



**SVKM'S NMIMS**  
**School of Business Management**  
**Minutes of Board of Studies**  
**FT MBA Programme**

## **Draft Minutes of**

### **FT MBA Board of Studies Meeting January 09, 2021 10.30 am onwards**

**Online using Zoom (Meeting ID: 961 2804 5532)**

Attended by:

#### **External Experts**

Mr Mahesh Aras	Managing Director, Head of Risk & Compliance at J.P. Morgan
Mr Anil Jayaraj	Executive Vice-President, Star India
Dr Vishnu Kanhere	V K Kanhere & Associates, Chartered Accountants, Auditors, SVKM

#### **In-house Office Bearers**

Dr Bala	Officiating Dean, SBM ; Associate Dean, Accreditation, Ranking, Industry and Alumni
Krishnamoorthy	
Dr Meena Galliarra	Director, Jasani Centre for Social Entrepreneurship
Dr Chandrima Sikdar	Associate Dean, Programs and Student Learning Experience
Dr Arun Sharma	Area Chairperson, Marketing area
Dr Ashu Sharma	Area Chairperson, Operations and Data Sciences area
Dr Srinivas Ainavolu	Faculty, representing Business Environment and strategy area
Dr Hema Bajaj	Area Chairperson, Human Resources and behavioural Sciences
Prof Papiya De	Area Chairperson, Communications area
Dr Sachin Mathur	Area Chairperson, Finance area
Dr Subhadip Mukherjee	Area Chairperson, Economics area
Dr Smita Mazumdar	Program chairperson, MBA Program

#### **Special Invitee**

Ms Shobha Pai	Director, Placements, SBM
---------------	---------------------------

#### **Apologies:**

Mr Shailesh Chaturvedi	Managing Director and CEO, Tommy Hilfiger and Calvin Klein, Chief Executive in waiting , Arvind Fashions
------------------------	--

The points that were put up for review were:

1. Approval of Minutes of the previous Board of Studies meeting held on 30.11.2019
2. FT MBA Presentation and sharing of Action Taken Report
3. Proposal for changes in Course structure –
  - i. Year 2 – Analytics basket to be discontinued

#### 4. Proposals from areas

- i. Finance area proposals
  - a. New Courses: International Banking and Finance (Trim 6- 3.0 credit); Household Finance (Trim 6- 3.0 credit).
  - b. To be dropped: International Finance (Trim 5)
- ii. Marketing area proposals
  - a. New courses: Marketing Management 1 (Trim 1 – 3.0 credit); Marketing Management 2 (Trim 2 – 3.0 credit); Service Marketing and Innovation (Trim 4 – 3.0 credit); Qualitative Marketing Research (Trim 5 – 3.0 credit); Retail Marketing Management (Trim 5 – 3.0 credit)
  - b. To be dropped: Marketing Management (Trim 1); Marketing Research and Planning (Trim 2); Services Marketing (Trim 4); Retail Marketing (Trim 5); Innovations in Marketing (Trim 6)
  - c. Shifting: Marketing of Financial Services (3) from Trim 5 to Trim 6
- iii. Operations and Data Sciences area proposals
  - a. New Courses: Analytics Lab (Trim 3 -1.5 credit); Analytics using Python (Elective – Trim 3 – 1.5 credit) Social Networking and Web analytics (Trim 4 – 3.0 credit); Social Media and collaborative Enterprise (Trim 4- 3.0 credit); Digital Footprint and its Implications (Trim 5 – 3.0 credit); Visual Analytics – 2<sup>nd</sup> offering (Trim 6- 3.0 credit); Technology application in SC processes (Trim 6 – 3.0 credit); Big Data and its Ecosystem (Trim 6-3.0 credit)
  - b. To be dropped: Enterprise Architecture and IS Strategy (Trim 3); Business Analytics Application (Elective – Trim 3); Social Media and Web Analytics (Trim 4); Societal impact of Information technology (Trim 5); Software Project Management (Trim 5); Intelligent Transport System and GIS(Trim 6) Business Process Management (Trim 6); IT Strategic Outsourcing (Trim 6); Business Dynamics of IT Industry (Trim 6); Business Analysis (Trim 6); Business Blueprinting and implementing SCM in business (Trim 6); Big Data Strategy and Technology Innovation (Trim 6)
  - c. Business Analytics (Trim 2) to be converted into 100% ICA
  - d. Advanced Data Analysis (Trim 4 & 5) to be offered in online mode
- iv. Business Environment and Strategy Area Proposals
  - a. New Course: Strategy Evaluation & Outcome Management (Trim 5 – 3.0 credit)
  - b. Shifting: Strategic Management for Core Sector Companies – from Trim 5 to Trim 4; Strategic Perspectives in Indian Business from Trim 5 to Trim 6
- v. Human Resources and Behavioural Sciences Area Proposals
  - a. Understanding Organizations (Trim 2- 1.2 credit) and Leadership Lab (Trim 2 – 1.5 credit) to run parallelly instead of sequentially

#### 5. Discussion on overall program structure and direction

#### 6. Any other matter

The meeting started with a round of introductions of the members present.

### **Discussion**

Dr Mazumdar introduced the board to some of the recent achievements and developments at SBM during the ongoing exceptional year. Her presentation included School rankings, batch profile and placement data.

It was noted that 75% of the IInd year students were already placed till date. About 25% students have been placed through PPO /PPI route. Summer placements till date stood at about 63%. Ms Shobha Pai supplemented these figures by providing sector-wise placement related data. Dr Kanhere enquired about statistics on sector wise placements of students from each concentration area to obtain deeper insights. Ms Shobha promised to share the data later. Mr Anil enquired about how are companies like Amazon, Facebook and Swiggy classified in the sectoral break-up. Mr Aras too pointed out that there seems to imbalance in the percentage students concentrating in marketing area and percentage of students getting placed in the FMCG/ FMCD segment. Dr Mazumdar clarified that companies that are classified in the FMCG sector may be recruiting for operations roles. Dr Bala acknowledged the need to look at profile wise placement data. A y-o-y comparative status was also provided for final and summer placements. Ms Pai elaborated on the reasons for placements starting late and mentioned that the progress so far is good but there could be some difficulty in the placing the tail end and maintaining the average CTC at the same levels as last year. She also answered queries regarding placement scenario in other B schools. She also highlighted the special conditions and challenges faced on account of virtual processes for finals and summer placements. Mr Aras suggested exploring the possibility of placing students during Diwali break in case summer placements are difficult this time. It was highlighted that we have corporate project that supplement the summer internship experience.

