



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

**Draft Minutes of  
FT MBA Board of Studies Meeting December 02, 2022 4:00 PM onwards**

**Attended by:**

**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 ( joined online)
Dr Vishnu Kanhere	V K Kanhere & Associates, Chartered Accountants, Auditors, SVKM

Apologies for Absence: Mr Shailesh Chaturvedi

**In-house Office Bearers**

Dr Prashant Mishra	Dean, SBM, NMIMS
Dr Chandrima Sikdar	Associate Dean, Programs and Student Learning Experience
Dr Veena Vohra	Professor and Faculty-in-charge EQUIS
Dr Arun Sharma	Area Chairperson, Marketing
Dr Hema Bajaj	Area Chairperson, Human Resources and Behavioral Sciences
Prof Papiya De	Area Chairperson, Communications
Dr Manisha Sharma	Area Chairperson, Operations & Decision Sciences
Dr Samveg Patel	Area Chairperson, Finance
Ms Shobha Pai	Director – Placements

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

1. Approval of Minutes of the previous Board of Studies meeting held on 08<sup>th</sup> Jan 2022
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 Sikdar introduced the board to some of the recent achievements and developments at SBM during the ongoing exceptional year.

- She informed the board that the AACSB accreditation process is up for renewal in January 2023
- She informed the board that SBM has applied for the EFMD Quality Improvement System (EQUIS) Accreditation: Formally entered the accreditation process with the submission of the data sheet to the EQUIS board.
- She introduced Dr Veena Vohra to brief the members on our EQUIS journey so far.

Dr Sikdar invited Ms Shobha Pai to present the placement data.

Dr Sikdar presented the School rankings and 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 we have achieved significant diversity with only 49% engineers and 43 % of the students coming from other backgrounds.

Dr Sikdar mentioned that we at NMIMS strive to have at least 30% of our batch constituting female students. She mentioned that both the years have over 29% female representation.

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

- One full credit elective offered in the third trimester
- Each elective offered only once in every trimester
- Focus on ESG courses and related content
- Credit requirement: Fixed at 102 (Credits allotted to WeCare and Summer Internship retracted)

#### **AREA PROPOSALS: BUSINESS ENVIRONMENT & STRATEGY**

- Capstone Simulation to be shifted from Trimesters III and IV to Trimesters I and VI.  
*Addendum: Upon further deliberation at the School level, it was decided to conduct the Capstone Simulation course in Trimesters III and IV for operational reasons.*
- Management Consulting will now be delivered with in-house faculty instead of Cognizant because of logistics and resource issues.

## **AREA PROPOSALS: COMMUNICATION**

- Revised course structure of MC I and MC II: Group Communication in Trimester II swapped with email writing in Trimester I to achieve better learning outcomes with a smaller cohort in Trimester I
- A new elective will be offered: Leadership Communication Through Neuro-Linguistic Programming (3) in Trimester VI.

Course Dropped:

- Neuro Linguistic Programming (NC Optional Workshop - 3 hrs)

## **AREA PROPOSAL: ECONOMICS**

Courses dropped:

- Information and Regulatory Economics (Trim V)
- Economics of Infrastructure Development and Management (Trim VI)

Courses **introduced in their place:**

- In Trim V the course Information and Regulatory Economics (3) will be replaced by Economics for Business Policy (3)
- In Trim VI Economics of Infrastructure Development and Management (3) will be replaced with Behavioral Economics (3)

Course shifted:

- Industrial Organization currently offered in Trim VI will be shifted to Trim V

## **AREA PROPOSAL: FINANCE**

Courses dropped:

- Financial Consulting (3) (Trimester V)
- Commodity Markets (3) (Trimester VI) (to reduce content overlap)
- Film and Media Financing (3) (Trimester VI) (Not subscribed in the last three cycles)
- Healthcare Financing (3) (Trimester VI) (Not subscribed in the last three cycles)

Course introduced:

- Sustainable Finance (3) (Trimester V)

Course shifted:

- Strategic Financial Management currently offered in Trim V will be shifted to Trim IV

## AREA PROPOSAL: HR & BS

Course dropped:

- Driving Organizational Change: Strategies and Behavioral Interventions (3) Trimester V

Course introduced:

- Building Resilient Organizations: Managing Crisis and Transformation (3) Trimester V

Course shifted and renamed:

- Diversity Management shifted from Trim IV to Trim VI and will now be called **Workplace Diversity, Equity and Inclusion**

Course shifted:

- Strategic HRM (3) currently offered in Trim VI will be shifted to Trim IV

## AREA PROPOSAL: MARKETING

Change in evaluation pattern:

- Business Research Methods offered in Trim II to be converted to 100 % ICA.  
(Dr Arun Sharma suggested that the name BRM is not reflective of the multi-disciplinary course it has been conceived as and said that he will come back with a new nomenclature for the same.)
- Management and Marketing Lessons in Political Campaigns (3 credits) in Trim VI to be converted into 100 per cent ICA.

