



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

Draft Minutes of
MBA Board of Studies Meeting January 08, 2022 10:30 AM onwards
Online using Zoom (Meeting ID: 923 5584 2632)

Attended b y:

External Experts

Mr Mahesh Aras

Managing Director, Head of Risks & Compliance at
J.P Morgan

Mr Anil Jayaraj

Chief Executive Officer, Sports at Viacom18 Media
Private Limited

Mr Shailesh Chaturvedi

Managing Director and CEO Arvind Fashions Ltd

Dr Vishnu Kanhere

V K Kanhere & Associates, Chartered Accountants,
Auditors, SVKM

In-house Office Bearers

Dr Prashant Mishra

Dean, SBM, NMIMS

Dr Meena Galliarra

Director, Jasani Centre of Social Entrepreneurship
Associate Dean, Programs and Student Learning
Experience

Dr Chandrima Sikdar

Dr Arun Sharma

Area Chairperson, Marketing

Dr Hema Bajaj

Area Chairperson, Human Resources and Behavioral
Sciences

Prof Papiya De

Area Chairperson, Communications

Dr Somnath Roy

Area Chairperson, Operations & Decision Sciences

Dr Smita Mazumdar

Program Chairperson, FT MBA 1st year

Dr Hitesh Kalro

Program Chairperson, FT MBA 2nd year

The points that were put up for review are as follows:

1. Approval of Minutes of the previous Board of Studies meeting held on 09th Jan 2021
2. FT MBA Presentation and sharing of Action Taken Report
3. Proposal for changes in the program structure
4. Proposals from Areas
5. Any other matter

Discussion

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

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.

Dr Mazumdar introduced the batch profile and began a comparison of the last year intake and the current year intake, and it was mentioned that this year the number of students with engineering

educational background had risen back to what it was two years (almost 69%). But last year intake had only 54% students with an engineering background. Furthermore, it was mentioned that students of batch 2022-24 have more work experience (almost 70% of the students had more than one year experience) in comparison to the last year intake students (i.e., batch 2021-23) (almost 55% of the students had more than one year experience).

Mr. Anil interjected and asked if we had looked into why this trend was seen in terms of the intake of students and is it a trend in other B-schools as well. This question was contemplated by all the external experts that the possibility for students with more work experience pursuing an MBA degree could be because of the pandemic and also because WFH (Work from Home) impact. Further Mr. Chaturvedi suggested that it could be because of the “mass resignation” movement which is happening a lot, and in particular in his industry. In addition, Dr Mazumdar discussed the concentration distribution area wise. The area wise distribution was identical to what we have seen last year and the trend remains as what we have seen over the last few year (roughly 48% of the overall intake has opted to specialize in marketing and 10% of the intake has opted to specialize in ODS area). Furthermore, Dr Mazumdar mentioned that we at NMIMS strive to have at least 30% of our batch constituting female students, but this year the intake had 33% female student ratio without any challenges.

After showcasing the batch profile, Dr Mazumdar discussed the placements information. Dr Mazumdar started with the summer placements data. Dr Mazumdar mentioned that almost 94% of the current first year students have been placed. After this Dr Mazumdar presented the final placement data and mentioned that this year SBM, NMIMS has had a great year getting 99.6% of the batch placed in 12 working days. Mr Aras checked if there are any students who were planning to venture their entrepreneurial prospects. To which, Dr Mazumdar mentioned that there were 9 students who had opted out of the placements to venture in their entrepreneurial projects. This years placement season was further analyzed by looking into the placement sector wise. Dr Mazumdar pointed out that no finance students are getting placed in E-commerce/Startups and FMCG/CD sectors. To which, Mr Anil stated that this could be possibly because in these sectors, they prefer hiring their in-house finance team. In addition, Dr Mazumdar suggested that operations plays a major in FMCG/CD sector and no student from NMIMS is getting placed in this sector. Then it was further highlighted that this year we had a surge of placements from the consulting sector.

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) Based on recommendations of the areas and approvals from the Program BoS and Academic council, 16 new/ restructured courses were introduced. Dr Kanhere enquired on data about the subscription data for the new elective courses, specially from the ODS area. Dr Mazumdar promised to share the same with all members.
- 2) Few courses like Strategic Management already had some focus on relevant topics like crisis/ uncertainty management. It was pointed out that related issues have been embedded in other courses too. Based on recommendations of the previous, BoS meeting, a small beginning has been made in getting senior personnel from industry to talk to students about the way different companies handled the recent crisis – Ms Renu Sood Karnad, Chairman and MD of HDFC addressed our students on the story of HDFC. Dr Mazumdar mentioned that the program intends to hold an eminent speaker series addressing our students once a month. Mr Anil volunteered to help with a few connections for the same. Mr Aras also suggested to invite someone to speak about the Government response to help the corporate sector in wake of the pandemic.
- 3) Based on the BoS recommendations 2 sessions on Green Financing was introduced in an elective called Structured Finance. ESG related topics are now getting covered in multiple courses specially from the BES and Finance areas. Mr Aras pointed out that lot of consulting assignments related to ESG have come to India and this is an area to watch out. Mr Chaturvedi suggested that future courses especially in the marketing domain could focus on ESG aspects. He stated courses on consumer behavior focusing on purchase of solar panels, electric vehicles and temperature controlled usage of office and home space, can be discussed in the classroom.
- 4) A new course on “Storytelling in Business” is being introduced to understand the importance of narratives and stories in specific business contexts and mastering various tools and techniques of storytelling.

Dr Mazumdar then moved on to the proposed changes in the programme structure for the Academic year 2022-23 and 2023-24:

After the core curriculum review 2 years back, many half credit courses were introduced in an attempt to weed out duplicate/ redundant content from courses and to make our offerings contemporary. But as per feedback from faculty as well as students, sum of half credit courses puts more pressure as compared to equivalent full credit courses. Also Trim IV had become very heavy with 3 compulsory courses in addition to 5 electives. Also, with the increased focus on PPO conversions from summer internships, the program wanted to introduce a full credit elective in Trim III. Some space was needed for that too. Moreover, in total, a student in our MBA program is required to cover 117 credits for

successful completion as compared to UGC requirement of 102 credits. So area -wise credits offered by the MBA program were benchmarked with other peer institutions like IIM -A, B and C, SPJIMR, MDI and IMT Ghaziabad. Discussions were held with individual areas to explore possibility of rationalising their offerings with compromising on content and quality. Focus was on reducing the credits for compulsory courses offered in Yr 1 as well as Yr 2. The proposals to be shared by later in the presentation are based on this thought process. Dr Kanhere enquired how are students likely to use the time that they will be released by the reduction of credits.

As a result of the credit rationalization, it is now proposed to offer a full credit elective in Trim III. Moreover, Summer Internships and WeCare initiative that earlier did not have any credit attached are proposed to awarded 3 credits and 1.5 credits respectively. In addition, it is now proposed that the total credits that a student need to accumulate from elective courses is brought to 42(15, 12 and 12 in Trim IV, V, and VI respectively) from the existing 45 credits. All of these proposals are being recommended to be implemented for the incoming batch of 2022-24. Dr Mishra highlighted that the purpose of this rationalisation is not about reducing load but about having appropriate load so that students have reasonable time for reflection and to pursue things that are not covered in the curriculum. We need to produce a critical thinker and problem solver who can build and make choices. A student is required to put in about 80-100 hours for a 30 hour course. When we teach 30-35 courses, there is no time for reflections. The released time can be used to do contemporary things which haven't yet mapped in the curriculum. The slack helps to bring in more co-curricular activities and create more opportunities for students. Also too much teaching brings in the risk of repetition. Mr Anil appreciated these thoughts and suggested laying these expectations in the beginning of the program. Dr Mishra suggested incorporating a session on how to make the best of the curriculum. Mr Aras suggested bringing in a senior student to talk to the students. Dr Mazumdar highlighted that there are a few interventions during the foundation program like the session on unlearning and re-learning. She also spoke about a session that senior students talk about how to crack case study competitions. Dr Sikdar also highlighted that orientation included talk on different functional areas and expectations from students. She spoke about the asynchronous component during foundations that help students prepare for the next 2 years.

Apart from this, it is now proposed that each elective is offered only once in a year (in one trimester). The current practice allows each area to offer upto 4 courses in 2 different trimesters. This rationalisation will ease administrative pressures as well as ensure same content is covered in a courses having same nomenclature. This change will be applicable for the batch of 2021-23, academic year 2022-23.

Dr Kanhere pointed out that mental health of students has become extremely important specially during the pandemic and some initiative on this front would be encouraging. Dr Galliara thanked him

for bringing this up and updated the members about the contribution of the WeCare and a few new initiatives like the creating a WeCare diary, the social conclave and an online Digital marketplace called 12NGOs. She also volunteered to share a latest WeCare anthology with all. Dr Mazumdar pointed out that there is a student cell called 'Prabodhan' that handles issues like mental health. She also complemented the Communications area and the HRBS on handholding students when join the program. Dr Hema spoke about the course Managing self and teams how the area is focusing on emotional wellbeing of students.

If all proposals go through, the total credit structure structure will be as follows:

As applicable for batch 2021-23

ASPER EXISTING STRUCTURE				
	Year I	Year II	Others	Total
Core	61.5	9		70.5
Elective	1.5	45		46.5
Others			0	0
Total	63	54	0	117

As applicable for Batch 2022-24

ASPER PROPOSED STRUCTURE				
	Year I	Year II	Others	Total
Core	55.5	3		58.5
Elective	3	39		42
Others			4.5	4.5
Total	58.5	42	4.5	105

Dr Mazumdar also pointed out that few non credit workshops eg one on Negotiation skills are being introduced that are important from student perspective but do not require an evaluative component.