Dr Mazumdar then covered the major developments in the academic year so far with the institute gearing up for online teaching, and evaluations. Online teaching required faculty to change course outlines to make the asynchronous component stronger. It also involved intensive training sessions for faculty to adapt to the new mode. Dr Mazumdar acknowledged the efforts of previous Dean, Dr Bhat in spearheading this initiative and shared that our school was one of the first to adapt and roll out classes in the virtual mode. Evaluation methodology also had to undergo a change to cater to the online, open book format and to account for connectivity issues faced by students who are now spread across the country. She appraised

the members about the initiatives and efforts taken to uphold the sanctity of the examination process. She informed that dialogues at multiple levels with student and faculty body were needed to allay their apprehensions and to emphasize the need to continue with examinations in the online format.

She outlined how the academic year started late owing to the pandemic but that we would be ending it on time, both for Year 1 as well as Year 2. She acknowledged the effort and support of the faculty body in helping the program achieve the time lines without overloading the students and at the same time not compromising on the delivery in any manner. She also thanked Dr Galliara and the WeCare team for scheduling the WeCare internship program alongwith online classes during Trim III. Dr Galliara appraised the members that students have been placed in 214 organisations across India for the virtual internships.

Dr Mazumdar highlighted the continuous efforts towards strengthening the Assurance of Learnings initiative that was started as a part of the AACSB accreditation. Dr Bala further explained the importance of making the teaching learning process strong and the efforts taken to make course plans very comprehensive, and to bring in commonality across all divisions with respect to course delivery and evaluations. While all 1<sup>st</sup> year courses were already AOL compliant, this year 74 out of 98 2<sup>nd</sup> year electives also adopted the methodology.

After these initial discussions, the conversation moved towards considering the agenda items for the meeting.

The minutes of the previous BoS meeting were tabled and approved by the members unanimously.

Dr Mazumdar highlighted the various actions taken this year based on the recommendations of the BoS meeting last year –

- 1) Information Systems and Operations and Decision Sciences areas were merged to form the new Operations and Data sciences Area;
- 2) 16 new/ restructured courses were introduced; and the cross functional emphasis across course delivery was strengthened further through the Negotiations Lab and Capstone Simulations courses;
- 3) Course of Independent Study being offered to students wanting to deep dive into a particular topic which is currently not covered in the elective basket of year II. Dr Mathur and Dr Sharma elaborated on the CIS courses signed up by students in the current year. Dr Kanhere and Mr Anil offered to help faculty connect with relevant organisations that are working in these areas.

4) More focus on feedback based assessments - Dr Kanhere highlighted that some professional organisations like CPA and ICMA have got sophisticated methods to conduct online examinations and suggested that the school should explore such methods for future. Dr Sikdar mentioned that the undergraduate programs of other schools of the University have experimented with proctored exams this year but SBM has used this opportunity to consciously move towards open book exams to encourage reasoning and skill based evaluations.

Dr Mazumdar then moved on to the proposed changes in the programme structure for the Academic year 2021-22.

She highlighted that the Analytics basket that was introduced last year has lost relevance in the current context since students are opting for analytics related courses even otherwise. This was confirmed during discussions with student leadership team as well as the ODS area to which all analytics courses are mapped. Hence it was proposed to discontinue with the Analytics area basket from AY 2021-22 onwards.

The proposal was approved by the members immediately.

She then passed the baton to the respective areas to share the proposed changes:

**Finance Area:**

Dr Mathur proposed to introduce a new course on Household Finance in Trim 6 (3.0 credit) – a course offered in very few institutes in India. He mentioned that this course will complement our courses on Wealth Management and Behavioural Finance which apply normative textbook models. This course will focus on how Households actually take financing decisions based on environmental and behavioural factors. He opined that the course will be relevant for students interested in financial product design/ product management, sales and research.

International Finance (Trim 5) is proposed to be replaced by International Banking and Finance (Trim 6 – 3.0 credit) to enhance its scope to incorporate international fund raising and borrowing too.

These proposals were approved in the meeting.

Dr Kanhere highlighted how the pandemic has taught us expect the unexpected. He felt the need to sensitise students and faculty to natural/ manmade disasters and develop skills on how to handle such situations. He opined that managers should be ready to handle crisis and steer

their organisation in such unexpected events. He urged all areas to incorporate these aspects in existing courses at appropriate places. Dr Ainavolu updated the members that 3 sessions were kept aside for analysis and uncertainty management the compulsory Strategy Implementation course. Dr Galliara mentioned that an elective on Emergency response management used to be offered few years back which was not subscribed by students then. She further highlighted that the compulsory course on Corporate sustainability this year required students to understand how Covid has impacted organisations and their profitability, and how have they navigated through the Covid situation. She also mentioned that Bombay Chambers of Commerce will soon be launching a competition amongst students with the intention of collecting real stories that can be used for teaching. Mr Anil mentioned there doesn't seem to be a template on what is the correct way of handling a black swan event like the one we are facing. Corporates have had dramatically diverse approaches with varying levels of success and it may be interesting to invite them to share their stories and learn from them. On a slightly different note, Mr Aras mentioned Green Financing will be in great demand going forward and it could be incorporated in some manner in the curriculum.

### **Marketing Area:**

Dr Arun Sharma, pointed out that the marketing elective basket did not have a Qualitative marketing research course. As such topics like ethnographic approaches are not being covered currently. The proposed new course on Qualitative Marketing Research (Trim 5 – 3.0 credit) will bridge this gap.