The BoS members suggested that the names of both these courses should be reflective of the course content. Mr Jayraj suggested that if the course Management and Marketing Lessons in Political Campaigns includes outreach campaigns then the name should be reflective of the same.

*Upon further deliberations post the BoS meeting, it was decided that the faculty would be the best judge to decide on the naming convention. Hence the name of the course stays the same.*

## AREA PROPOSAL: ODS

Workshop introduced:

- A faculty from the ODS Area to offer a value-added workshop **Train Your Brain (3 Hrs.)** for all students based on the Anat Baniel Method Neuro Movement to help students become more potent and efficient learners in Trim III

Courses dropped:

- Trimester IV: Modelling for Business Decisions
- Trimester V: Marketing of IT Products and Services, Technology Management in the Digital Age

- Trimester VI: Applied Simulation Modelling, Technology Applications in SC process, Technology Ventures

Courses shifted:

- Data Exploration & Visualization shifted to Trim IV from Trimester VI
- Multivariate Data Analysis: Techniques & Applications (later renamed as **Multivariate Data Analysis**) shifted to Trimester V from Trimester IV
- Leveraging Machine Learning in Business Applications shifted to Trimester VI from Trimester V

Courses renamed:

- ‘Optimization Modelling for Business Decisions’ (Trimester II) as ‘Modelling & Optimization for Business Decisions’.
- “Services Operations Analytics” (Trimester IV) as “Services Operations Management”.
- “New Product Design & Development for High Tech Product” (Trimester V) as “Digital Product Design & Development”
- “Basics of Crypto currency & Block chain” (Trimester IV) as “Block chain: Evolution from cryptocurrency to Web3.0 and Metaverse” (further renamed as **Cryptocurrency and its applications.**)
- Multivariate Data Analysis: Techniques & Applications as Multivariate Data Analysis and shifted to Trimester V from Trimester IV

Courses merged:

- “Digital Platforms and Data Monetization (Trim IV)”, "Digital strategy for transforming business (Trim IV)" and "Management strategies for Enterprise cloud systems (Trim V)" to be merged into one full credit course and renamed as “Building Digital Business” (Trimester V).
- “IoT Applications for New Business Market” (Trim V) and “Big data and its eco system” (Trim VI) to be merged into one full credit course and renamed as “IoT and Big Data Applications” (Trim VI) (later renamed as **Big Data on IoT**).
- “Logistics Management” (Trim V) and “Supply Chain Analytics” (Trim VI) to be merged into one full credit course and renamed as “Operations Analytics”. (Trim VI.)

All the Area Proposals were approved by the guest experts present.

Dr Mishra thanked the external members and sought their support for the AACSB PRT visit in Jan 2023.

*Charudimadikar*

HOD / Program Chairperson:



*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: 10<sup>th</sup> December 2022 Time: 10 am- 12:15 pm.

*Board Room 10<sup>th</sup> Floor*

*Zoom Meeting:*

<https://nmims-edu.zoom.us/j/88398208021>

Meeting ID: 883 9820 8021

Passcode: 380485

**Attended by:**

1. Dr. Prashant Mishra, Dean -SBM, NMIMS
2. Dr. R. K. Premarajan, Professor, XLRI Jamshedpur
3. Mr. Bhaskar Sharma, Chief Executive Officer, Red Bull India Pvt. Ltd.
4. Mr. Ronald Canute Sequeira - Managing Partner - Anrontt
5. Mr. Prakash Subramanian – C.E.O, Millennium Capital
6. Mr. Amit Chincholikar – Global CHRO, Tata Consumer Products
7. Dr. Chandrima Sikdar, Associate Dean
8. Dr. Bala Krishnamoorthy, Associate Dean and Area Chair BES
9. Dr. Hema Bajaj, Program Chairperson MBA- HR and Area Chairperson- HRBS
10. Dr. Veena Vohra, Professor - HRBS
11. Dr. Geeta D’Souza, Assistant Professor- HRBS
12. Dr. Amita Shivhare, Assistant Professor- HRBS
13. Dr. Aditi Dey Sarkar, Assistant Professor- HRBS
14. Prof. Bijayinee Patnaik, Adjunct Assistant Professor- HRBS
15. Dr. Papiya De, Area Chairperson –Communications
16. Dr. Souvik Dhar, Area Chairperson - Economics
17. Dr. Manisha Sharma, Area Chairperson -Operations and Decision Sciences
18. Prof. Binesh Nair, Program Chair –MBA- Digital Transformation
19. Dr. Hema Gwalani, Assistant Professor - Finance