These proposals were approved by the members after some deliberation.

Dr Mazumdar focused into area specific proposals:

I. Finance area proposals

The proposed structure of courses from the Finance area is as follows:

FINANCE AREA

COMPULSORY COURSES		
Trimester I	Trimester II	Trimester III
Financial and Management Accounting (3)	Financial Statement Analysis (1.5)	Corporate Finance (3)
Dropped: Value, Risk and Capital Markets (1.5) -Trim II		
ELECTIVE COURSES		
Trimester III		
Financial Markets and Modelling (Elective)(3)	Dropped: Financial Modelling(Elective)(1.5)	
Trimester IV	Trimester V	Trimester VI
Commercial Bank Management (3)	Behavioral Finance (3)	Alternative Investments and Hedge Funds (3)
Financial Analysis and Business Valuation (3)	Financial Consulting (3)	Commodity Markets (3)
Futures and Options (3)	Fixed Income Securities (3)	Film and media financing (3)
Investment Analysis and Portfolio Management (3)	Mergers & Acquisitions (3)	Financial Risk Management (3)
Strategic Cost Management (3)	Private Equity and Venture Finance (3)	Healthcare financing (3)
Income Tax (NC workshop)	Project Finance (3)	Consumer Finance (3)
	Strategic Financial Management (3)	International Banking and Finance (3)
		Managing Corporate Financial Distress (3)
		Structured Finance (3)
		Wealth Management (3)
		Wholesale and Retail Financing (3)
Dropped: Financial analysis and Reporting, Mergers & Acquisitions; Strategic Financial Management - Trim IV; F&O, IAPM - Trim V; Household Finance - Trim VI		

Mr Anil pointed out that the course “Film and media financing” should be renamed as “Content financing” since financing films and other entertainment modes like sports is very different. Dr Mazumdar promised to take this back to the Finance area for further deliberation. She also appraised the members about how this course had evolved and that the area is currently seeking some help in developing the content for this course. Mr Anil volunteered to help for the same. Dr Kanhere also enquired about the Income tax non credit workshop

All these proposals were accepted by the members.

(The proposal on rechristening the course film and media financing to Content financing was referred back to the finance area. The area reverted that they would explore the possibility in the next cycle of revisions. They also thanked Mr Anil for volunteering with developing content for the course)

II. Marketing area proposals

The proposed structure of courses from the Marketing area is as follows:

MARKETING

COMPULSORY COURSES		
Trimester I	Trimester II	Trimester III
Marketing Management 1 (3.0)	Marketing Management 2 (1.5)	
	Business Research Methods (1.5)	
Dropped: Marketing Management 2(3)-Trim II		
ELECTIVE COURSES		
Trimester III		
Sales and Channel Management (Elective)(3)	Dropped: Sales and Channel Management (Elective)(1.5);	
Trimester IV	Trimester V	Trimester VI
Brand Management(3)	B2B Marketing(3)	Marketing Strategy(3)
Consumer Behaviour(3)	Services Marketing and Innovation(3)	Customer Relationship Management(3)
Sales and Channel Management (3)	Digital Marketing(3)	Marketing Analytics(3)
Behavioral Science and Marketing (3)	International Marketing(3)	Management and Marketing Lessons in Political Campaigns(3)
Integrated Marketing Communication(3)	Qualitative Marketing Research(3)	Rural Marketing(3)
Marketing Research(3)	Retail Marketing Management(3)	Social marketing(3)
Product Management and Marketing(3)	Social Media Marketing(3)	
Dropped: Distribution(3), Sales Management(3)- Trim IV; Brand Management(3), Consumer Behaviour(3), Sales Management(3)- trim V; B2B Marketing(3), Customer Driven Marketing Strategy(3), Marketing of Financial Services(3), Sales Promotion(3)- trim VI		

Mr Aras enquired about the difference between Social media marketing and Social marketing. Mr Anil enquired about the Business Research methods course which is being introduced new.

These proposals were accepted by the members after due deliberations.

III. Operations and Data Sciences are a proposals

The proposed structure of courses from the ODS area is as follows:

OPERATIONS & DATA SCIENCES		
COMPULSORY COURSES		
Trimester I	Trimester II	Trimester III
Statistical Inference for Decision Making (3)	Business Analytics - in 2nd half(1.5)	Production & Operations Management (3)
	Optimization Modelling for Business Decisions (3)	Enterprise Systems in the Digital Age (1.5)
Dropped: Technology applications for Business -Trim I; Operations and Supply Chain Management , Analytics Lab - Trim III		
ELECTIVE COURSES		
Trimester III		
Data Analytics for Business (Elective)(3)	Dropped: Data Analytics for Business, Analytics using Python	
Trimester IV	Trimester V	Trimester VI
Multivariate Data Analysis: Techniques and Applications(3)	Management Strategies for Enterprise Cloud Systems(3)	Applying Agile Concepts in Program Management(3)
Basics of Crypto currency & Block chain(3)	Technology Management in the Digital Age(3)	AI concepts and Applications in Business (3)
Digital Strategy for Transforming Business(3)	Logistics Management(3)	Big Data and its Ecosystem (3)
Digital Platforms and Data Monetization(3)	IoT Applications for New Business Market(3)	Enterprise Risk Management(3)
Quality Management for Productivity and Performance Improvement(3)	Leveraging Machine Learning in Business Applications(3)	Operations Strategy (3)
Services Operations Analytics(3)	Marketing of IT Products and Services(3)	Data Exploration & Visualization(3)
Modeling for Decision Making(3)	Industry 4.0 for Resilient Operations(3)	Supply chain analytics (3)
Social Networking and Web Analytics(3)	New Product Design & Development For High Tech Product(3)	Technology application in SC processes (3)
Supply Chain Management(3)	Project Management(3)	Technology Ventures (3)
Managing Cybersecurity Risks in the Information age(3)	Technology in Finance - Fintech, Decentralized Finance(3)	Applied Simulation Modeling(3)
Dropped: Advanced Data Analysis, Digital Business Models, Service Operation Management, Social Media and collaborative Enterprise - Trim IV; Cloud Computing and Cloud migration, Digital Footprint and its Implications, Green IT, IoT and Emerging Technologies, Leveraging Machine Learning using Python, Predictive Analytics, Supply Chain Management, Technology in Finance – Fintech, Visual Analytics - Trim V; Agile Program Management, Cyber Security, Project Management, Visual Analytics - Trim VI		

Mr Kanhere reiterated that student subscription data on courses offered, courses subscribed and the level of subscription to understand if all these changes are effective specially since so many changes are being made in every year. Dr Roy and Dr Mazumdar agreed to share the same with the

members. Also on the observation that Dr Kanhere had made about too many changes, Dr Mazumdar pointed out that the newly formed ODS area is merger of 2 different areas – Operations and decision sciences and Information systems area. Hence it may take a couple of years for the newly constituted area to settle down with a stable mix of offerings.

IV. Business Environment and Strategy area proposals

The proposed structure of courses from the BES area is as follows:

BUSINESS ENVIRONMENT & STRATEGY		
COMPULSORY COURSES		
Trimester I	Trimester II	Trimester III
Ethical Issues in Management (1.5)	Contract, Competition and Consumer Law (1.5)	Strategic Management (3)
	Industry and Competitive Landscape Analysis (1.5)	Corporate Social Responsibility and Corporate Sustainability (3)
Dropped: Competition and Consumer Law(1.5), Creating Shared value: Competitive Advantage Through Social Impact(1.5)- trim II, Contract Management(1.5); Strategy Implementation(3), Corporate Sustainability(1.5)- Trim IV		
Trimester V	Dropped: Corporate Governance- workshop(1.5)- Trim V, VI	
Capstone Simulation(3.0)		
ELECTIVE COURSES		
Trimester IV	Trimester V	Trimester VI
Business Models and Planning (3)	International Business Management (3)	Intellectual Property Rights (3)
Infrastructure Consulting and Management (3)	Management Consulting (3)	Management & Measurement of Social Impact(3)
Innovation Management (3)	Public Policy(3)	Strategy Lab – Managing Disruption & Hyper competition (3)
Managing Turnaround Strategies (3)	Social Entrepreneurship and Consulting (3)	Entrepreneurship Management (3)
Strategy, Value Creation and Management (3)	Strategic Alliance(3)	
Strategic Perspectives in Indian businesses (3)	Corporate Governance (3)	
	Competency Building for Consulting (3)	
Dropped: Strategic Management for Core-Sector Companies, Strategies for Transformation in a Digital World, Strategy Evaluation & Outcome Management, Building & Managing Networked Businesses, Risk and Advisory Consulting, Green Business Management, Entrepreneurship and Venture Capital Management,		

These proposals were approved by the members

(On further deliberation after the BoS meeting, we realise that a compulsory course like Capstone Simulation cannot be offered in Trim V since some students avail of the international exchange program in Trim V as well as trim VI and hence will not be able to take a compulsory course. Hence, the proposal of shifting Capstone simulation to Trim V from Trim IV is being withdrawn.