He also mentioned that the scope of the courses on service marketing and retail marketing are being expanded and hence the restructured courses will now be called Service Marketing and Innovation (Trim 4 – 3.0 credit) and Retail Marketing Management (Trim 5 – 3.0 credit). Consequently the course on Innovation in Marketing (Trim 6) will be dropped as contents of this course will be incorporated in the other courses.

He also proposed to shift the course Marketing of Financial Services (3) from Trim 5 to Trim 6 since this was a niche, interest based course that might be better suited in Trim 6.

He proposed that the Year 1 course on Marketing Management 1 (Trim 1) and Marketing Research and Planning (Trim 2) be renamed as Marketing Management 1 (Trim 1) and Marketing Management 2 (Trim 2). This will allow the area to incorporate any new interesting developments in the courses without being restricted by the course nomenclature.

He also mentioned that generic names like MM1 and MM2 would have allowed the area to make this change during current Covid situation which required more research-oriented assignments. New upcoming topics can be incorporated easily with more generic names rather with specific names. Going forward, the area proposes to shift all the research components from trim 2 course to trim 1 course. Currently only few components are done trim 1 course and major components is done in trim 2 course. It will help in better preparation of group project and assignments in term 1 also. He also cited that many foreign universities also name their basic courses in Marketing as MM 1 and MM 2. In response to this, Dr Mazumdar pointed out that the Academic Council in previous instances has raised objections to generic names and had advised precise course names that capture the contents covered. She also highlighted that Dr Bhat is also reviewing these courses and has sought advice from external experts. We could deliberate again before finalising this proposal.

### **Operations and Data Sciences Area**

Dr Ashu proposed the course Analytics Lab (Trim 3 – 0.5 credit) in place of Enterprise Architecture and IS Strategy (Trim 3 – 0.5 credit) She pointed that after multiple rounds of discussions with faculty and Dean, the area decided to offer an analytics course that offers hands-on experience for students who are likely to be joining the junior management cadre of organisations.

Analytics using Python(Trim 3 – 1.5 credit) is proposed to be offered in place of Business Analytics Application (Trim 3 – elective). This would help students who opt for machine learning using Python in Trim 5.

Social Networking and Web analytics (Trim 4 – 3.0 credit) and Social Media and collaborative Enterprise (Trim 4- 3.0 credit) are being offered as two different full credit courses in place of Social Media and Web Analytics (Trim 4) which will now be dropped as the contents of this course will be dealt with in greater depth through the two new courses.

Visual Analytics(3.0 credit) is currently offered in Trim 5 but has a lot of traction and interest from the student community and hence is proposed to be offered a second time in Trim 6;

Business Analytics -Trim 2 is proposed to be converted as 100% ICA course since it is a very hands-on course and a term end exam is not suited for such a course.



Going by the positive feedback from students as well as teaching faculty, Advanced Data Analysis (Trim 4 and Trim 5) is now being proposed to be offered in the online mode even after we move to F2F mode of classes.

Following courses are proposed to be renamed so that the course title covers the contents more accurately:

- Societal impact of Information technology (Trim 5) as Digital Footprint and its Implications (Trim 5 – 3.0 credit)
- Big Data Strategy and Technology Innovation (Trim 6) as Big Data and its Ecosystem (Trim 6-3.0 credit)
- Business Blueprinting and implementing SCM in business (Trim 6) as Technology application in SC processes (Trim 6 – 3.0 credit)

In addition, the following courses are proposed to be dropped as these courses have not been getting any subscriptions for the last few years, These proposals have already been recommended by the Area BoS concluded recently:

- Trim 5 - Software Project Management;
- Trim 6 - Intelligent Transport System and GIS; Business Process Management; IT Strategic Outsourcing; Business Dynamics of IT Industry; Business Analysis

Dr Kanhere again highlighted that the course offerings from the area should cover Operations Management in the VUCA world or such other courses to capture the necessity of students to be ready for uncertain times.

### **Business Environment and Strategy Area:**

Dr Ainavolu proposed that Strategy Evaluation & Outcome Management (Trim 5 – 3.0 credit) be offered as a new course. This is planned as an extension of the courses on Strategy Formulation and Strategy Implementation. This course takes the journey forward by focusing on what happens after one time implementation. It will focus on evaluation and appreciation of the outcome and will discuss course corrections.

Strategic Management for Core Sector Companies (3.0 credit) is being proposed to be shifted from Trim 5 to Trim 4 and Strategic Perspectives in Indian Business (3.0 credit) from Trim 5 to Trim 6 after considering feedback from student and teaching faculty.

### **HR & BS Area:**

Dr Hema Bajaj highlighted that Understanding Organizations (Trim 2- 1.2 credit) and Leadership Lab (Trim 2 – 1.5 credit) are currently offered one after the other in Trim 2. But the examinations for these courses are being held at the end of the Trimester 2 and students struggled with remembering the concepts of the course covered first. Hence she proposed to run both the courses simultaneously. Such a change would also allow students to absorb the concepts well and give them enough time to do assignments in a spaced out manner.

After going through all proposals from the area, Dr Mazumdar opened the discussion to cover any other matter. ODS area also proposed to convert the Analytics Lab (Trim 3 – 1.5) to 100% ICA given that it will be a hands on course and a term end examination will not be suitable means of evaluating students.

Lastly, Dr Mazumdar highlighted the efforts of the program to get better conversions of summer internships into PPI/PPOs so as to reduce the burden on final placements. In that direction another proposal that is being deliberated upon is to offer area specific workshops in Trim 3 where students can start preparing for summer internships with the help of faculty guidance. Such interventions could be of varying durations ranging from 6-15 hours and may require further discussions. The external experts agreed that such initiatives could be useful. Mr Anil, mentioned that smaller interventions which are project specific may make more sense but program constraints will also have to be considered while designing such initiatives. It was agreed that the proposal will be deliberated on internally and a more concrete plan can be discussed in the next BoS meeting.

Dr Bala acknowledged that this has been a tough year and adhering to the timelines has been a gigantic task. She also assured all that the teaching -learning process will be strengthened even further in the next year.

The meeting ended with Dr Mazumdar thanking all members present for their time and inputs.