## **AGENDA:**

1. Approval of minutes of the previous MBA-HR Program and Area- HRBS held on December 11, 2021.
2. Data on batch constitution (MBA-HR Program)
3. Sharing of the experiences and new developments in Year 2022 (**MBA-HR Program and Area-HRBS**)
4. Review of suggested amends to the MBA-HR curriculum applicable from academic year 2022-23 and 2023-24 (Batch of 2022-2024 and Batch of 2023-2025) (**MBA-HR Program**)
5. Review of HRBS' new offerings (electives) to FTMBA for academic year 2023-24 (Batch of 2022-2024) onwards (**Area-HRBS**).
6. Review of HRBS' offerings to MBA-DT for academic year 2023-24 (Batch of 2023-25) onwards and PTMBA for Batch of 2023-25. (**Area-HRBS**).
7. Any other matter that needs attention and discussion.

## **MBA HR**

### **New Courses Proposed:**

HRBS- Ethical Dilemmas in Business (trimester 1; credits 1.5)

HRBS-Leading Effective Teams (trimester 2; credits 1.5)

HRBS-Business Research (trimester 2; credits 3)

Finance –Management Accounting (trimester 2; credits 1.5)

HRBS-Competency Mapping (trimester 2; credits 1.5)

HRBS-Capstone- (trimester 4; credits 3)

HRBS-Inclusive Workplace Cultures (trimester 4; credits 3)

HRBS-Labour Laws II (trimester 5; credits 3)

HRBS-People Integration in Mergers & Acquisitions and Corporate Restructuring (trimester 6; credits 3)

HRBS-Appreciative Inquiry Workshop (trimester 6; this is non-credit for the students, but credits will be given to the faculty for the in-classroom hours)

### *Electives:*

ODS- Social Networking and Data Visualization (trimester 6; credits 3)

Communication- Leadership Communication Through Neuro-Linguistic Programming (trimester 6; credits 3)

Economics - Economics of Labour and Employment (trimester 6; credits 3)

**Change in electives:** ODS-Advanced Data Analysis (trimester 6; credits 3) converted to 100% ICA

### **Courses Dropped:**

HRBS- Ethical Dilemmas in Business (trimester 1; credits 1)

HRBS-Business Research (trimester 1; credits 1.5)

HRBS-Business Research (trimester 2; credits 1.5)

Finance –Management Accounting (trimester 2; credits 3)

HRBS-Leadership and Team effectiveness (trimester 2; credits 3)

Economics –Labour Economics (trimester 2; no credits)

HRBS- Competency Mapping (trimester 3; credits 1.5)

HRBS-Organizational Applications of Behavioural Science (trimester 4; credits 3)

HRBS-Labour Laws II (trimester 4; credits 3)

HRBS-Business Research (trimester 4; credits 1.5)

HRBS-Capstone- (trimester 5; credits 3)

HRBS-People Integration in Mergers & Acquisitions and Corporate Restructuring (trimester 5; credits 3)

HRBS-Appreciative Inquiry (trimester 6; credits 1)

HRBS – Career Management Workshop (trimester 6; no credits)

*Electives:*

Communication – Persuasive Communication (trimester 6; credits 3)

Economics - Behavioural Economics (trimester 6; credits 3)

ODS- Organizational Network Analysis Using Visualization Tools (trimester 6; credits 3)

ODS - Supply Chain Management (trimester 6; credits 3)

Marketing - Strategic Marketing Management (trimester 6; credits 3)