Compulsory courses on Strategy Implementation(trim IV), Corporate sustainability(Trim IV) and Corporate governance (Trim V and VI) will be offered to the batch of 2021-23, academic year 2022-23 and will be dropped from the subsequent batch (batch of 2022-24, academic year 2023-24)

V. Human Resources and Behavioral Sciences area proposals

The proposed structure of courses from the HR&BS area is as follows:

HR & BS AREA

COMPULSORY COURSES		
Trimester I	Trimester II	Trimester III
Organization Behaviour 1(3)	Organization Behaviour 2 (3)	Human Resource Management (1.5)
Group Process Lab* (NC Compulsory worksop - 4 hours)		Negotiations Skills & Processes* (NC Compulsory workshop -7 hours)
<i>Dropped: Managing Self and Teams (3)-Trim I; Understanding Organizations (1.2), Leadership Lab (1.5)- Trim II; HRM(3)-Trim III</i>		
ELECTIVE COURSES		
Trimester IV	Trimester V	Trimester VI
Diversity management (3)	Driving Business Outcomes Through Total Reward Superior Performance(3)	Emotional Intelligence-Developing Abilities for Superior Performance(3)
Managing High Performance (3)	Driving Organizational Change: Strategies and Beliefs	Strategic HRM (3)
	Strategic Leadership(1.5)	Talent Management (3)
No change from last year		

All the proposals by the HRBS area were accepted.

VI. Communications

The proposed structure of courses from the Communications area is as follows:

COMMUNICATIONS

COMPULSORY COURSES		
Trimester I	Trimester II	Trimester III
Managerial Communication I (3.0)	Managerial Communication II (1.5)	Business Communication & Analysis (1.5)
	Neuro Linguistic Programming (NC Optional Workshop- 3 hrs)	
<i>Dropped: Managerial Communication II (1.05) - Trim II; Negotiation skills & Processes (1.05)- Trim III</i>		
ELECTIVE COURSES		
Trimester IV	Trimester V	Trimester VI
Advanced Negotiation Skills (3)	Intercultural and Strategic Communication (3)	Communication and Leadership through Literature (3)
	Storytelling for Business (3)	Persuasive Communication (3)

These proposals were accepted.

VII Economic s area

The proposed structure of courses from the Economics area is as follows:

ECONOMICS AREA

COMPULSORY COURSES

Trimester I	Trimester II	Trimester III
Microeconomics (3)	Macroeconomics (3)	

Dropped: Indian Economy-Issues and Challenges (1.5)- Trim III

ELECTIVE COURSES

Trimester IV	Trimester V	Trimester VI
Applied Macroeconomics (3)	Econometric Methods for Decision Making (3)	Economics of Infrastructure Development and Management (3)

Emerging Market Economies (3)	Information and Regulatory Economics (3)	Game theory and its application (3)
		Industrial Organization (3)
<i>No change from last year</i>		

The proposal from the Economics area was accepted.

Overall after all area related proposals were approved, Dr Mazumdar requested the external members if they would like to add any final comments. Mr Chaturvedi stated that he agrees with the changes proposed, whether it is in terms of credit restructuring or the courses offered by the individual areas. Then he also suggested that there is a radical shift in all industries, in which the focus now is shifting from tier I & II cities to tier III, IV and V cities. He clearly stated that he is not talking about rural areas but rather town and cities with over 5 lac population. He suggested that either in form of workshops or talks from industry leaders, the students should be introduced to the challenges faced by firms to capture the attention of the consumer in mid-tier cities. Furthermore, today firms are struggling to capture the attention of Gen Z and millennials and Mr Chaturvedi suggested that the students should be able to provide a solution to the above-mentioned problems. Dr Mishra responded by saying that marketing faculty members provide case studies and group activities focusing on some these problems but certainly the point was well taken and he stated that this suggestion would be taken up by faculty members in all areas.

Furthermore, Mr Anil stated that he too agrees with Mr Chaturvedi that new contemporary topics could be covered, for example, the working conditions/culture in start-ups and how geo-political factors play an important role in key decision making of managers. In addition, Dr Kankere suggested that topics such as taxation in cross border and online tax regulations can be topics that we could look into. Dr Mazumdar stated that these are emerging topics and definitely a great value addition and these topics can be proposed next year depending on the availability of faculty resources. In the end, Dr Mishra mentioned that the feedback and suggestions provided are really valuable and definitely the faculty members would look to inculcate these suggestions in the coming year.

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

Prepared by:



Dr Smita Mazumdar



Dr Prashant Mishra, Dean



SUMMARY OF PROPOSED CHANGES (School of Business Management, Academic Department)

Program Name: MBA

Sr. No.	Academic Year	Trimester	Name of the Subject with attached credits	Proposed changes in short, if yes	Proposed changes will be implemented from Academic year and Batch
1	2022-23	II	Competition and Consumer Law (1.5)	Drop	AY 2022-23; Batch 2022-24
2	2022-23	II	Creating Shared value: Competitive Advantage Through Social Impact (1.5)	Drop	AY 2022-23; Batch 2022-24
3	2022-23	II	Contract, Competition and Consumer Laws (1.5)	New	AY 2022-23; Batch 2022-24
4	2022-23	III	Contract Management (1.5)	Drop	AY 2022-23; Batch 2022-24
5	2022-23	III	Corporate Social Responsibility and Corporate Sustainability (3)	New	AY 2022-23; Batch 2022-24
6	2022-23	III	We-Care (1.5)	New	AY 2022-23; Batch 2022-24
7	2022-23	IV	Strategic Management for Core-Sector Companies(3)	Drop	AY 2022-23; Batch 2021-23
8	2022-23	IV	Strategies for Transformation in a Digital World	Drop	AY 2022-23; Batch 2021-23
9	2023-24	IV	Strategy Implementation (3.0)	Drop	AY 2023-24; Batch 2022-24
10	2023-24	IV	Corporate Sustainability(1.5)	Drop	AY 2023-24; Batch 2022-24
11	2023-24	IV	Summer Internship (non-credit compulsory course)	Drop	AY 2023-24; Batch 2022-24
12	2023-24	IV	Summer Internship (3)	New	AY 2023-24; Batch 2022-24
13	2022-23	V	Strategy Evaluation & Outcome Management	Drop	AY 2022-23; Batch 2021-23
14	2022-23	V	Competency Building for Consulting (3)	New	AY 2022-23; Batch 2021-23
15	2022-23	V	Building & Managing Networked Businesses	Drop	AY 2022-23; Batch 2021-23
16	2022-23	V	Risk and Advisory Consulting	Drop	AY 2022-23; Batch 2021-23
17	2023-24	V	Corporate Governance (3)	New	AY 2023-24; Batch 2022-24
18	2023-24	V & VI	Corporate Governance (1.5)	Drop	AY 2023-24; Batch 2022-24
19	2022-23	VI	Green Business Management	Drop	AY 2022-23; Batch 2021-23
20	2022-23	VI	Strategic perspectives in Indian businesses	Shift to Trim IV	AY 2022-23; Batch 2021-23

21	2022-23	VI	Entrepreneurship Management (3)	New	AY 2022-23; Batch 2021-23
22	2022-23	VI	Entrepreneurship and Venture Capital Management	Drop	AY 2022-23; Batch 2021-23
23	2022-23	II	Managerial Communication II (1.05)	Drop	AY 2022-23; Batch 2022-24
24	2022-23	II	Managerial Communication II (1.5)	New	AY 2022-23; Batch 2022-24
25	2022-23	II	Neuro Linguistic Programming (NC Optional Workshop- 3 hrs)	New	AY 2022-23; Batch 2022-24
26	2022-23	III	Negotiations: Skills and Processes (0.75)#	Drop	AY 2022-23; Batch 2022-24
27	2022-23	V	Storytelling for Business (3)	New	AY 2022-23; Batch 2021-23
28	2022-23	III	Indian Economy-Issues and Challenges (1.5)	Drop	AY 2022-23; Batch 2022-24
29	2022-23	II	Value, Risk and Capital Markets (1.5)	Drop	AY 2022-23; Batch 2022-24
30	2022-23	III	Financial Markets and Modelling (Elective)(3)	New	AY 2022-23; Batch 2022-24
31	2022-23	III	Financial Modelling (Elective)(1.5)	Drop	AY 2022-23; Batch 2022-24
32	2022-23	IV	Mergers and Acquisitions (3)	Drop	AY 2022-23; Batch 2021-23
33	2022-23	IV	Strategic Financial Management (3)	Drop	AY 2022-23; Batch 2021-23
34	2022-23	IV	Financial Analysis and Reporting (3)	Drop	AY 2022-23; Batch 2021-23
35	2022-23	IV	Financial Analysis and Business Valuation (3)	New	AY 2022-23; Batch 2021-23
36	2022-23	IV	Income Tax (NC workshop - 6 hours)	New	AY 2022-23; Batch 2021-23
37	2022-23	V	Futures and Options (3)	Drop	AY 2022-23; Batch 2021-23
38	2022-23	V	Investment Analysis & Portfolio Management (3)	Drop	AY 2022-23; Batch 2021-23
39	2022-23	VI	Consumer Finance (3)	New	AY 2022-23; Batch 2021-23
40	2022-23	VI	Household Finance (3)	Drop	AY 2022-23; Batch 2021-23
41	2022-23	I	Managing Self and Teams (3)	Drop	AY 2022-23; Batch 2022-24
42	2022-23	I	Organizational Behaviour 1(3)	New	AY 2022-23; Batch 2022-24
43	2022-23	I	Group Process Lab* (NC Compulsory worksop - 4 hours)	New	AY 2022-23; Batch 2022-24
44	2022-23	II	Leadership Lab (1.5)	Drop	AY 2022-23; Batch 2022-24
45	2022-23	II	Understanding Organizations (1.2)	Drop	AY 2022-23; Batch 2022-24