Prepared by



Smita Mazumdar

**Additional points for circulation - Addendum to the minutes of the BoS meeting held on 09<sup>th</sup> January 2021:**

The following 2 additional courses are proposed to be offered with 100% ICA. These are included here for ratification from the members of the FTMBA BoS meeting:

- Driving Organizational Change: Strategies and Behavioral Interventions (trim 5, 3 credits) to be converted into 100% ICA evaluation.
- Analytics using Python (Elective) (Trim 3, 1.5 credit) to be offered with 100% ICA evaluation



Dr. Bala Krishnamoorthy  
Officiating Dean



## Annexure -I

### SUMMARY OF PROPOSED CHANGES

(FT MBA Program – School of Business Management )

<b>Sr. No</b>	<b>Area</b>	<b>Trimester</b>	<b>Name of the Subject with attached credits</b>	<b>Proposed changes in short, if yes</b>	<b>Proposed changes will be implemented from Academic year and Batch</b>
1	Finance	6	International Banking and Finance (3)	New	2021-22
2	Finance	6	Household Finance (3)	New	2021-22
3	Finance	5	International Finance (3)	Drop	2021-22
4	Marketing	1	Marketing Management 1 (3)	New	2021-22
5	Marketing	2	Marketing Management 2 (3)	New	2021-22
6	Marketing	4	Service Marketing and Innovation (3)	New	2021-22
7	Marketing	5	Qualitative Marketing Research (3)	New	2021-22
8	Marketing	5	Retail Marketing Management (3)	New	2021-22
9	Marketing	1	Marketing Management (3)	Drop	2021-22
10	Marketing	2	Marketing Research and Planning (3)	Drop	2021-22
11	Marketing	4	Services Marketing (3)	Drop	2021-22
12	Marketing	5	Retail Marketing (3)	Drop	2021-22
13	Marketing	6	Innovations in Marketing (3)	Drop	2021-22
14	Marketing	5	Marketing of Financial Services (3)	Shift to Trim 6	2021-22
15	BES	5	Strategy Evaluation & Outcome Management (3)	New	2021-22

16	BES	5	Strategic Management for Core-Sector Companies (3)	Shift to Trim 4	2021-22
17	BES	5	Strategic perspectives in Indian businesses (3)	Shift to Trim 6	2021-22
18	HRBS	2	Understanding Organizations (1.2)	No change - will run 1 session per week* 8 weeks	2021-22
19	HRBS	2	Leadership Lab (1.5)	No change - will run 1 session per week* 10 weeks	2021-22
20	HRBS	5	Driving Organizational Change: Strategies and Behavioral Interventions (3)	No change - converted into 100% ICA	2021-22
21	ODS	3	Analytics Lab (1.5)	New - 100% ICA	2021-22
22	ODS	3	Analytics using Python (Elective) (1.5)	New - 100% ICA	2021-22
23	ODS	4	Social Networking and Web Analytics (3)	New	2021-22
24	ODS	4	Social Media and collaborative Enterprise (3)	New	2021-22
25	ODS	5	Digital Footprint and its Implications (3)	New	2021-22
26	ODS	6	Visual Analytics (3)	New - 100% ICA	2021-22

27	ODS	6	Technology application in SC processes (3)	New	2021-22
28	ODS	6	Big Data and its Ecosystem (3)	New	2021-22
29	ODS	3	Enterprise Architecture and IS Strategy (1.5)	Drop	2021-22
30	ODS	3	Business Analytics Applications [Elective] (1.5)	Drop	2021-22
31	ODS	4	Social Media and Web Analytics (3)	Drop	2021-22
32	ODS	5	Societal impact of Information technology (3)	Drop	2021-22
33	ODS	5	Software Project Management (1.5)	Drop	2021-22
34	ODS	6	Business Analysis (3)	Drop	2021-22
35	ODS	6	Intelligent Transport System and GIS (1.5)	Drop	2021-22
36	ODS	6	Business Process Management (3)	Drop	2021-22
37	ODS	6	IT Strategic Outsourcing (1.5)	Drop	2021-22
38	ODS	6	Business Dynamics of IT Industry (1.5)	Drop	2021-22
39	ODS	6	Business Blueprinting and implementing SCM in business (3)	Drop	2021-22
40	ODS	6	Big Data Strategy and Technology Innovation (3)	Drop	2021-22
41	ODS	2	Business Analytics (1.5)	No change - converted into 100% ICA	2021-22



**SVKM'S NMIMS**  
**School of Business Management**  
**Minutes of Board of Studies**  
**MBA HR and HRBS Area**

## **Minutes of the Board of Studies Meeting of MBA – HR and Area- HR and Behavioural Studies**

Date: 16<sup>th</sup> January 2021: 10:30 am- 12:30 pm.

*Zoom Meeting:*

<https://ngasce.zoom.us/j/99780809531?pwd=S0FDWFRlSEY4RlhzaWx3c2YzdjV5QT09>

*Meeting ID: 997 8080 9531, Passcode: 521208*

### **Attended by:**

1. Dr. Bala Krishnamoorthy, Officiating Dean and Associate Dean -SBM, NMIMS
2. Dr. Chandrima Sikdar, Associate Dean
3. Professor Sunil Maheshwari, Professor, Indian Institute of Management, Ahmedabad
4. Mr. Ashok Ramchandran, Group Executive President - Human Resources at Aditya Birla Group
5. Mr. Ronald Sequeira, Managing Partner, Anrontt
6. Mr. Bhaskar Sharma, Chief Executive Officer, Red Bull India Pvt. Ltd.
7. Mr. Prakash Subramaniam, Managing Director and Head Strategy, Process and Governance, Head Subsidiaries and CVO, Standard Chartered
8. Dr. Meena Galliara, Director, Jasani Center for Sustainability Management & Social Entrepreneurship
9. Ms. Shobha Pai, Director Placements
10. Dr. Hema Bajaj, Program Chairperson MBA- HR and Area Chairperson- HRBS
11. Dr. Veena Vohra, Professor - HRBS
12. Dr. Geeta D'Souza, Assistant Professor- HRBS
13. Dr. Amita Shivhare, Assistant Professor- HRBS
14. Prof. Bijayinee Patnaik, Adjunct Assistant Professor- HRBS
15. Dr. Sateesh Shet, Assistant Professor- HRBS
16. Dr. Ashu Sharma, Area Chairperson -Operations and Decision Sciences
17. Prof. Pradeep Pai, Program Chairperson- Part Time MBA
18. Dr. Gayathri Sampath, Area Chairperson - BES