- All changes in MBA –HR program except Capstone applicable from academic Year 2023-24.
- All changes in first year except Capstone applicable from batch 2023-25.
- Change in Capstone applicable from academic year 2023-24 and batch 2022-24.
- All changes in second year including old courses/electives dropped and new courses/electives adopted applicable from Batch 2022-24 with exception of one.
- Behavioural Economics (3) dropped and Economics of Labour and Employment (3) introduced for Batch 2023-25

Total Credits (existing): 107

Year 1: 64

Year 2: 43

Total Credits (proposed starting batch of 2023-25): 102

Year 1: 61.5

Year 2: 40.5

## **FTMBA**

### **New Courses Proposed:**

Strategic Human Resource Management (trimester 4; credits 3)

Building Resilient Organizations: Managing Crisis and Transformation (trimester 5; credits 3)

Workplace Diversity, Equity, Inclusion and Belonging (trimester 6; credits 3)

### **Courses Dropped:**

Diversity management (trimester 4; credits 3)

Driving Organizational Change: Strategies and Behavioral Interventions (trimester 5; credits 3)

Strategic Human Resource Management (trimester 6; credits 3)

## **MBA-DT**

New Course Offerings to MBA-DT from the academic year 2023-24 (Batch of 2023-25) onwards (Area-HRBS).

Trimester 1: Organization Behaviour (3)

Trimester 2: Human Resource Management (1.5)

Trimester 5: Leadership and Managing Change (3)

People Analytics (1.5)

## **MBA-PTMBA**

New Course Offerings to MBA-PTMBA from the academic year 2023-24

Summer Term: Strategic Human Resource Management (3)

## **DISCUSSION**

### **Agenda 1: Approval of Minutes of the Previous MBA-HR Program and Area- HRBS Held on December 10<sup>th</sup> 2021**

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

### **Agenda 2: MBA- HR: data on the batch constitution (MBA-HR Program)**

Dr. Hema Bajaj presented the batch constitution and a summary of summer and final placement data. The BOS noticed that there were some differences in the batch from the previous years, particularly an increase in non-engineers. Mr. Amit Chincholikar was keen to understand if there was a change in the cut-off scores for the NMAT. Dr. Hema Bajaj mentioned that cut-off scores for both MBA Core and MBA-HR programs had gone up reflecting an increase in admissions competitiveness. Responding to a further question on NMAT attempts, Dr. Prashant Mishra mentioned that only two attempts for NMAT are allowed.

### **Agenda 3: Sharing of the experiences and new developments in Year 2022 (MBA-HR Program and Area-HRBS)**

Dr. Hema Bajaj requested HR faculty to share their experiences and feedback for their respective offerings. Dr. Geeta D'Souza spoke about the Group Process Lab, a non-credit workshop that was introduced this year in Trim 1, and her attempts to establish connections among three courses: Organizational Psychology (Trim 1), Leadership and Team Effectiveness (Trim 2) and Organizational Applications of Behavioural Science (Trim 4). Dr. Premrajan wanted to know if an industry professional's inputs were included in the Organizational Applications of Behavioural Science course. Dr. Geeta D'Souza clarified that the course was being co-taught with Mr. Mehernosh Mehta, the CHRO of Gati-KWE.

Dr. Aditi Dey Sarkar explained how the Sociology of Work course covered the new changes that were happening in the world of work related to changing dynamics, remote work, unpaid labor, and the precariousness of work. Also, how work had moved from a focus on the manufacturing sector to the service sector to new work arrangements like gig work. Mr. Ronald Sequeira mentioned that loyalty between employers and employees had changed in recent years with new concerns such as moonlighting and an increase in gig work across sectors. He said discussions around what these meant, the attitudes surrounding these developments, and the underlying reasons should be included in the course. Dr. Aditi Dey Sarkar and Dr. Hema Bajaj said that they would incorporate discussions on these elements into their two courses: Sociology of Work and Managing People.

Dr. Hema Bajaj spoke about the Managing People course and increased focus on Future of work and HR policies for different types of Workforce. Mr. Bhaskar Sharma wanted to know how the idea of the future of work was discussed in the course and whether the design of employee experience was included. Dr. Geeta D'Souza mentioned that employee experience was covered in the Organizational Applications of Behavioural Science course. Dr. Bajaj mentioned that the future of work was covered in terms of new trends in the industry, one example being gig work. She added that although the design of employee experience was not covered in detail, the engagement of workers was covered through the session on Total Rewards. One example of this was that in attempting to complete their projects, students approached platform workers and gig workers to collect data. This helped them obtain input about different experiences.