46	2022-23	II	Organizational Behaviour 2 (3)	New	AY 2022-23; Batch 2022-24
47	2022-23	III	Negotiations Skills & Processes* (NC Compulsory workshop -7 hours)	New	AY 2022-23; Batch 2022-24
48	2022-23	III	Human Resource Management (3)	Drop	AY 2022-23; Batch 2022-24
49	2022-23	III	Human Resource Management (1.5)	New	AY 2022-23; Batch 2022-24
50	2022-23	II	Marketing Management 2 (1.5)	New	AY 2022-23; Batch 2022-24
51	2022-23	II	Marketing Management 2(3)	Drop	AY 2022-23; Batch 2022-24
52	2022-23	II	Business Research Methods (1.5)	New	AY 2022-23; Batch 2022-24
53	2022-23	III	Sales and Channel Management (Elective)(1.5)	Drop	AY 2022-23; Batch 2022-24
54	2022-23	III	Sales and Channel Management (Elective)(3)	New	AY 2022-23; Batch 2022-24
55	2022-23	IV	Services Marketing and Innovation(3)	Shift to Trim V	AY 2022-23; Batch 2021-23
56	2022-23	IV	Digital Marketing(3)	Shift to Trim V	AY 2022-23; Batch 2021-23
57	2022-23	IV	Sales and Channel Management (3)	New (not to be offered to students who have taken Sales & channel mgmt elective in Trim III in AY 21-22)	AY 2022-23; Batch 2021-23
58	2022-23	IV	Behavioral Science and Marketing (3)	New	AY 2022-23; Batch 2021-23
59	2022-23	IV	Product Management and Marketing(3)	New	AY 2022-23; Batch 2021-23
60	2022-23	IV	Distribution(3)	Drop	AY 2022-23; Batch 2021-23
61	2022-23	IV	Sales Management(3)	Drop	AY 2022-23; Batch 2021-23
62	2022-23	V	Sales Management(3)	Drop	AY 2022-23; Batch 2021-23
63	2022-23	V	Brand Management(3)	Drop	AY 2022-23; Batch 2021-23
64	2022-23	V	Consumer Behaviour(3)	Drop	AY 2022-23; Batch 2021-23
65	2022-23	VI	B2B Marketing(3)	Drop	AY 2022-23; Batch 2021-23
66	2022-23	VI	Sales Promotion(3)	Drop	AY 2022-23; Batch 2021-23
67	2022-23	VI	Customer Driven Marketing Strategy(3)	Drop	AY 2022-23; Batch 2021-23
68	2022-23	VI	Marketing of Financial Services(3)	Drop	AY 2022-23; Batch 2021-23

69	2022-23	VI	Marketing Strategy(3)	New	AY 2022-23; Batch 2021-23
70	2022-23	VI	Management and Marketing Lessons in Political Campaigns(3)	New	AY 2022-23; Batch 2021-23
71	2022-23	I	Technology applications for Business (1.5)	Drop	AY 2022-23; Batch 2022-24
72	2022-23	III	Analytics using Python(Elective)(1.5)	Drop	AY 2022-23; Batch 2022-24
73	2022-23	III	Operations and Supply Chain Management (3)	Drop	AY 2022-23; Batch 2022-24
74	2022-23	III	Analytics Lab (1.5)	Drop	AY 2022-23; Batch 2022-24
75	2022-23	III	Data Analytics for Business (Elective)(1.5)	Drop	AY 2022-23; Batch 2022-24
76	2022-23	III	Production & Operations Management (3)	New	AY 2022-23; Batch 2022-24
77	2022-23	III	Enterprise Systems in the Digital Age (1.5)	New (to be run in the second half)	AY 2022-23; Batch 2022-24
78	2022-23	III	Data Analytics for Business (Elective)(3)	New	AY 2022-23; Batch 2022-24
79	2022-23	IV	Multivariate Data Analysis: Techniques and Applications(3)	New	AY 2022-23; Batch 2021-23
80	2022-23	IV	Digital Strategy for Transforming Business(3)	New	AY 2022-23; Batch 2021-23
81	2022-23	IV	Quality Management for Productivity and Performance Improvement(3)	New	AY 2022-23; Batch 2021-23
82	2022-23	IV	Services Operations Analytics(3)	New	AY 2022-23; Batch 2021-23
83	2022-23	IV	Advanced Data Analysis	Drop	AY 2022-23; Batch 2021-23
84	2022-23	IV	Digital Business Models	Drop	AY 2022-23; Batch 2021-23
85	2022-23	IV	Logistics Management	Shift to Trim V	AY 2022-23; Batch 2021-23
86	2022-23	IV	Service Operation Management	Drop	AY 2022-23; Batch 2021-23
87	2022-23	IV	Social Media and collaborative Enterprise	Drop	AY 2022-23; Batch 2021-23
88	2022-23	IV	Managing Cybersecurity Risks in the Information age(3)	New	AY 2022-23; Batch 2021-23
89	2022-23	V	Advanced Data Analysis	Drop	AY 2022-23; Batch 2021-23
90	2022-23	V	Supply Chain Management	Drop	AY 2022-23; Batch 2021-23
91	2022-23	V	Visual Analytics	Drop	AY 2022-23; Batch 2021-23
92	2022-23	V	Cloud Computing and Cloud migration	Drop	AY 2022-23; Batch 2021-23

93	2022-23	V	Digital Footprint and its Implications	Drop	AY 2022-23; Batch 2021-23
94	2022-23	V	Green IT	Drop	AY 2022-23; Batch 2021-23
95	2022-23	V	IoT and Emerging Technologies	Drop	AY 2022-23; Batch 2021-23
96	2022-23	V	Leveraging Machine Learning using Python	Drop	AY 2022-23; Batch 2021-23
97	2022-23	V	Management Strategies for Enterprise Cloud Systems(3)	New	AY 2022-23; Batch 2021-23
98	2022-23	V	Technology Management in the Digital Age(3)	New	AY 2022-23; Batch 2021-23
99	2022-23	V	IoT Applications for New Business Market(3)	New	AY 2022-23; Batch 2021-23
100	2022-23	V	Leveraging Machine Learning in Business Applications(3)	New	AY 2022-23; Batch 2021-23
101	2022-23	V	Modeling for Decision Making	Shift to Trim IV	AY 2022-23; Batch 2021-23
102	2022-23	V	Industry 4.0 for Resilient Operations(3)	New	AY 2022-23; Batch 2021-23
103	2022-23	V	New Product Design & Development For High Tech Product(3)	New	AY 2022-23; Batch 2021-23
104	2022-23	V	Technology in Finance - Fintech, Decentralized Finance(3)	New	AY 2022-23; Batch 2021-23
105	2022-23	V	Predictive Analytics	Drop	AY 2022-23; Batch 2021-23
106	2022-23	V	Technology in Finance – Fintech(3.0)	Drop	AY 2022-23; Batch 2021-23
107	2022-23	VI	Applying Agile Concepts in Program Management(3)	New	AY 2022-23; Batch 2021-23
108	2022-23	VI	Enterprise Risk Management(3)	New	AY 2022-23; Batch 2021-23
109	2022-23	VI	Data Exploration & Visualization(3)	New	AY 2022-23; Batch 2021-23
110	2022-23	VI	Applied Simulation Modeling(3)	New	AY 2022-23; Batch 2021-23
111	2022-23	VI	Agile Program Management (1.5)	Drop	AY 2022-23; Batch 2021-23
112	2022-23	VI	Cyber Security	Drop	AY 2022-23; Batch 2021-23
113	2022-23	VI	Project Management	Drop	AY 2022-23; Batch 2021-23
114	2022-23	VI	Visual Analytics	Drop	AY 2022-23; Batch 2021-23



Name & Signature of HOD



Dr Prashant Mishra, Dean





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 Sciences

Date: 11th December 2021 Time: 2:30 pm-5:00 pm.

Zoom Meeting:

<https://ngasce.zoom.us/j/93412356857?pwd=ajY2WjIwQTB4UVZ6ZWZpRnNJODIrQT09>

Meeting ID: 934 1235 685, Passcode: 592010

Attended by:

1. Dr. Prashant Mishra, Dean -SBM, NMIMS
2. Dr. Bala Krishnamoorthy, Associate Dean and Area Chair BES-SBM, NMIMS
3. Dr. Chandrima Sikdar, Associate Dean
4. Mr. Bhaskar Sharma, Chief Executive Officer, Red Bull India Pvt. Ltd.
5. Mr. Ashok Ramchandran, Group Executive President - Human Resources at Aditya Birla Group
6. Mr. Ronald Sequeira, Managing Partner, Anrontt
7. Dr. Hema Bajaj, Program Chairperson MBA- HR and Area Chairperson- HRBS
8. Dr. Veena Vohra, Professor - HRBS
9. Dr. Geeta D'Souza, Assistant Professor- HRBS
10. Dr. Sateesh Shet, Assistant Professor- HRBS
11. Prof Seema Rawat, Assistant Professor- HRBS
12. Prof. Bijayinee Patnaik, Adjunct Assistant Professor- HRBS
13. Dr. Hitesh Kalrao, Program Chairperson, FT MBA (year 2)
14. Dr. Somnath Roy, Area Chairperson -Operations and Decision Sciences
15. Dr. Arun Sharma, Area Chairperson- Marketing
16. Dr. Sachin Mathur, Area Chairperson- Marketing
17. Ms. Swapnali Kadam, Course Coordinator, MBA-HR

AGENDA:

1. Approval of minutes of the previous MBA-HR Program and Area- HRBS held on January 16, 2021.
2. MBA- HR: data on the batch and placement outcomes (summers and final) (**MBA-HR Program**)
3. Sharing of the experiences with the implementation of **trimesters 3, 4 and 5** of the new curricula that was the outcome of Comprehensive Curriculum Review (CCR) undertaken in 2019-20. (**MBA-HR Program**)
4. Review of suggested amends to the MBA-HR curriculum applicable from academic year 2023-24 (Batch of 2024) (**MBA-HR Program**)
Details on page 2 of this document
5. Review of new electives from Economics and Finance Area applicable from academic year 2022-23 (Batch of 2023) (**MBA-HR Program**)
Details on page 2 of this document
6. Review of HRBS' new offerings to FTMBA, MBA Pharma, MBA Law, MBA DSA, PTMBA and MBA REM for academic year 2022-23 onwards. Seeking inputs on possible electives from HRBS. (**Area-HRBS**).
Details on pages 3-8 of this document
7. Any other matter that needs attention and discussion.