19. Dr. Arun Sharma, Area Chairperson- Marketing
20. Dr. Shailaja Rego, Program Chairperson, MBA-DSA
21. Dr. Sujata Mukherjee, Associate Professor, Social Enterprise Cell
22. Dr. Samveg Patel, Assistant Professor- Finance

## AGENDA:

1. Approval of minutes of the previous MBA-HR Program and Area- HR & BS held on December 7th, 2019.
2. SBM and MBA- HR: Adapting and Growing during the pandemic.
3. Sharing of data of the placement process (summers and finals). **(MBA-HR Program)**
4. Sharing of the experiences with the implementation of **first two trimesters** of the new curriculum that was the outcome of Comprehensive Curriculum Review (CCR) undertaken in 2019-20. **(MBA-HR Program)**
5. Review of our new offerings to various programs for Academic Year 2021-22. **(Area-HRBS)**

*i. PTMBA:*

New Courses Proposed: Human Resource Management (compulsory, trim 3, 3 credits), Emotional intelligence (elective, trim 4, 3 credits), HR Analytics (elective, trim 5, 3 credits), Diversity and Inclusion (elective, trim 6, 3 credits), Digital HR (elective, trim 6, 3 credits).

Courses Dropped: Human Resources & Change Management for practicing Executives (compulsory, trim 3, 3 credits), Behavioural Dynamics in Organisations (elective, trim 4, 3 credits), International HRM (elective, trim 5, 3 credits), HR Audit (elective, trim 6, 3 credits) and IT in HR(elective, trim 6, 3 credits).

*ii. MBA- Law:*

New Courses Proposed: Personal and Team Dynamics (compulsory, trim 1, 3 credits), Leading Organizations (compulsory, trim 2, 3 credits).

Courses Dropped: Individual Dynamics and Leadership (compulsory, trim 1, 3 credits), Group and Organization Dynamics (compulsory, trim 2, 3 credits).

6. Review of HRBS offerings to different Programs for Academic Year 2021-22. **(Area-HRBS)**

*i. FTMBA:*

Changing the frequency of classes of Understanding Organizations (Trim 2- 1.5 credit) and Leadership Lab (Trim 2 – 1.5 credit) from 2 sessions to one session per week. No pre- and post-midterm sequencing. Both the courses run throughout the trimester.

Driving Organizational Change: Strategies and Behavioral Interventions (trim 5, 3 credits) to be converted into full ICA evaluation.

*ii. MBA-HR*

Talent Planning and Acquisition (trim 3, 3 credits) to be converted into full ICA evaluation

Managing Change and Organizational Development (MCOD) (trim 4, 3 credits)  
to be converted into full ICA evaluation.

7. Any other matter that needs attention and discussion.

## **DISCUSSION**

### **Agenda 1: Approval Of Minutes Of The Previous MBA-HR Program And Area- HRBS Held On December 7th, 2019.**

The minutes of the meeting were passed unanimously by all BOS members. Mr. Ronald Sequeira asked about the experiences with the new curriculum. Dr. Hema Bajaj said that she will be sharing the detailed feedback under agenda item 4 and that only first two trimesters have been completed so far and the third trimester had commenced only on January 11<sup>th</sup>, 2021.

### **Agenda 2: SBM and MBA- HR: Adapting and Growing During the Pandemic**

Dr. Hema Bajaj presented the institutional rankings, SBM's AACSB accreditation, the practice of detailed evaluation and course guidelines under the AOL process and emphasis on and advantages of Internal Continuous Assessment (ICA). This was followed by presentation of gender diversity and constitution of the batch. The proportion of students with work experience has gone down in Academic Year 2021-22 possibly because working students have postponed pursuing an MBA due to the pandemic. Mr. Prakash Subramanian suggested that it would have been easier for the working students to do an MBA simultaneously without having to quit thanks to the online mode. Dr. Hema Bajaj clarified that rigour of the program will not allow full time working. Mr. Ronald Sequeira said that phenomenon was experienced worldwide. Mr. Ashok Ramchandran reminded that BOS members had spoken about having a healthy mix of non-engineers and engineers in the last BOS and the program seems to be moving in that direction. Dr. Veena Vohra emphasised that the program wants to maintain a batch strength of 60-70 students and the last two years where we had more than 70 students were exceptions. Responding to Mr. Ronald Sequeira's question, Dr. Chandrima Sikdar said that our application numbers remain the same as previous years' and we have a second list (waitlist) for admissions.

Dr. Hema Bajaj spoke about the manner in which SBM had adapted to and grown during the pandemic: faculty training and students counselling for classes and exams, portal enhancement, addressing cancellations and delays in summer placements, and delay in beginning of first year classes. Ms. Shobha Pai spoke about summer internship experience and stated that online internship went well. There were delays in case of a few companies and students completed them happily along with their trimester 4 classes. She thanked the HR fraternity for handling

placements efficiently during the pandemic. Dr. Sujata Mukherjee shared the WeCare data. SBM has placed 647 students in 233 organizations and internships have been scheduled on Mondays and Tuesdays throughout trimester 3.

### **Agenda 3: MBA-HR -Placement Process and Outcomes (Summers and Final)**

Ms. Shobha Pai presented the final placement data comprising of PPOs and campus placements. She solicited help in placement of students as support function hiring is slower due to the pandemic. Mr. Ronald Sequeira informed that this was a trend across campuses and many organizations have infact not been active in hiring (especially) freshers in the support function. Mr. Ashok Ramchandran offered to help Ms. Shobha Pai in connecting with his network of CHROs to facilitate placements of remaining students.

Mr. Ronald Sequeira added that awareness about the MBA-HR program needs to be built better and there are organizations that are not aware of the program or its quality. Mr. Ronald Sequeira and Dr. Veena Vohra suggested that we have a separate meeting to discuss this.

