	Dr. Priyameet Kaur	Professor, MBA, NHCE
		3	Dr. Saumi Roy	Associate Professor, MBA, NHCE
		4	Dr. Sreoshidas Gupta	Associate Professor, MBA, NHCE
4	Subject expert from outside the college nominated by Academic Council	Members		
		1	Dr. Ranjit Singh	Professor at Indian Institute of Information Technology, Allahabad, India
		2	Dr. Dinesh	Professor Area chair OB and HRM FMS CMS business school Jain Deemed to be University, Bengaluru
		3	Dr. R. Sateesh Kumar	Professor, Department of MBA & Research Centre, Surana College (Autonomous), Bengaluru
5	Experts from outside the college nominated by VTU	Member		
		1	Dr. Deepak R	Head & Associate Professor, Department of MBA M S Ramaiah Institute of Technology, Bengaluru

		Members		
6	Representative from Industry / Corporate sector / allied area related to placements, nominated by Academic Council	1	Mr. Hemant Kumar Ravi	Vice President - Human Resources, Tenarai, Bengaluru
7	Post Graduate meritorious alumni nominated by Principal	Members		
		1	Ms. Pooja	Wissen Technology
8	Co-opted members	Members		
		1	Soumik Choudhury	Global Solutions Director – AI/Works, Thoughtworks
		2	Ms Shalini S N	Sr. Asst Professor, MBA, NHCE
		3	Ms. Ankita Jeewankar	Sr. Asst Professor, MBA, NHCE
		4	Mr Rajat B Hubballi	Asst Professor, MBA, NHCE


 Dr. Dhanalakshmi R V
 Professor & HOD In-charge,
 MBA Dept


 Dr. R J Anandhi
 Vice Principal – Academics


 Dr. Manjunatha
 Principal



ವಿಶ್ವೇಶ್ವರಯ್ಯ ತಾಂತ್ರಿಕ ವಿಶ್ವವಿದ್ಯಾಲಯ

(ವಿ.ಟಿ.ಯು. ಅಧಿನಿಯಮ ೧೯೯೪ರ ಅಡಿಯಲ್ಲಿ ಕರ್ನಾಟಕ ಸರ್ಕಾರದಿಂದ ಸ್ಥಾಪಿತವಾದ ರಾಜ್ಯ ವಿಶ್ವವಿದ್ಯಾಲಯ)

Visvesvaraya Technological University

(State University of Government of Karnataka Established as per the VTU Act, 1994)

"Jnana Sangama" Belagavi-590018, Karnataka, India



Dr. Prasad B. Rampure, M.E., Ph.D.,

REGISTRAR

Ref: VTU/Aca/2025-26/A5/ 1938

Phone : (0831) 2498100

Fax : (0831) 2405467

Date: 25 JUL 2026

To,

Dr. Deepak R,

Head & Associate Professor,

Department of MBA,

M.S. Ramaiah Institute of Technology,

M S Ramaiah Nagar, MSRIT Post,

BENGALURU - 560 054

Mobile No. 6361681781

E-mail : deepak@msrit.edu

Sir,

Sub: Nomination to the Board of Studies in Department of MBA of New Horizon College of Engineering, Bangalore (Autonomous) from 07-08-2025 to 06-08-2028 (3 Years) ...reg.

As per the orders of Hon'ble Vice Chancellor, I am pleased to nominate you as the Nominee of Visvesvaraya Technological University, Belagavi, to the "Board of Studies in Department of MBA" of New Horizon College of Engineering, Bangalore (Autonomous).

You are requested to accept the same and attend the meetings of the "Board of Studies in Department of MBA" of the college as and when requested by the Principal of the college. Further, ensure that the views and guidelines of the University are duly taken into account in the deliberations and decisions of the Board of Studies.

As per the VTU Statutes, the following are functions of the Board of Studies are as follows:

- 1) Prepare syllabi for various courses keeping in view the objectives of the College, interest of the stakeholders and State/National requirements for consideration and approval of the Academic Council;
- 2) Suggest methodologies for innovative teaching, learning and evaluation techniques;
- 3) Suggest panel of names of experts to the Academic Council for appointment as examiners;
- 4) Coordinate research, teaching, extension and other academic activities in the Departments/College
- 5) Any other function that may be assigned by the Academic Council.