Dr. Veena Vohra said that in the Managing Change and Organizational Development and Strategic HRM courses inputs around new age organizations and digitalization were introduced. Students also get some experience with this during their summer internships.

Mr. Amit Chincholikar added to the discussion on gig work saying that it's important to remember that gig work is applicable to some functions and industries, not necessarily for all. Students should be provided with this perspective. They should be able to compare different contexts, why some contexts might be more suitable for gig work, and what factors might be responsible.

Mr. Ronald Sequeira also added that in some situations, managers themselves might not be permanent employees but are required to make decisions impacting permanent employees. Students need to understand the implications of this.

Mr. Prakash Subramaniam also added that organizations and sectors are changing in multiple ways. As a result, issues of culture-fit, integrity issues are becoming more salient and these need to be highlighted in conversations with students.

Dr. Veena Vohra said these issues are being addressed in courses such as Managing Change and Organization Development and Strategic HRM through cases and situation analyses. Dr. Hema Bajaj assured the Board that sensitivity around these issues is being built in different courses.

Dr. Amita Shivhare spoke about the Business Research 3-part workshop. The focus of the workshop is to provide students with an appreciation of how research is used in making business decisions. She said that students had requested that the three parts be finished before they went for their summer internship so that they can use the skills learned to effectively complete internship projects. Faculty teaching Business Research had therefore recommended that the course be made into a 3-credit course and completed in the first year before the summer internship program. Dr. Premrajan asked if students were encouraged to publish their work. Dr. Shivhare said that students were not only encouraged to publish, but faculty also offered to help students if they were interested in publishing.

Prof. Bijayinee Patnaik spoke about the Talent Management Course. Based on last year's BOS recommendation, she partnered with Mr. Kirtianand, South East Asia Lead, Hindustan Unilever. While Prof. Bijayinee focused on conceptual clarity, Mr. Kirtianand explained the application part of the course. Mr. Bhaskar Sharma mentioned that big organizations already have their talent processes in place. He recommended that faculty look at introducing talent frameworks in start-ups and not-so-mature organizations.

Dr. Hema Bajaj spoke about increased coverage of ESG frameworks in the rewards centric courses. Advanced Compensation was facilitated by Madhav Keswani - Group Head Rewards and Benefits, ABG and Nikhil Vazirani, General manager ABG. The focus was on building an understanding of Executive Reward Strategy – Purpose of Fixed Pay and Variable Pay (short and Long term Incentives), Performance Metrics, Performance Pay-out curves, appreciating impact of Industry and Business Life Stage on Executive Reward Strategy and the ability to apply the India and Global Regulatory environment including disclosures with respect to Senior Management and Executive Compensation and acquaint the students with tax laws and recognize their implications for compensation. This was done through discussion of pay of top executives from different companies across multiple industries.

Dr. Veena Vohra talked about the Managing Change and Organizational Development Course. She mentioned that based on the feedback given in last year's Board of Studies and what happened during the pandemic, inputs around skill-set enhancement, talent swapping, crisis typology, crisis management, and organizational resilience were introduced.



**Agenda 4: Review of suggested amends to the MBA-HR curriculum applicable from academic year 2022-23 and 2023-24 (Batch of 2022-2024 and Batch of 2023-2025) (MBA-HR Program)**

Dr. Hema Bajaj introduced the proposed new structure of the MBA-HR curriculum across the two years.

Mr. Prakash Subramaniam questioned whether a course like Macro Economics was relevant for an MBA-HR program. Dr. Chandrima Sikdar replied that fundamental courses like Macro Economics were common across all programs. Dr. Prashant Mishra added that from a curriculum perspective, it was important for students across all programs to receive inputs from fundamental courses. All students need to have an appreciation of business and for that, an appreciation of micro and macroeconomics is a must. Mr. Ronald Sequeira agreed that the HR profession has evolved to a point where HR professionals are business partners and hence fundamental inputs are important. Dr. Premrajan also agreed that fundamental inputs cannot be overlooked and replaced with only practical considerations in a course.

Mr. Amit Chincholikar suggested that two areas need to be covered in courses before students go on their summer internships: (a) an appreciation of the mechanisms and dynamics of employee turnover and (b) an appreciation of employee well-being. Dr. Hema Bajaj and Dr. Geeta D'Souza said that they will incorporate these inputs in the Managing People and Organizational Psychology courses. Mr. Chincholikar also offered to provide inputs in these areas during course design.