Ms. Shobha Pai said that many new companies have been added this year but our large recruiters have not come. She took the members through the list of companies that have not come to campus this year.

Mr. Bhaskar Sharma said that companies have been assessing the situation and in this process hiring in support function has got deferred by a few months. There may be a surge again in a few months and many companies may start visiting for HR from February.

Ms. Shobha Pai presented the summer placements data and informed that the institute should be able to place all students. However, many loyal companies have not participated in this process too and that may impact the pre-placement offers next year. She requested the BOS members for long term projects for the MBA-HR first year students to enhance their CV and learnings, and also the possibility of extension of a job offer based on their performance in the projects.

### **Agenda 4: Sharing of the Experiences with the Implementation of First Two Trimesters of the New Curriculum that was the Outcome of Comprehensive Curriculum Review (CCR) Undertaken in 2019-20.**

Dr. Hema Bajaj shared feedback given by students and faculty with the BOS members. Business Research workshops were well received and there is a demand for increasing numbers of credits in Business Anthropology & Sociology of Work. Dr. Amita Shivhare shared her feedback and the rationale behind design of Business Research Workshop. Focus was on identifying problems and answering/resolving them through research. Dr. Hema spoke about how students have received Business Anthropology and Sociology of Work. The BOS members Dr. Sunil Maheshwari, Mr. Ashok Ramachandran and Mr. Bhaskar Sharma were happy to see that the subjects were received well and suggested that the program should consider increasing number of hours/credits dedicated to these courses. Dr. Sunil Maheshwari said that 500-600 hours of teaching in a year is fine and we can consider increasing hours in these two courses.

Dr. Hema Bajaj informed about new topics in course “Managing People” and how polls and breakout rooms were used effectively for increasing participation. Dr. Sujata Mukherjee spoke about the course “Corporate, Social Responsibility” According to her, a 3 credits course instead of present 1.5 credits will help in covering topics like “Workplace Responsibility” that are presently not included. Dr. Geeta D’Souza spoke about designs of courses “Organizational Psychology” and “Leadership, and Team Effectiveness”. This course was structured as a workshop. She also spoke about richer discussion with students from psychology background. The business research workshop has also possibly contributed to enhanced projects quality this year. Dr. Hema Bajaj shared how the Marketing Management faculty has effectively used videos and breakout rooms in Marketing Management. There was some debate regarding participation in the early morning sessions. There were mixed views with Dr. Samveg Patel seeing higher participation during 8.30 am sessions.

Mr. Ashok Ramchandran spoke about creating a differentiation for the program. This could be in the nature of industry participation in courses.

Dr. Veena Vohra and Dr. Hema Bajaj shared how taking advantage of digital platform, faculty -both guest and visiting from across the world have been brought in, they also focused on being empathetic to the students while maintain rigour.

**Agenda 5. Review of our new offerings to various programs for Academic Year 2021-22. (Area-HRBS)**

Dr. Pradeep Pai shared his experiences with the Part Time MBA program and informed about the specializations that are available to students. Until now, HR as a specialization was not offered but this year onwards, the program may be in a position to offer an HR specialization. Dr. Chardrima Sikdar spoke about the vision behind CCR and the ongoing CCR of Part Time Programmes. According to her taking feedback from students and faculty is an ongoing process and the institute will get in touch with the BOS members for more inputs as it proceeds with the CCR of Part Time MBA programmes. Responding to Mr. Ronald Sequeira's question regarding profile of PTMBA-SE students, Dr. Sujata Mukherjee informed that students are generally from social enterprises or NGO Sector, who join to further enhance their skills or start an NGO or a social enterprise. Mr. Prakash Subramaniam reinforced the importance of Analytics functions giving example of a separate unit for analytics in his organization. He inquired about the focus on analytics in the program. Dr. Pradeep Pai responded saying that Analytics will be offered as a separate specialization in PTMBA. Dr. Hema Bajaj spoke about the process of CCR followed by HRBS area for PTMBA. Mr. Ashok Ramchandran asked about the difference in courses in PTMBA program and Full-Time MBA program. Dr. Pradeep Pai responded saying that PTMBA courses will have more application focus.

Dr. Hema Bajaj spoke about changes in MBA-Law program. She gave rationale behind bringing Team Part of Organization Behaviour to trimester 1. Mr. Ronald Sequeira spoke about importance of bringing topics like collaboration and competition into these courses.

Dr. Veena Vohra inquired about usage of social network analysis in industry and whether this topic can be incorporated in courses like "Managing change and Organizational Development and "Organization Structure and Design". Mr. Ronald Sequeira and Mr. Ashok Ramchandran said that it's not very prevalent in industry but BOS members can explore further through their business network.

Mr. Bhaskar Sharma suggested we should move ahead and incorporate "Social Network Analysis" in the courses as New millennials have different requirements and in the hybrid model of online and offline mode of working, it may increasingly be used more frequently and have a wider application in industry

**Agenda 6: Review of HRBS offerings to different Programs for Academic Year 2021-22.**

Dr. Hema Bajaj spoke of the rationale behind running Understanding Organizations and Leadership Lab parallelly and throughout trimester 2 of FT MBA. It gives students more time to absorb topics if a course runs over six weeks rather than 3 – 4 weeks as was the case in Academic year 2020 – 21.

Dr. Veena Vohra spoke about reasons behind making “Driving Organizational Change: Strategies and Behavioral Interventions” and “Managing Change and Organizational Development” full ICA. As the focus is on application of concepts and the courses are developmental in nature, they are being converted into 100% ICA.

Prof. Bijayinee Patnaik spoke about the rationale behind converting “Talent Planning and Acquisition” into full ICA. The course covers a large range from Manpower Planning to Recruitment and Selection. It’s a co-taught course. It should be “skill-based” course, where students should learn how to write a job description, screen resumes, design assessment centres, take role of assessors, conduct interviews. Hence, fully ICA looks more suitable. End term exam becomes an evaluator of theory and not skill.