After every meeting, you are requested to submit a report to the undersigned immediately.

Thanking you,

Yours faithfully,

Raw/24/7/26
REGISTRAR

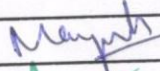
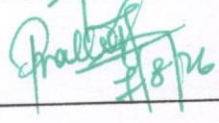
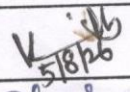
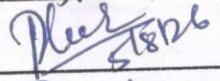
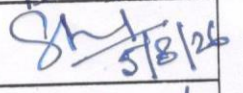
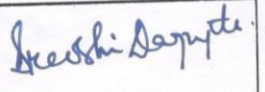
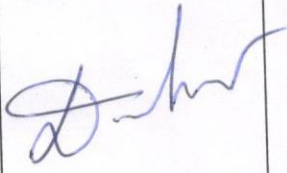
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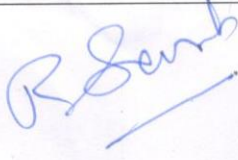
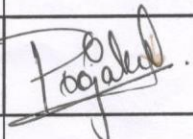
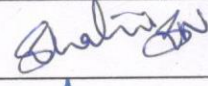
The Principal, New Horizon College of Engineering, Bangalore (Autonomous) with a request to send meeting notices of the Board of studies to Dr. Deepak R from time to time. Please note that the TA/DA/Hospitality of V.T.U Nominee for attending "Board of Studies in Department of MBA" meetings have to be borne by your college.

NEW HORIZON COLLEGE OF ENGINEERING

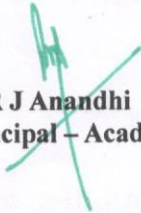
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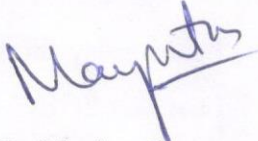
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		1	Ms. Pooja	Wissen Technology	
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		3	Mr Rajat B Hubballi	Asst Professor, MBA, NHCE	


Dr. Dhanalakshmi R V
Professor & HOD In-charge,
MBA Dept


Dr. R J Anandhi
Vice Principal – Academics


Dr. Manjunatha
Principal

WELCOME ADDRESS BY THE CHAIRMAN OF THE BOS AND INTRODUCTION OF MEMBERS

Head of the Department of Management Studies, Dr. Dhanalakshmi R V, Chairperson of Board of Studies welcomed all the members of the Board of Studies (BOS) and explained the course structure. Chairperson of Board of Studies welcomed VTU Nominee, Dr. Deepak R, Head & Associate Professor, Department of MBA, M. S. Ramaiah Institute of Technology, Bengaluru and course expert from outside the college nominated by Academic Council Members, Dr. Ranjit Singh, Professor, Indian Institute of Information Technology, Allahabad, India, who joined online, Dr. Dinesh, Professor and Area Chair, OB and HRM, CMS Business School, Jain (Deemed-to-be University), Bengaluru; Dr. R. Sateesh Kumar, Professor, Department of MBA & Research Center, Surana College (Autonomous), Bengaluru.

Dr. Dhanalakshmi R V also welcomed the representatives from Industry, nominated by Academic Council Members, Mr. Soumik Choudhury, Global Solutions Director – AI/Works, Thoughtworks, Bengaluru and Post graduate meritorious alumni nominated by Principal Ms. Pooja - Talent acquisition associate, Wissen Technologies.

Head of the Department of management studies also introduced all the internal board members to the members of BOS, Dr. Rose Kavitha, Professor, Dr. Priyameet Kaur, Professor, Dr. Saumi Roy, Associate Prof, Dr. Sreoshi Dasgupta, Associate Prof, Mr. Sheshu A, Sr. Asst. Professor, Prof. Shalini S N, Sr. Asst Professor, Dr. Ankita Jeewankar, Sr. Asst Professor, Prof. Rajat B Hubballi, Asst Professor, Prof Madhuraj, Asst Professor and Dr. Neelima, Asst Professor.