Mr. Ronald Sequeira suggested that in the area of well-being, faculty might consider including (a) Energy for performance: How do you foster it? What is needed in terms of exercises, and activities? (b) Resilience: How do you manage and remain resilient? (c) Ergonomics

Dr. Premrajan asked if HR electives were offered in the second year. Dr. Hema Bajaj replied that for the MBA-HR program, HR courses were compulsory. Electives were offered from other programs in Trimester 6. However, electives of HR courses may be considered in the future.

Dr. Prashant Mishra raised the issue of the capstone course and said that for the HR program it should be spread across two trimesters. For the FT MBA program, the capstone was conducted in the third and fourth trimester.

Dr. Premrajan raised the issue of increasing the number of credits for completing the program. At XLRI, the total number of credits is 120. Dr. Prashant Mishra said that the IIMs have around 90-96 credits. Dr. Hema Bajaj said that credits were reduced to 102 in order to give students opportunities for other activities such as corporate projects.

All the proposed changes were approved by the BoS.

**Agenda 5: Review of HRBS' new offerings (electives) to FT MBA for academic year 2023-24 (Batch of 2022-2024) onwards (Area-HRBS).**

Mr. Amit Chincholikar emphasized the importance of sustainability issues and their inclusion in the form of a course on Sustainability or Sustainability HRM. He suggested that the program offer an elective on sustainability reporting practices. He also pointed out the difference between Corporate Social Responsibility and Sustainability. Corporate Social Responsibility dealt with the company's relationship with the local community or society as a whole, whereas sustainability dealt with taking a long-term view of business practices and their impact on business performance. Mr. Bhaskar Sharma agreed that typically sustainability expertise lay in

the Operations area, whereas CSR expectations were from the HR area. Dr. Premrajan also suggested that a call may be taken on whether to create a sustainability course as an elective or a compulsory offering.

Dr. Bala Krishnamoorthy responded that she will talk to Dr. Meena Galliara to discuss this offering. Dr. Prashant Mishra mentioned that the school has a program learning objective dedicated to developing ESG sensibilities. We encourage faculty to integrate ESG issues into the mainstream discussion.

Mr. Amit Chincholikar suggested that the word Belonging be added to the Workplace Diversity, Equity, and Inclusion course to make it Workplace Diversity, Equity, Inclusion, and Belonging.

All the proposed changes were approved by the BoS.

**Agenda 6: Review of HRBS' Offerings to MBA-DT for Academic Year 2023-24 (Batch of 2023-25) Onwards and PTMBA for Batch of 2023-25 (Area-HRBS)**

The proposals for courses/elective to MBA-DT and PTMBA were found to be suitable and approved by the BoS.

**Concluding Remarks:**

Dr. Premrajan asked if HR students can take electives from the FTMBA program. Dr. Prashant Mishra responded that it is not possible operationally due to space and resource constraints. Each classroom can accommodate around 60 students. In addition, if a particular course is highly subscribed, we may not have additional faculty to teach it.

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



**Dr. Prashant Mishra**  
**Dean**





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

**Minutes of 18<sup>th</sup> BOS Meeting for MBA Pharmaceutical Management Programme held on Saturday, 17th December 2022: Held Online**

**Members Present:**

- (1) Dr. Chandrima Sikdar, Associate Dean, SBM
- (2) Dr. Hari Iyer, Program Chairperson, MBA Pharmaceutical Management
- (3) Mr. Ashok Jain, Executive Director - India & US Business - **Micro Labs Limited**
- (4) Mr. Ashok Nair, Managing Director & General Manager - **Abbott Healthcare Pvt. Ltd.**
- (5) Mr. Rajan Tejuja, Ex. President and Executive Director - **Janssen India (J&J)**
- (6) Mr. Ronald C. Sequeira, Ex. Executive Director/Country HR Head – **GSK Ltd.**
- (7) Mr. Sanjay Murdeshwar, Vice Chairman & Managing Director - **Novartis India Limited**
- (8) Mr. Sanjiv Navangul, Managing Director and CEO - **Bharat Serum**
- (9) Dr. Tony Parmar, Managing Director and CEO - **Albert David Limited India**
- (10) Mr. Vivek V. Kamath, Managing Director & General Manager - **Abbott India Limited**
- (11) Mr. Yugal Sikri, Managing Director - **RPG Life Sciences**
- (12) Dr. Anupam Rastogi
- (13) Dr. Manisha Sharma
- (14) Dr. Neha Sadhotra
- (15) Dr. Preeti Nayal
- (16) Dr. Rajasulochana
- (17) Dr. Sayantan Khanra
- (18) Dr. Sumant D.