MBA HR

New Courses Proposed:

HRBS-Group Process Lab (trimester 1; 3 sessions) (this is non-credit for the students, but credits will be given to the faculty for in-classroom hours)

HRBS-Advanced Compensation (trimester 5; credits 1.5)

HRBS-Organization Structure and Design (trimester 5; credits 1.5)

Economics –Behavioral Economics (trimester 6; credits 3)

Finance – Personal Financial Planning (trimester 6; credits 3)

Courses Dropped:

HRBS- Advanced Compensation (trimester 5; credits 3)

HRBS-Organization Structure and Design (trimester 5; credits 3)

HRBS-Conflict Management and Dispute Resolution (trimester 6; credits 1)

HRBS-Dissertation (credits 3)

Economics -Industrial Organization (trimester 6; credits 3) & Behavioural Economics Workshop (trimester 4; no credits)

Finance –Economics of Employee Compensation (trimester 6; credits 3)

FTMBA

New Courses Proposed:

Group Process Lab (trimester 1; 3 sessions) (this is non-credit for the students, but credits will be given to the faculty for the in-classroom hours)

Organizational Behaviour 1 (trimester 1; credits 3)

Organizational Behaviour 2 (trimester 2; credits 3)

Human Resource Management (trimester 3; credits 1.5)

Negotiation Skills and Processes (trimester 3; 5 sessions; non-credit) (this is non-credit for the students, but credits will be given to the faculty for in-classroom hours)

Courses Dropped:

Managing Self and Team (trimester 1; credits 3)

Understanding Organizations (trimester 2; credits 1.2)

Leadership Lab (trimester 2; credits 1.5)

Human Resource Management (trimester 3; credits 3)

MBA PHARMA

New Courses Proposed:

Managing Self, Team and Leadership (trimester 1; credits 3)

Organization Theory and Design (trimester 2; credits 1.5)

Human Resource Management (trimester 3; credits 3)

Emotional Intelligence and Well Being (trimester 4; credits 1.5)

IR Issues in Pharma (trimester 5; credits 1.5)

Courses Dropped:

Individual Dynamics & Leadership (trimester 1, credits 1.5)

Group and Organizational Dynamics (trimester 2, credits 1.5)

Human Resource Management (trimester 3, credits 1.5)

Managing Innovation in Pharma (trimester 4, credits 3)

OB in Pharma (trimester 4, credits 1.5)

People Management (trimester 5, credits 1.5)

Managing the Self in Organizational Context (trimester 6, credits 1.5)

MBA LAW

New Courses Proposed:

Organizational Behaviour (trimester 1; credits 3)

Human Resource Management (trimester 2; credits 3)

Emotional Intelligence (trimester 6; credits 3)

Courses Dropped:

Personal and Team Dynamics (trimester 1; credits 3)

Leading Organizations (trimester 2; credits 3)

Human Resource Management (trimester 4; credits 3)

Emotional Intelligence (trimester 5; credits 3)

MBA DSA

New Courses Proposed:

Organizational Behaviour (trimester 1; credits 1.5)

Human Resource Management (trimester 2; credits 1.5)

Courses Dropped:

Group & Organizational Dynamics (trimester 1; credits 1.5)

Human Resource Management (trimester 3; credits 3)

PTMBA

New Courses Proposed:

Organizational Behaviour 1 (trimester 1; credits 1.5)

Organizational Behaviour 2 (trimester 2; credits 3)

Courses Dropped:

Behavioural Dynamics in Organisations (trimester 2; credits 3)

MBA Real Estate Management

New Courses Proposed:

Organizational Behaviour (trimester 2; credits 1.5)

Human Resource Management (trimester 2; credits 1.5)

Courses Dropped:

Organizational Behaviour & Human Resource Management (trimester 2; credits 3)

DISCUSSION

Agenda 1: Approval of Minutes of The Previous MBA-HR Program and Area- HRBS Held on January 16th, 2021.

The minutes of the meeting were passed unanimously by all BOS members.

Agenda 2: MBA- HR: data on the batch and placement outcomes (summers and final) (MBA-HR Program)

Dr. Hema Bajaj presented the batch constitution and a summary of summer and final placement data. The BOS noticed that the batch seemed to be diverse with an increase in number of students with experience from last year. The placements have been good with average salaries seeing an uprise. Mr. Bhaskar Sharma was keen to understand the perception of the recruiters about the graduates from SBM and how the school intends to make the brand stronger. Dr. Prashant Mishra informed the BOS members that the program is benchmarked against the best institutions in that space. Mr. Ashok Ramchandran highlighted the importance of summer internships. He was keen on understanding how the students were prepared for summers as that is a good opportunity for companies to experience the quality of students and the curriculum. It is important for students to have exposure to analytics and research tools before the summer internship as they tend to use them for their projects. This becomes a differentiator for the school. Dr. Prashant Mishra gave information about the percentage of the batch that got placed through the PPI and PPO route and the institution's plans to strengthen this path. He also spoke about the curriculum design and initiatives taken by the faculty to prepare the batch for the summers. Prof Seema Rawat spoke about the student led learning initiatives. Dr. Hema Bajaj said that the discussion on this topic was part of the next agenda. Mr. Ronald Sequeira spoke about the need to brand the program better. Mr. Ashok Ramchandran highlighted the importance of speaking to the recruiters about students/alumni two years post placement making this a unique feature of the school. Mr. Ronald Sequeira pointed to the difference in batch constitution at NMIMS and other institutions and emphasised that this distinctiveness can become a source of batch differentiation and advantage for placements.

Agenda 3: Sharing of the experiences with the implementation of trimesters 3, 4 and 5 of the new curricula that was the outcome of Comprehensive Curriculum Review (CCR) undertaken in 2019-20. (MBA-HR Program).

In the previous BOS, experiences of the first two trimesters post CCR were shared. Dr. Hema Bajaj requested the faculty facilitating the courses and workshops in trimester 3, 4 and 5 to share the experiences and feedback for their respective offerings. Prof Bijayinee Patnaik spoke about the coverage and pedagogy of "Talent Planning and Acquisition", and about the summer projects that center around this broad area. Dr. Sateesh Shet brought out the pedagogy used in "Business Research" Workshops and the way they prepare the students for summer internships. Dr. Geeta D' Souza explained the importance, and outcome of partnering with Mr. Mehernosh Mehta for her course "Organizational Applications of Behavioural Science". Dr. Veena Vohra informed about the ONA sessions that were conducted by Maven7, a research based international organization. The social network analysis of the cohort was carried out and shared with the students. Guest sessions with EY and Apollo Tyres were other deep learning sessions. Mr. Ronald Sequeira suggested that students do a survey or a focus group in smaller

organization. Dr. Veena Vohra informed that these activities were part of the Managing Change and Organizational Development course and offered to connect with Mr. Ronald Sequeira separately to take this forward.

Dr. Hema Bajaj shared the increased industry participation in year 2. The Learning and Development course was offered by Mr. Subhashis Sinha from Asian Paints. The Labour Laws course as recommended by BOS members, was offered by Mr. NS Iyer and received very positive feedback from students. The employee benefits workshop was offered by Mr. Amit Bhanawat from the Aditya Birla Group. Benefits as Employee Value Proposition, Statutory and Voluntarily, Quantifiable and Non-Quantifiable benefits, selecting benefits for different organisations basic lifecycle of the organisation, employee demographics and organisation values were covered. The Design Thinking workshop was facilitated by Ms, Abhilasha Jha who offers it at other institutions too. The Emerging Technologies and HR was offered by Dr. Suryanarayan Iyer. This focused on understanding of eHRM and its components/stages, the way these can be used to leverage strategic workforce decisions, and in calculating the ROI of HR interventions. Students designed the HR process flows. Focus processes were Employee Onboarding & Hiring Group, Performance Management Group, and Learning & Development. Hands-on learning happened with the Oracle application. It was very well received by the students. People Integration in Mergers & Acquisitions and Corporate Restructuring was partnered between the HRBS and Finance Areas. The emphasis was to understand the rationale for M&A, anticipated synergies and how they can be realized through people, people practices and culture. This was carried on with the help of some latest case studies. Visiting faculty were CHRO of UltraTech cements and CHRO of Walmart-Flipkart (at the time of merger).

Agenda 4: Review of suggested amends to the MBA-HR curriculum applicable from academic year 2023-24 (Batch of 2024) (MBA-HR Program)

Dr. Hema Bajaj spoke about the reasons why Advanced Compensation and Organization Structure and Design were being offered now as 1.5 credits instead of 3 credits in trimester 5. This was being done as there were overlaps with other offerings from the compensation and organizational basket and ten sessions in both the courses would be adequate to deliver the contents. Mr. Ashok Ramchandran informed that the demand for Rewards professionals was very high, and supply was inadequate. The compensation offerings can be fortified to become the programs USP. He offered to get inputs from the group rewards head of Aditya Birla Group. Dr. Hema Bajaj will be sharing all three course outlines from the compensation basket with him. He also offered to review the Organization Structure and Design course outline. Dr. Veena Vohra offered to share the “Managing Change and Organizational Development”, and “Emotional Intelligence” course outlines too. Conflict Management and Dispute Resolution (trimester 6; credit 1) overlaps with Negotiation Skills and Processes, Leadership and Team Effectiveness (trimester 2), the Labour Law courses and was being dropped. Dissertation (trimester 6; 3 credits) overlaps with the Business Research Workshops (trimesters 1,2 and 4) and was being dropped.