HOD explained the structure of the overall MBA Program, Scheme of evaluation; value added program, Skill labs and Application of Business Tools. The agenda for the MBA-BOS was read and the forum was open for individual course discussion.

AGENDA 1-Discussion on syllabus for MBA I/II SEM

Dr. Dhanalakshmi R V, HOD Management studies has presented the course structure and detailed the courses and credits involved in the programme. The BOS team had suggestions

regarding the courses in the 1st & 2nd semesters. Employability Skills in 1st semester with 1 credit, Skill Labs of 2 credits and Application of Business Tools with 0 credits are introduced taken from VTU 2026-27 scheme, which makes to 102 credits for 2026-27 scheme.

The Board recommended integrating experiential learning across all courses through live projects, simulations, business games, field visits, case studies, role plays, design thinking, industry assignments, and consulting projects. Practical activities should be embedded throughout the semester and mapped with relevant topics and Course Outcomes (COs).

The Board suggested that the existing 28-hour Skill Lab component should be integrated into individual courses rather than treated as a standalone activity. Course-specific skill activities should focus on developing functional, analytical, digital, problem-solving, and managerial competencies alongside theoretical learning. The Board emphasized the need for a clear theory-to-practice linkage in every course. Course plans should incorporate structured practical and industry-oriented activities that enable students to apply theoretical concepts to real-world business situations, making practical learning an integral part of the curriculum.

The BOS recommended strengthening the Application of Business Tools courses through a progressive, practice-oriented learning framework. Accordingly, Application of Business Tools I in Semester I should focus on developing foundational digital and analytical competencies through MS Office, MS Word, MS Excel, and data visualization using Excel. Application of Business Tools II in Semester II should build upon these competencies by introducing advanced analytical tools, including R, data visualization using Jamovi, Advanced Excel, and Power BI. The BOS further recommended that selected modules be delivered through hands-on sessions by external industry experts and domain specialists, using real-world datasets, business cases, and managerial problem statements to enhance experiential learning and industry readiness.

The BOS suggested in Management & Organizational Behaviour (26MBA11), integrate the Indian Knowledge System (IKS), technological disruptions, MBTI and contemporary leadership-style assessments, along with employee potential and skill mapping and employee wellbeing. Incorporate contemporary case scenarios and updated reference texts, including Robbins, Luthans, and Nelson & Quick (2020), ORGB: Organizational Behavior, 6th edition. Managerial

Economics (26MBA13), enrich the course with Industrial Policies, Digital Business Policies, AI Governance, and Game Theory, along with alignment to relevant industry certifications. Quantitative Methods (26MBA14), strengthen hands-on experiential learning, integrate relevant Managerial Economics applications, introduce advanced analytical tools, and incorporate video-based learning.

In Marketing Management (26MBA15), introduce industry-relevant certifications, including Lovable, and incorporate Agentic AI applications in marketing. Human Resource Management (26MBA21), incorporate the Employee Life Cycle, contemporary Labour Codes, and emerging HR practices, supported by Subba Rao's HRM text as a reference. In Corporate Finance (26MBA22), integrate Dalal Street Journal/market-based resources, contemporary financial content, and Business Tools to strengthen practical financial decision-making. Research Methodology & IPR (26MBA23); include patents, copyrights, IPR commercialization, and technology transfer, along with descriptive analytics and data visualization for research data analysis and interpretation. Logistics & Supply Chain Management (26MBA25), incorporate Six Sigma workshops, Lean Manufacturing, cluster/industry visits, SCM drivers, EV-based case studies, and emerging concepts such as last-minute delivery. The BOS also suggested exploring Kinaxis certification to strengthen industry-oriented supply-chain planning and analytics skills. Entrepreneurship Development (26MBA26), strengthen the course with practical coverage of venture creation, venture initiation processes, and the operational intricacies of starting and managing new ventures.