**BOS Members Absent:**

- (1) Mr. Raghu Kumar, Ex. Managing Director - **Allergan India** & Chairman & MD  
**Allergan Healthcare South Asia**
- (2) Mr. Sudarshan Jain, Ex. Managing Director - **Abbott Healthcare**

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

**Mr. Ashok Jain**

1. Mr. Jain appreciated including the suggestions given in the previous BOS meeting.
2. Students are more focused on securing jobs in the last Trimester; accordingly, schedule more challenging domain-specific courses in Trimesters V & VI to get them involved.
3. Statistics and Optimization Techniques - is the terminology correct? They should be kept separately, 1.5 Credits each.
4. Entrepreneurship in Healthcare: the course is relevant. However, consider inviting some start-up/industry entrepreneurs to address and take this course.
5. Students should be strongly prepared and oriented to analytics and critical thinking to cope with the changing dynamics of the industry.

### **Mr. Ashok Nair**

1. Mr. Nair appreciated the robustness of the program and the excellent curriculum offered to the students to prepare them adequately for the industry.
2. Groom them better before embarking on SI.
3. Ingrain students with the character and philosophy of winning the business "the right way."
4. PMO office plays a vital role in planning for an ever-evolving environment continuously. Prepare the students intensely for project management roles.
5. In the last two years, marketing has seen considerable changes. Students must build competence in Digital Marketing and Tools.

### **Mr. Rajan Tejuja**

1. The proposed program structure is in the right direction.
2. The industry now prefers to look for talent during SI and offers PPOs at the end of SI compared to visiting the campus for recruitment.
3. Therefore, it is essential to ensure students are prepared well for SI through adequate fieldwork experience and possess the requisite knowledge (through courses covered in the First Year).
4. LTC should not only cover projects on Doctors, Chemists, Medical Representatives, Area Managers, etc. but also carry out projects to understand nuances of the industry and the new directions and challenges facing the industry. Design the projects to cater to more recent questions facing companies. Institute can explore carrying out need-based marketing research for corporates.
5. Why rename the course MIS to Technology Applications in Pharma? What will be the content? Will the institute get the proper faculty to teach the class?
6. Similarly, will the institute get a good faculty in Entrepreneurship in Healthcare? It is crucial, apart from theory, the institute must consider identifying a faculty from the industry to drive the practice.

### **Mr. Ronald Sequeira**

1. The program's hallmark is customized to the industry through more practical work and fieldwork.
2. The required number of credits for awarding an MBA is 96. Why load more theory to take the credits to 105?
3. Statistics has increased from 1.5 Credits to 3 and is renamed Statistics and Optimisation Techniques. Statistics and Optimisation Techniques can be kept separate with 1.5 credits each.
4. Post-Covid, the focus is shifting from formulation to API. VCs and PE firms are investing big time in API facilities/businesses. A course in API Business can open up opportunities for students. Mr. Yugal Sikri endorsed this point.
5. Shift focus from CSR to ESG to prepare the students for the emerging environment.

6. MNCs' business models are changing. Restructuring and change management are happening regularly. How to manage organization transitions, changing leadership roles, and increasing demands on leadership and resource planning? Consider covering these topics in HR courses.

### **Mr. Sanjay Murdeshwar**

1. The science of marketing is dependent on data and biostatistics. Students must develop insights out of data to plan effective strategies.
2. A course on Diagnostics and Medical Devices can be considered, for these sectors are witnessing significant growth.
3. For students to understand Biologics, it is imperative to know Biomarkers.
4. Build proficiency in innovation in market action and financing methods.

### **Mr. Sanjiv Navangul**

1. Design the courses keeping in mind the dynamic changes that are happening in the industry.
2. Students should be exposed to Health insurance, Biologics, and Biosimilars. Consider methods to cover these topics.

### **Dr. Tony Parmar**

1. Appreciate incorporating suggestions given in the 17th BOS Meeting held last year.
2. Consider Hybrid Faculty delivery of Pharma-specific courses to help the students to understand theory and practices equally well.
3. Relook into reducing the credits for Strategic Brand Planning. This subject is essential for companies, and this course, along with LTC, is the program's competitive edge.