Agenda 5: Review of new electives from Economics and Finance Area applicable from academic year 2022-23 (Batch of 2023) (MBA-HR Program)

To fortify the offerings from other areas and customize them to the needs of HR professionals, the Economics area’s Industrial Organization (trimester 6; credits 3) & Behavioural Economics Workshop (trimester 4; no credits) offerings will be substituted with Behavioral Economics (trimester 6; credits 3) and Finance area’s Economics of Employee Compensation (trimester 6;

credits 3) offering will be substituted by Personal Financial Planning (trimester 6; credits 3). Personal Financial Planning is important for HR professionals as this will help them to support employees to plan their financials at the time of VRS and other corporate restructurings/exits. Mr. Ronald Sequeira suggested that investment of Provident funds into equity and other investments should be incorporated in the Personal Financial Planning course.

Mr. Ronald Sequeira spoke about inclusion of electives around retail space and fortifying the finance offerings. The HRBS area to study these.

Mr. Bhaskar Sharma emphasized that “Digital Marketing” be fortified. Dr. Hema Bajaj and Dr. Arun Sharma will take his inputs for the same.

Finally, it was decided that for MBA HR Program:

New Courses Proposed:

HRBS-Group Process Lab (trimester 1; 3 sessions) (this is non-credit for the students, but credits will be given to the faculty for the in-classroom hours)

HRBS-Advanced Compensation (trimester 5; credits 1.5)

HRBS-Organization Structure and Design (trimester 5; credits 1.5)

Economics –Behavioral Economics (trimester 6; credits 3) (applicable for batch of 2023 onwards)

Finance – Personal Financial Planning (trimester 6; credits 3) (applicable for batch of 2023 onwards)

Courses Dropped:

HRBS- Advanced Compensation (trimester 5; credits 3)

HRBS-Organization Structure and Design (trimester 5; credits 3)

HRBS-Conflict Management and Dispute Resolution (trimester 6; credits 1)

HRBS-Dissertation (trimester 6; credits 3)

Economics -Industrial Organization (trimester 6; credits 3) & Behavioural Economics Workshop (trimester 4; no credits) (applicable for batch of 2023 onwards)

Finance –Economics of Employee Compensation (trimester 6; credits 3) (applicable for batch of 2023 onwards)

Agenda 6: Review of HRBS’ New Offerings to FTMBA, MBA Pharma, MBA Law, MBA DSA, PTMBA and MBA REM and Seeking Inputs on Possible Electives from HRBS. (Area-HRBS).

6.1. FTMBA

Dr. Hema Bajaj presented the courses proposed and dropped in the Full-Time MBA program Mr. Ronald Sequeira asked for the context of the changes. Dr. Prashant Mishra responded explaining that the focus of the curriculum was to prepare the students for the future and in the process build competencies of critical thinking and functional knowledge. This had to be done while keeping the regulatory requirements of number of hours of teaching and student load in

mind. Consequentially, it was decided to rationalize the credits. Each area was asked to prioritize and design their offerings keeping the credits available and competencies to be built in mind. A study of offerings (credits and content) in benchmark institutions was also done. It is important for the general management students to know about the organizational context, design, functional authority etc. It was felt that organizational inputs were not adequate, so more inputs must be brought in on the organizational side. Some part of group work was brought out of the credit offerings into noncredit sessions (Group Process Lab).

Finally, it was decided that:

New Courses Proposed:

Group Process Lab (trimester 1; 3 sessions) (this is non-credit for the students, but credits will be given to the faculty for in-classroom hours)

Organizational Behaviour 1 (trimester 1; credits 3)

Organizational Behaviour 2 (trimester 2; credits 3)

Human Resource Management (trimester 3; credits 1.5)

Negotiation Skills and Processes (trimester 3; 5 sessions; non-credit) (this is non-credit for the students, but credits will be given to the faculty for in-classroom hours)

Courses Dropped:

Managing Self and Team (trimester 1; credits 3)

Understanding Organizations (trimester 2; credits 1.2)

Leadership Lab (trimester 2; credits 1.5)

Human Resource Management (trimester 3; credits 3)

Prof Seema Rawat requested for inputs for electives for FTMBA. Mr. Ashok Ramchandran suggested a course on “Managing Change” and “Cultural Aspects” in the “Merger and Acquisition” course. He highlighted the importance of OB1 or self for general management students. Mr. Bhaskar Sharma shared the experience and context of bringing in “Agile Innovative Response” and “Work Life Balance” to his organization during Covid especially the second wave. He suggested that these be brought into FTMBA offerings. Dr. Hema Bajaj offered to bring this into the ambit of OB2 to further fortify the organizational offering and consider if an elective can also be offered on these important subjects.

6.2. MBA – Pharma

Dr. Hema Bajaj presented the courses proposed and dropped in the MBA Pharma program. Mr. Ashok Ramchandran wanted to know the rationale for different credits (for the same course or topics) to different programs. He was informed that by virtue of being the closest to industry, placements and student’s needs, the request and inputs for topics and credits comes from the program office. As per the program a large part of a manager’s role in pharmaceutical industry was to manage relationships and people, hence the higher weightage to Human Resource Management and Behavioral Sciences subjects in this program. Mr. Ronald Sequeira said that the practice of digital presentation to the doctors and growth and spread of online pharmacies warrants that topics related to them should be introduced/covered in the pharma program.

Finally, it was decided that:

New Courses Proposed:

Managing Self, Team and Leadership (trimester 1; credits 3)

Organization Theory and Design (trimester 2; credits 1.5)

Human Resource Management (trimester 3; credits 3)

Emotional Intelligence and Well Being (trimester 4; credits 1.5)

IR Issues in Pharma (trimester 5; credits 1.5)

Courses Dropped:

Individual Dynamics & Leadership (trimester 1, credits 1.5)

Group and Organizational Dynamics (trimester 2, credits 1.5)

Human Resource Management (trimester 3, credits 1.5)

Managing Innovation in Pharma (trimester 4, credits 3)

OB in Pharma (trimester 4, credits 1.5)

People Management (trimester 5, credits 1.5)

Managing the Self in Organizational Context (trimester 6, credits 1.5)

6.3. MBA- Law

Dr. Hema Bajaj presented the courses proposed and dropped in the MBA Law program.

Finally, it was decided that:

New Courses Proposed:

Organizational Behaviour (trimester 1; credits 3)

Human Resource Management (trimester 2; credits 3)

Emotional Intelligence (trimester 6; credits 3)

Courses Dropped:

Personal and Team Dynamics (trimester 1; credits 3)

Leading Organizations (trimester 2; credits 3)

Human Resource Management (trimester 4; credits 3)

Emotional Intelligence (trimester 5; credits 3)

6.4. MBA -DSA

Dr. Hema Bajaj presented the courses proposed and dropped in the MBA DSA program. She informed that according to inputs from the program, compared to a manager in pharma industry, a data scientist is likely to have fewer people related responsibilities and interactions, hence the lower weightage to Human Resource Management and Behavioral Sciences subjects in MBA DSA.

Finally, it was decided that:

New Courses Proposed:

Organizational Behaviour (trimester 1; credits 1.5)

Human Resource Management (trimester 2; credits 1.5)

Courses Dropped:

Group & Organizational Dynamics (trimester 1; credits 1.5)

Human Resource Management (trimester 3; credits 3)

6.5. PTMBA

Dr. Hema Bajaj presented the courses proposed and dropped in the Part Time MBA program. Mr. Ronald Sequeira asked about the reason why the OB offerings were different for FTMBA and PTMBA. Dr. Chandrima Sikdar informed that credits were decided based on BOS of programs, benchmarking with other institutions for this program and AICTE guidelines. PTMBA students are available only on weekends and that added stress to the number of credits that can be offered. Dr. Hema Bajaj and Dr. Geeta D'Souza highlighted the different profiles of PTMBA (more work experience) candidates. Dr. Geeta D'Souza explained the course structuring within the context of the batch constitution of PTMBA.

Finally, it was decided that:

New Courses Proposed:

Organizational Behaviour 1 (trimester 1; credits 1.5)

Organizational Behaviour 2 (trimester 2; credits 3)

Courses Dropped:

Behavioural Dynamics in Organisations (trimester 2; credits 3)

6.6. MBA- REM

Dr. Hema Bajaj presented the courses proposed and dropped in the MBA- REM program.

Finally, it was decided that:

New Courses Proposed:

Organizational Behaviour (trimester 2; credits 1.5)

Human Resource Management (trimester 2; credits 1.5)

Courses Dropped:

Organizational Behaviour & Human Resource Management (trimester 2; credits 3)

Concluding Remarks

Mr. Ashok Ramchandran said that the agenda looked well planned and comprehensive. He suggested that Prof NS Iyer is a good resource, the area should stay on track in Labour Laws and IR offerings, and his team can help in fortifying these further to take advantage of opportunities related to these in new age firms. Focus has to be on application of Labour Laws, to keep employees in new age companies to stay more engaged. He also added that retail and digital industry should get more weightage. These thoughts were supported by Mr. Ronald

Sequeira. Prof Seema Rawat offered to send her “Industrial Relations” course outline to Mr. Ashok Ramchandran for inputs.