Mr. Ashok Ramchandran advised that the MBA-HR program structure should include psychometric test designing, usage of statistics in the course or somewhere in the program This will be a differentiator of the program. Dr. Hema Bajaj and Dr. Veena Vohra informed that psychometric was earlier part of the course offerings and proposed that the faculty group look into this again. Mr. Ashok Ramchandran, Mr. Ronald Sequeira, Prof Bijayinee Patnaik, Dr. Veena Vohra and Dr. Hema Bajaj spoke about importance of reading amongst students and how this habit can be encouraged.

Mr. Ashok Ramchandran offered to help the program and faculty in tying up for higher industry interaction across courses. A stepped-up industry interaction may be a differentiator. Dr. Hema Bajaj recounted her experience of industry association in “Compensation and Benefits” and welcomed any help from industry for a higher interaction. Mr. Bhaskar Sharma gave inputs on identifying a key differentiator for MBA – HR and branding it differently and strongly. He would be happy to help in branding of the program. Dr. Chandrima Sikdar and HRBS faculty also agreed about the need for brand building. It was decided that HRBS area members can create a note and take this forward.

Mr. Ashok Ramchandran congratulated the faculty for transitioning to an online mode and creating a good learning experience during the pandemic



The BOS approved the changes proposed in introduction, dropping, placement, movement of courses and credits attached to them.

The meeting ended with Dr. Hema Bajaj thanking all members present for their time and inputs.

Submitted by:



Dr. Hema Bajaj

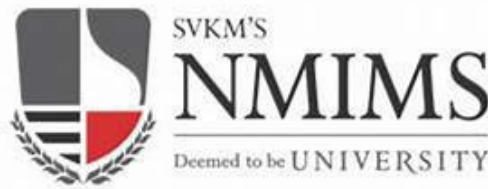


Dr. Bala Krishnamoorthy

Officiating Dean



**SVKM'S NMIMS**  
**School of Business Management**  
**Minutes of Board of Studies**  
**MBA (Law) Programme**



**School of Business Management**  
**Minutes of the Fourth Meeting of the Board of Studies**  
**MBA (Law) Programme held on Saturday, December 19, 2020**

**Members Present**

Dr. Chandrima Sikdar, Associate Dean, SBM  
Dr. Shamim Mondal, Associate Dean, SBM  
Dr. Paritosh Basu, Chairperson, MBA (Law)  
Mr. Nayan Mehta, CFO, BES Ltd.  
Mr. Nandan Pendse, Partner AZB Partners  
Mr. Yash Ashar, Partner, Cyril Amarchand Mangaldas  
Mr. Nilanjan Mishra, Head (Legal), ICICI Bank  
Dr. Alok Mishra, Dean of KPMSoL  
Dr. Sachin Mathur, Area Chair Professor (Finance)  
Dr. Gayathri Sampath, Area Chair Professor (Strategy and Environment)  
Dr. Subhadip Mukherjee, Area Chair Professor (Economics)  
Dr. Hema Bajaj, Area Chair Professor (HR & OB)

**Invited Members**

Mr. Samir Kanabar, Partner (Direct Taxation), Ernst and Young  
Ms. Sohini Shrivastav, Chairperson B.B.A. LL. B. Program, NMIMS KPMSoL

**Leave of Absence**

Dr. Bala Krishnamurthy, Acting Dean, SBM  
Mr. Khushroo Panthaky, Partner Grant Thornton  
Mr. Sanjay Jain, CEO, PDS Multinational Fashions Ltd.

## **Welcome and Approval of MoM of 3rd Meeting**

Dr. Basu welcomed all the members present with his words of appreciation and gratitude. He informed briefly about the reasons for leave of absence to be granted to the members who could not attend the meeting.

Members present, after brief deliberations, approved the Minutes of the third BoS meeting held on September 15, 2018.

## **Journey Since the 3rd Meeting of BoS**

In his brief initial presentation Dr. Basu mentioned briefly about the progress and experiential learning points in SBM's journey of MBA (Law) Programme since the first batch of 2016-18. He briefly mentioned about good academic results achieved by students of the second, third and fourth batches.

He also mentioned about the continued challenges in concept selling of this one of its kind programme in India. However, the members were happy to note about success in final placement of students of second and third batches with reasonable and higher average salaries than those of the first batch students. Dr. Basu informed Members about 2 instances each of PPOs received by students of the third and fourth batches based on their performances during Summer Internship. He informed that more and more doors of corporate houses, Big4 and legal consulting firms could be opened for both final and summer internship placements of students.

Thereafter he informed Members about various co-curricular and extra-curricular activities as well as interactive sessions with industry leaders that are being conducted by Placement Directorate and students. He was happy to inform that the *Lei Ipsum* functional group of MBA (Law) students have formally been integrated with the 'Functional Group Vertical' of SBM's Student Council. A copy of his presentation is attached as Annexure - 1.

## **Admission Process**

Dr Basu requested Members to deliberate and decide whether the admission process for MBA (Law) students commencing from the batch of 2021-23 should be changed. The immediate options available are 'NMAT by GMAC' and Personal Interview (PI), as is applicable for Core MBA Programme, and the existing process for Written Tests (WTs), conducted by SBM under the direct control of Dean's Office, followed by PI.

Members debated on several facets of the issue in details. A few members wanted to know details of the processes for conducting tests, marks allocation, setting question papers, and evaluation of answer sheets. They also enquired about composition of Panel of Members. Dr Basu responded with brief narratives of the processes followed.

Members then wanted to know whether any review of final score of individual candidates is conducted before approval for admission. Dr. Basu informed that he himself conducts such review and that five candidates for 2020-2022 batch were not permitted for admission based on their respective scores of WT, PI, as well as marks obtained in UG programme and higher secondary examination.

Mr. Ashar then opined that higher emphasis on testing mathematical logics of any superior Entrance Test like 'NMAT by GMAC is not suitable for MBA (Law) aspirants, who are mainly young law graduates, who form about 95% of applicants. This may be a deterrent for progressive success of the Programme. Some of the members echoed his views. Dr. Basu mentioned that in those Tests there is no scope for evaluating power of 'Legal Reasoning'. He mentioned that GMAC may not agree to customize Question Banks for entrance examination of MBA (Law) Programme.