The Board recommended the adoption of innovative, learner-centric pedagogies such as case-based and problem-based learning, simulations, business games, flipped classrooms, projects, design thinking, role plays, peer learning, industry interactions, and technology-enabled learning. Pedagogy should be aligned with the course outcomes, subject requirements, and expected competencies. The Board observed overlap and repetition of content across courses and recommended course-wise content mapping to identify duplication and gaps. Common concepts should have differentiated depth and application, with faculty coordination ensuring complementarities, progression, and non-repetition. Content rationalization should be undertaken after reviewing the pedagogy. The Board recommended strengthening the Continuous Internal

Evaluation (CIE) framework with greater emphasis on experiential and application-oriented learning. Assessments should be clearly defined, transparent, and mapped with COs, incorporating projects, case analyses, simulations, presentations, portfolios, field assignments, problem-solving activities, and industry engagement to assess application, analysis, creativity, and managerial competencies.

The Board provided course-specific suggestions to enhance industry relevance, practical orientation, skill development, and competency-based learning. Faculty members were advised to incorporate these recommendations while revising syllabi, lesson plans, pedagogy, experiential components, and assessment methods, while maintaining coherence and the distinct objectives of each course. The Board recommended including at least two latest/current textbooks or editions for each course, preferably from reputed national or international publishers. Faculty members may include multiple relevant references such as books, research papers, industry reports, case studies, and credible digital resources. Reading lists should be periodically updated to reflect current industry practices, emerging trends, contemporary research, and evolving managerial requirements.

AGENDA 2 –Finalization of syllabus with incorporation of Recommendations and suggestions

It was resolved to:

- 1) The syllabus content of 26MBA12, 26MBA13, 26MBA16 will be re-looked and ensure that overlapping is avoided.
- 2) The proposed Skill Labs will be linked to the appropriate course for a better practical learning.
- 3) Assessments of the CIE component will be framed in a way it meets the course outcomes.
- 4) Application of Business Tools I (Semester I) should establish the foundational analytical competencies which will include MS Office, MS word, MS Excel, Data Visualization using excel.
- 5) Application of Business Tools II (Semester II) should establish the advanced analytical competencies which includes- Introduction to R, Data visualization in JAMOV, advanced Excel, Introduction to Power BI.

- 6) The skill labs proposed by VTU in 26 Scheme will be incorporated and linked with relevant course.
- 7) All the courses will have only 2 text books suggested for learning (with latest edition) and more number of text books in references.

AGENDA 3 – SUMMARIZING THE MINUTES OF MEETING

To sum up, the members of the Board appreciated the overall structure of the MBA programme and emphasized the need for a more experiential, application-oriented, industry-relevant, and competency-based curriculum.

The Board particularly highlighted the importance of course-integrated skill development, stronger theory-to-practice linkage, innovative pedagogy, avoidance of content duplication, and alignment of assessments with experiential learning and Course Outcomes. Faculty members were encouraged to regularly update textbooks, references, industry practices, emerging technologies, cases, and practical learning resources. The revised curriculum should provide students with a progressive and integrated learning experience connecting theoretical knowledge, practical application, skills, industry exposure, and managerial competencies.

VOTE OF THANKS

The BOS Coordinator, Dr. Sreoshi Dasgupta, proposed the Vote of Thanks. She individually thanked the BOS members for their committed participation in the discussion and for their valued inputs. She thanked VTU Nominee, Dr. Deepak R, Head & Associate Professor, Department of MBA, M. S. Ramaiah Institute of Technology, Bengaluru and course expert from outside the college nominated by Academic Council Members Dr. Ranjit Singh, Professor, Indian Institute of Information Technology, Allahabad, India, who joined online, Dr. Dinesh, Professor and Area Chair, OB and HRM, CMS Business School, Jain (Deemed-to-be University), Bengaluru; Dr. R. Sateesh Kumar, Professor, Department of MBA & Research Center, Surana College (Autonomous), Bengaluru.

Dr. Sreoshi Dasgupta also thanked the representatives from Industry nominated by Academic Council Members, Mr. Soumik Choudhury, Global Solutions Director – AI/Works, Thoughtworks, Bengaluru and Post graduate meritorious alumni nominated by Principal Ms. Pooja- Talent acquisition associate, Wissen Technologies and all other members of the department.