Mr. Bhaskar Sharma suggested that the school should take advantage of being Mumbai based and brand the program better. He offered to help the school in the branding of the program. Dr. Hema Bajaj to take this forward along with the dean.

Mr. Ashok Ramchandran emphasized that inputs on confidence building and executive presence be provided before summers placements. Mr. Ronald Sequeira and Mr. Bhaskar Sharma supported this initiative. The HRBS area to study how this initiative can be structured.

The BOS approved the changes proposed in introduction, dropping, placement, movement of courses/workshops and credits attached to them across all the programs (MBA-HR, FTMBA, MBA-Pharma, MBA- Law, MBA-DSA, PTMBA and MBA- REM).

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

ADDENDUM TO THE MINUTES OF THE DECEMBER 11 MEETING:

The following changes will be made from the academic year 2022-23 instead of waiting to introduce them from the academic year 2023-24 as discussed in the BOS on December 11th. This is being done so that redundancies are removed for the batch of 2023 too.

New Courses Proposed:

HRBS-Group Process Lab (trimester 1; 3 sessions) (this is non-credit for the students, but credits will be given to the faculty for in-classroom hours)

HRBS-Advanced Compensation (trimester 5; credits 1.5)

HRBS-Organization Structure and Design (trimester 5; credits 1.5)

Economics –Behavioral Economics (trimester 6; credits 3)

Finance – Personal Financial Planning (trimester 6; credits 3)

Courses Dropped:

HRBS- Advanced Compensation (trimester 5; credits 3)

HRBS-Organization Structure and Design (trimester 5; credits 3)

HRBS-Conflict Management and Dispute Resolution (trimester 6; credits 1)

HRBS-Dissertation (credits 3)

Economics -Industrial Organization (trimester 6; credits 3) & Behavioural Economics Workshop (trimester 4; no credits)

Finance –Economics of Employee Compensation (trimester 6; credits 3)

Our total credits will be 107 with 64 credits in year one and 43 credits in year two.

Hema

Minutes prepared and submitted by:

Hema Bajaj

Prashant Mishra

Dr Prashant Mishra, Dean





SVKM'S NMIMS
School of Business Management
Minutes of Board of Studies
MBA Pharmaceutical Management

**BOS meeting for MBA Pharmaceutical Management Programme held on
Saturday, 18th December 2021**

Members Present:

- (1) Dr. Prashant Mishra, Dean, SBM
- (2) Dr. Hari Iyer
- (3) Mr. Raghu Kumar
- (4) Mr. Sudarshan Jain
- (5) Mr. Ronald C. Sequeira
- (6) Mr. Yugal Sikri
- (7) Mr. Ashok Jain
- (8) Mr. Sanjiv Navangul
- (9) Mr. Rajan Tejuja
- (10) Mr. Tony Parmar
- (11) Dr. Hitesh Kalro
- (12) Dr. Sachin Mathur
- (13) Dr. Arun Sharma
- (14) Dr. Somnath Roy
- (15) Prof. Souvik Dhar

Dr. Hari Iyer extended a warm welcome to Dr. Prashant Mishra, Dean-SBM, all members of Board of Studies and faculty members to the BOS meeting. He introduced the BOS members and started the meeting by presenting the existing and proposed programme structure of MBA Pharmaceutical Management. Members expressed their views, comments and made their contributions during and after the formal presentation on the program.

Comments received from the members who attended the BOS Meeting is given below:

Mr. Ashok Jain commented the below:

1. IR Issues in Pharma is not relevant for the industry, particularly in field operations
2. Business Valuation and Mergers & Acquisition can be integrated into a full credit course
3. Digital Marketing in Healthcare and Digital Technology & Tools can be merged than keeping it separately
4. It is nice to consider reducing the number of courses and credits in the program to help achieve focus and depth in knowledge transfer
5. Students should be strong in analytics and critical thinking to cope with the fast-changing needs of the industry

Mr. Yugal Sikri comments:

Firstly thanked Prof. Hari Iyer for conducting the BOS and creating a good proposed structure. Later, he commented the following:

1. Mr. Sikri expressed to take stock of where the students are going to be in the industry after passing out. Which companies are absorbing them and in what role and responsibility.
2. He strongly supported the need to reduce the number of courses and credits in the program.
3. He fully supports Digital Marketing and Digital Technology course being included in the program as per the needs of the industry
4. Mr. Sikri was not sure whether we should expand the number of courses in HR area

5. He agreed that both the 'Strategic Brand Marketing Plan' course and 'Listening to Customers' are competitive, USP of the program and is important, cutting edge courses which have to continue.
6. The Salesforce Effectiveness course has to be covered holistically for it is gaining traction in the industry. (8-9 areas to be covered).
7. Overall the course has to be designed keeping in mind the capability of the students coming in and what they can comprehend (consider the bandwidth of Pharmacy and Life Sciences students with the courses that are being offered in the program)
8. That said, there should be an emphasis on building the analytical skills of the students

Mr. Rajan Tejuja thanked Prof. Hari Iyer for taking the initiative for conducting the BOS meeting and commented the following:

The course structure should be designed with the student's perspective to join this course and they should have a basic grounding in all core management subjects such as Marketing, Finance, Operations, Economics, Strategy etc.

1. Students should be oriented to general management courses so that they develop a sense of doing a general MBA and not a limited version MBA.
2. Students should be well-groomed before going to summer internships with lots of informative courses so that they are conversant with the basic and current requirements of the industry. In other words, special care is to be given to the sequencing of courses in Trim I, Trim II, and Trim III.
3. He also mentioned that many courses, which a student should learn in the 01st year before summer internship is being taught in trimester IV to VI. He suggested that more rigor be bought in the first three trimesters as this would help students to obtain PPOs.

Mr. Raghu Kumar too complimented Prof. Iyer for conducting the long due BOS and revisiting all the requirements that are were needed in changing the course structure. He suggested focusing on:

1. Mr. Kumar mentioned the present high load in courses and the repetition of some of the courses, which can be removed. He opined that the proposed structure is precise and to the point and it now only has to be tailored precisely to avoid overlapping.
2. Corporate Governance covering (Ethics, Compliance, Legal, DPCO / Drugs & Regulatory Act, IPR, etc.) should be considered as these subjects are gaining importance
3. He emphasized CSR is important and the role it plays in the healthcare industry is emerging big times.
4. Mr. Kumar also said the concept of Strategy execution, tracking, and metrics for measuring results have to be imparted in students

Mr. Sudarshain Jain too complimented Prof. Iyer for conducting the BOS meeting and inviting him. He commented the following:

1. The program structure has to essentially meet the present and emerging industry requirement
2. How students perceive and get prepared for the industry is very important and has to be weighed in the program design as the world is changing continuously
3. The importance of students contribution to the industry has to be emphasized
4. Provide Global perspective to students as India is transcending the borders

5. Emphasis on basics- on Finance, written communication/ Oral communication (listening skills), Economics, analytic skills. Internal faculty should be given the responsibility to conduct these courses
6. He mentioned that emphasis on projects in the course is very good.
7. He suggested that new areas like Supply Chain Management / Operations Management, New product development be introduced
8. Project Management work (Project Dissertation) should be given more emphasis
9. Concepts on Economics, Digital, Finance, and Management has to be strong and made essential
10. Oral and Written communication in the business environment has to get special focus in the program

Dr. Tony Parmar commented the following:

1. Foundation on conceptual and theory building to be given more emphasis in the 01st year
2. Application of the above must be covered in the 02nd year. Design the program accordingly
3. Students to be given more Excel training etc
4. Case studies (live case studies from the global and local industry) should be used more often to drive the learnings
5. Emphasis on Co-marketing and In-licensing should be considered
6. The program must ensure students are prepared ready for action in the industry. This can be done through experiential learnings

Mr. Sanjiv Navangul commented the following:

1. The course CRM in Pharma can be removed.
2. He suggested do not teach rules but let the students know about the Regulatory Strategy.
3. Students should be able to see the industry future picture therefore they should be prepared accordingly with a focus on strategy and analytics
4. Consider incorporating Design thinking and packaging materials
5. Product Management and Brand building is another area which can be looked into

Mr. Ronald Sequeira commented the following:

1. The course has to be more Application-oriented and made more rigorous to prepare the students for the real world
2. The program should be made uniquely different from others by making it a blend of theory and practice
3. Consider teaching how field promotion strategy is changing to be more relevant in the years to come
4. Indian and Harvard case studies can be used extensively to teach practical concepts and overarching theoretical frameworks
5. E-pharmacy, omnichannel, are the new forces that influence the pharma business.

Dr. Mishra, Dean-SBM placed on record his thanks to BOS for their active participation and contribution to restructuring the courses in MBA Pharmaceutical Management.

Dr. Hari Iyer, Programme Chairperson-MBA Pharmaceutical Management gave the vote of thanks and appreciated the valuable suggestions given by all distinguished members of the Board of Study and all faculty members present in the meeting.