Members then concluded with the recommendation that rigor and difficulty levels of present WTs should be upscaled so that the process of filtration is further tightened. They have also advised for intensifying actions for creating more awareness about the Programme and attracting more better-quality students.

### **Course Structure, Modules and Outlines**

Dr. Basu informed that the Academic Council of the University has approved introduction of 'Emotional Intelligence, as recommended by the BoS in its 3rd meeting, as a new Course with 3 Credits. This course is now being taught in Trimester - V of 2nd year. However, the Academic Council members have cautioned that students should not be burdened with any more Course since the maximum number of subjects for PG level programme, as permitted by UGC, has already been exceeded.

Dr Basu then apprised Members that he has initiated actions for the following:

- Updating all Laws and Regulations related Courses with new amendments and modifications as promulgated from time to time. This is done at the commencement of each academic year.
- Updating all management related courses, as adopted from Core MBA Programme, simultaneously with changes incorporated for that Programme within the permitted limits of the University.
- Converting all Course Outlines for both first and second year under Assessment of Learning (AOL) Regimentation for compliance with the requirements for accreditation by Association to Advance Collegiate School of Business (AACSB). It is expected that by the end of current academic year approval for most of the Courses of all trimesters will be received from AOL Team and Dean.
- Initiating and obtaining views and proposals from the present second year students about Course Structure, Modules and Outlines for first year. Similarly, certain passed out students of previous four batches, who have scored well, have been requested for similar inputs in respect of second year. After receiving comments and proposals in early December, virtual meetings have been conducted with both the groups for understanding and finalisation of their suggestions and recommendations.

Members corroborated the above actions. Dr. Basu also confirmed that those suggestions have been shared with the Dean of KPMSoL for Law related Courses, and the concerned Area Chair Professors for their comments and propositions. A summary of the final set of comments and suggestions for both the years, which was presented during the meeting, has been attached as Annexure -2 of this MoM.

Members then intensively deliberated on each of the suggestion of students and alumni, as well as views and recommendations from KPMSoL and the concerned Area Chair Professors. The following is a summary of major deletions, additions, and modifications, as recommended by the Members of BoS for introduction after needful approval of the Academic Council:

<b>A. Course Structure and Course Outlines - 1st Year</b>			
<b>Sl. No.</b>	<b>Trim.</b>	<b>Description of Course</b>	<b>Recommendations by Members of Board of Studies</b>
1	I	Legal Methods	Drop the Course 'Legal Methods' and in its place introduce a new Course 'Overview of Corporate Laws' keeping in view that about 90% of students are with Legal background who have already learnt 'Legal Methods' in their UG programme.  Student should attend Workshops for six hours in which inputs on advanced and contemporary developments in Legal Methods will be provided with practical applications.
2	III	Banking and Insurance Laws	The Modules should be enriched by adding practice-oriented discussions on major types of agreements e. g., Model Banking Contracts, Escrow Agreements, Application of Banking Regulations for various transactions, Trust and Retention Account Agreement, Mortgage Agreements, Master Facility Agreements, Bank Guarantees, etc.
3	I	Individual Dynamics and Leadership	Restructure the two erstwhile Courses and convert into two new Courses viz., 'Personal and Team Dynamics' and 'Leading Organisations'. Modules of these two Courses should cover unique topics of earlier courses and emerging dimensions and realities of industry and business ecosystem.
4	II	Group and Organisation Dynamics	
5	I	Oral Communication	Modules and Outlines of both the Courses should be modified befitting contemporary business environment. More practical applications mock sessions for business communication should be conducted by way of workshops.
6	II	Business Communication	
<b>B. Course Structure and Course Outlines - 2nd Year</b>			
1	IV	Strategic Financial Management	Reorienting the Course Modules with more emphasis on learning thorough applications of excel worksheet-based platforms.
2	VI	Ethical Issues in Management	Enriching and widening scope of this Course by including Modules for Ethical Dimensions of Legal Profession. Accordingly, suitable modules are to be introduced.
<b>C. Preadmission Orientation Programmes</b>			

1	1st Year	Before commencement of academic classes of Trimester - I minimum two sessions of two hours each should be added to familiarise students with Research Methodology with specific emphasis on research for legal profession.
2	2nd Year	Presently no Orientation Programme is conducted for students who are promoted to the second year. This should be started. Inter alia other sessions, as decided by the leadership team of SBM, the following should form a part of the orientation programme: <ul style="list-style-type: none"> <li>▪ Advanced applications of MS Excel and Power Point</li> <li>▪ Financial modelling</li> <li>▪ Capstone Simulation Programme</li> </ul>

Members were of the view that time is still not here and now for introducing a few Elective Courses for MBA (Law) Programme, as proposed by members of the alumni group, which is in its 5th year and still in the process of concept selling to Indian Corporate Houses. Moreover, it may not be feasible from many perspectives to conduct classes for a few elective courses with students less than 20 in numbers out of total 32 which is so far the highest number of admissions.

In conclusion all the members expressed their conviction that MBA (Law) programme will prove to be more meaningful and effective in the new world order post Covid-19 Pandemic. The modifications recommended above would enable the Programme to be more future ready when multi-skilled professionals with application-oriented knowledge will be more in demand. Mr. Sinha expressed his view point that NMIMS will ultimately have to have specific line of thinking to position the programme with line for a few specific specializations as a professional manager. Dr. Basu responded by saying that this viewpoint will be internally debated in SBM and brought back to the Members of BoS during the next meeting for further deliberations.

With a deep sense of appreciation Dr. Basu again expressed his thanks and gratitude for the Members of BoS.

The meeting ended with a vote of thanks to the Chair.

Prepared by



(Paritosh Ch. Basu)

Chairperson MBA (Law) Programme



*Chandrima Sikdar*

Dr. Chandrima Sikdar  
Associate Dean



Enclosures:

1. Annexure 1 - Presentation of Dr. Paritosh Basu to the Members of Board of Studies.
2. Annexure 2 - Summary of Comments and Suggestions for Modification of Course Structure and Outlines and Recommendations of Board of Studies.