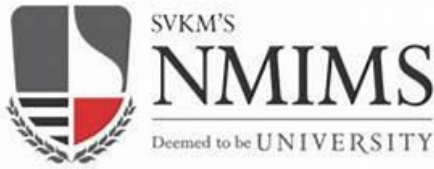
Dr. Prashant Mishra
Dean





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, January 8, 2022

Members Present

Dr. Prashant Mishra, Dean SBM
Dr. Chandrima Sikdar, Associate Dean, SBM
Dr. Paritosh Basu, Chairperson, MBA (Law)
Mr. Nandan Pendse, Partner AZB and Partners
Mr. Yash Ashar, Partner, Cyril Amarchand Mangaldas
Mr. Nayan Mehta, CFO, BES Ltd.
Mr. Khushroo Panthaky, Partner, Grant Thornton Bharat
Mr. Nilanjan Sinha, Head (Legal), ICICI Bank
Mr. Sanjay Jain, CEO, PDS Multinational Fashions Ltd.
Dr. Debaprosanna Nandy, Senior Director, ICAI - CMA
Dr. Hema Bajaj, Area Chair Professor (HR and OB)
Dr. Somnath Roy, Area Chair Professor (O and DS)
Dr. Arun Sharma, Area Chair Professor (Marketing)

Invited Members

Prof. Richa Kashyap, Chair Professor, B.B.A., LL.B. (KPMSoL)

Leave of Absence

Dr. Alok Mishra, Dean (KPMSoL)
Dr. Bala Krishnamurthy, Associate Dean, SBM
Dr. Sachin Mathur, Area Chair Professor (Finance)
Prof. Papiya De, Area Chair Professor (Communication)
Prof. Souvik Dhar, Area Chair Professor (Economics)
Mr. Sonal Varma, Partner, Dhir and Dhir Associates

Welcome and Introduction

Dr. Basu welcomed all the members present with his words of appreciation and gratitude. He specially extended warm welcome to the newly inducted member Dr. Debaprosanna Nandy. Thereafter, members introduced themselves.

Approval of MoM of the 4th Meeting

Dr. Basu requested all members to provide comments if any on the minutes of the 4th BoS meeting held on December 19, 2020, which was sent to them along with the second notice for the meeting

under cover of his mail dated December 29, 2021. Members accepted the said MoM without any comment and change.

Post-facto Approval of Reduction of Evaluators for Research Project Reports

Dr. Basu informed members that with approval of the Vice Chancellor the number of evaluators for Research Project Reports of each student have been reduced from three to two by dropping the position of one subject matter expert selected from within NMIMS University depending upon the topic of respective research work. Thus, the remaining two members are the Guide of the student, as selected by them on their own based meeting certain criteria, and one industry expert independently selected by the Program Chairperson. Members approved this proposition on a post facto basis.

Admission Statistics

Dr. Basu presented a table containing admission statistics, as a part of his presentation attached as Annexure - 1 of MoM, to the BoS, since inception, a summary of which is as under:

- Declared Capacity: Since Inception – 40 Students
- Total number of registrations: Increased from 44 to 124 at a CAGR of 19%
- Total number of paid registrations: Increased from 30 to 74 at a CAGR of 16%
- Students admitted net of cancellation: Increased from 13 to 31 at a CAGR of 16%

Members deliberated upon various issues related to slower pace of growth in students and not reaching the declared capacity. Members enquired about the comparative impacts of Covid-19 Pandemic vis-à-vis other programs. Dr. Sikdar explained that such impacts are more on niche programs like MBA (Law) than the established ones like MBA (Pharma). Upon enquiry from certain members Dr. Basu explained various methods adopted and efforts put up for marketing and reaching this niche program to increasingly larger number of students across India. He expressed concern over the fact that so far not a single student with CMA qualification could be admitted to this program. After detailed deliberations it was decided that, in addition to existing marketing initiatives, the following actions shall have to be taken every year:

- Two separate Webinars in the form of keynote speech and panel discussion sessions at all India level are to be conducted jointly with the Institute of Cost Accountants of India and the Institute of Company Secretaries of India,
- One or more webinars are to be conducted with participations of Alumni for experience sharing while they are working in industry equipped with application-oriented knowledge received from this program,
- In all promotion materials, emphasis should be on ESG. That the proposed rationalised course structure contains a full course on 'ESG' should be highlighted in promotional activities.
- Marketing department should develop a 'Pitchbook Strategy Document' for promotion of the program all around the year through social and digital media. For this, help and support would also be taken from students of Lei Ipsum Functional Group and Placement Committees formed by students.

Journey Since the 4th BoS Meeting

Dr. Basu briefed members about academic performance of students of the fourth and fifth batches, as a part of his attached presentation. Members expressed satisfaction with achievements of students. He also presented details of placements for graduated students and summer internship. Members were happy to note that more and more students are being placed with large/eminent corporate groups and MNCs as well as both highest and average salaries are increasing every year.

Thereafter he briefed members about various activities of Lei Ipsum Group, a functional group of students, which was formally integrated with the 'Functional Group Vertical' of SBM's Student Council in AY 2020-21. These activities include three national level competitions conducted for law students from across all states of India.

Rationalisation of Course Structure and Workshops

Thereafter the proposed rationalised Course and Credit Structure as well as details of additions to Workshops was presented by Dr. Basu. He highlighted that total number of courses and credits for the Program have been proposed for reduction in the following manner. Numbers under brackets represent the existing ones:

- Year I: 19 (20) Courses - 54 (57) Credits, including two half credit courses,
- Year II: 16 (20) Courses - 48 (60) Credits) and Research Project in Trimester IV 3 (6) Credits,
- Total: 35 (41) Courses - 105 (123) Credits, and
- Compulsory Workshops: 4 (2) in first and 3 (0) in second year with Nil Credit

Dr Basu then briefed members about the predominant justification for this rationalisation exercise, carried over a period of about four weeks in several rounds of discussions, continued to be the future needs of industry, in addition to the following:

- Evolving dimensions of business ecosystem and various reform measures initiated by GoI,
- Feedbacks gathered over last about six years during interactions with several hundred leadership role holders of organisations from across industry sectors, etc.,
- Inferences drawn about requirements of application-oriented knowledge from the evolving trend of roles and responsibilities in which students are being placed,
- Requirements from various industry sectors as are being perceived from the demands for 'Role Profiles' and related 'Job Descriptions,
- Relevance of courses, load factors, and perceived absorption capabilities of students as experienced over last five years,
- Demand from students for independence of learning and option to select certain courses which are role specific, and
- Suggestions from successful students of past batches based on their experience while working in industry, followed by an interactive meeting with them.

A comparative analysis of summary of academic area-wise changes proposed after completion of the rationalisation exercise are observed to be as under:

Academic Area	First Year				Second Year				Notes
	Existing		Proposed		Existing		Proposed		
I. Compulsory Courses	Courses	Credits	Courses	Credits	Courses	Credits	Courses	Credits	
Business Laws	10	30	8	24	6	18	3	9	1
Environment & Strategy			1	3	3	9	2	6	
Research Project					1	6	1	3	
Communication	2	6	2	6	1	3	1	3	
Economics	1	3	1	3	-	-	1	3	
Finance	2	6	2	6	7	21	4	12	1
HR and BS	2	6	2	6	2	6	1	3	2
Operations and Decision Science	2	3	2	3	-	-	-	-	3
Marketing Management	1	3	1	3	1	3			1
II. Elective Courses	-	-	-	-					5
Business Laws					-	-	2	6	1
Finance, Technology and Marketing Management					-	-	2	6	1 and 4
Total	20	57	19	54	21	66	17	51	123/105
III. Workshops									
Legal Methods	1	-	1	-					4 Hours
Blockchain Technology and Smart Contracts	1	-	1	-					4 Hours
Research Methodology		-	1						4 Hours
Social Media		-		-		-	1	-	3 Hours
Digital Marketing		-		-		-	1	-	3 Hours
Preparation for and Mock Interview Placement			1				1		3 Hours
Total	2	0	4	0	0	0	3	0	21 Hours

Note:

1. Four courses of Business Laws area, three courses of Finance area and one course of Marketing area are being proposed to be offered as elective courses.
2. Courses have been reoriented and renamed as 'Organisation and Behavior' and Human Resource Management.
3. Two courses of 1.5 credit each are being continued.
4. Elective courses will be offered subject to a minimum of 15 students opting for each one.
5. One new elective course, viz., 'FinTech and Transformation for Financial Services' has been introduced.

More details of the above are available in the following two Annexures:

- Annexure 2 - Rationalised Course and Credit Structure containing details of additions, deletions and modifications of courses and workshops
- Annexure 3 - Comparative Study of Rationalised Course and Credit Structure vis-à-vis the Existing Course and Credit Structure

Members then intensively deliberated Course-wise and Workshop-wise proposals for additions, deletions, modifications, and combinations. After detailed deliberations the proposal for rationalisation accepted for recommending to the Academic Council of the University for approval subject to following comments, suggestions, and changes:

- Dropping 'Foreign Direct Investments' as a full course was accepted subject to the same topic being covered in detail in the elective course for 'International Economics and Finance.'
- More emphasis must be given on Data Privacy, Information Safety and Security in addition to Cyber Laws. If need be, in near future another compulsory course may have to be introduced including comparative studies of legislated laws and regulations of India Vs. those of Europe, USA, Canada and China.
- In the current academic year 2021-22 one Workshop should be conducted suitably covering various aspects of Environment, Society and Governance with reference to the directives of SEBI.
- The Course titled 'Marketing of Legal and Financial Services' Should be renamed and modified as 'Legal and Financial Consultancy Services.' Accordingly, the modules for the Course Outline are also to be changed.

Keeping in view the ensuing meeting of the Academic Council Dr. Mishra requested all members to send further changes in teaching modules of each of the courses, that have newly been introduced, combined, and/or modified, which they want to propose directly by a mail to Dr. Basu by Monday, January 10. All those modular course outlines were sent to all members on December 29 except one which was sent subsequently.

At the end with a deep sense of gratitude and appreciation Dr. Basu acknowledged contributions of all participating members and thanked them for their continued help and support.

Prepared by



(Paritosh Ch. Basu)
Chairperson MBA (Law) Programme



Dr. Prashant Mishra
Dean