### **Mr. Vivek K. Kamath**

1. The institute must firmly ground students in new product planning, launch, and market access.
2. SI and final placements are critical to students and corporates. Institutes must groom students with comprehensive coverage of courses in the first and second years.
3. Project Management plays a critical role in most pharma majors. Students should have a good grasp of project management concepts. Corporate PMOs can consider students for certain projects.
4. Students should be well conversant with Regulations and Compliance to conduct business legally and ethically.
5. Build expertise in the culture of change management, cross-department interfacing, network management, and learning agility.

## **Mr. Yugal Sikri**

1. LTC & Brand Marketing Plan (earlier SBMP) is the soul and competitive edge of the program. Students can consolidate the learnings from LTC into insights, and the eventual outcome can be combined and summarised in one Trimester.
2. The shifts in advancing specific courses to the first year are welcome.
3. Summer Internships are the time to make impressions. Students should be conversant with the required subjects to carry out SI with good impact through contribution to the company where they intern.
4. Consider advancing specific Core Courses from Trim IV, V & VI, particularly Sales and Marketing courses, to the First Year, such as; Managing Sales Performance and Brand Management. Consider shifting the Workshop on New Division Planning in Trim-III to the Second Year.
5. Mr. Sikri stressed that Ayushman Bharat significantly shapes the industry and can be covered in the Pharma Business Environment.
6. Biologics and Biosimilars are different from small molecules and are gaining traction. The Regulatory and Marketing aspects are very different and need new knowledge and skills.
7. The need of the hour is to have a separate half-credit course for Biologics and Biosimilars. Alternately, consider including brands belonging to this class in the Strategic Brand Management course.
8. Change in the Pharma Macro environment dynamics necessitates the inclusion of ESG, NLEM, and DPCO. Students can be made aware of CSR; however, emphasis should be placed on the emerging trends in the industry.
9. Marketing of API was a half-credit course in the program. Removed the same, for it lost relevance over a while, and no students were getting into that line of business. Now, post-Covid, it is gaining importance, and many investments are happening in API. Consider bringing back the half-credit course on Marketing of API. Mr. Ronald Sequeira also highlighted the need to introduce this course in the curriculum.
10. Brand Marketing Plan (3 Credits) (earlier known as SBMP was offered in Trim-V & Trim-VI (6 Credits)). Why have the credits been reduced? Brand Managers in the industry need to address this critical planning rationally and convincingly and cannot develop a vision for the brand. Brand Marketing Plan is an essential industry course and applicable at all levels. The workload in this course is significant. Consider restoring the course to full credits in Trim-V and Trim-VI.

### **IMPORTANT NOTES:**

As suggested by BOS members, the Corporate Social Responsibility (1.5 Credit) course in Trimester-V is renamed Corporate Sustainability (1.5 Credit).

Per the expert's suggestions, Managing Sales Performance (1.5 Credit) in Trim-VI is swapped with B2B Business (1.5 Credit) in Trim-III.

**Also, as per the discussion Program Chairperson informed the experts that most of their suggestions are already getting discussed internally and are part of different existing courses.**

Incorporating the inputs provided by the experts, effectually, there is no change in Credits or Courses in the program.



Dr. Chandrima Sikdar

Associate Dean



Dr. Prashant Mishra

Dean





**SVKM'S NMIMS**  
**School of Business Management**  
**Minutes of Board of Studies**  
**MBA - Business Analytics**

**SVKM's**  
**Narsee Monjee Institute of Management Studies (NMIMS)**

**Minutes of 1<sup>st</sup> Board of Studies (BoS) meeting of the School of Business Management (SBM), Mumbai for the MBA-Business Analytics program offered by the Centre of Excellence in Analytics & Data Science (CoE-A&DS), Mumbai**

**Date:** 4<sup>th</sup> March 2023

**Time:** 2.30 pm

**Location:** ONLINE ZOOM MEET

**The meeting was attended by:**

1. Dr. Prashant Mishra – Dean, SBM
2. Dr. Sridhar Vaithianathan – Director, CoE-A&DS
3. Dr. Siby Abraham – Professor, CoE-A&DS
4. Dr. Chandrima Sikdar – Associate Dean, SBM
5. Dr. Bala Krishnamoorthy, Area Chairperson – Strategy, SBM
6. Dr. Hema Bajaj, Area Chairperson - HR & Behavioral Sciences, SBM
7. Dr. Manisha Sharma, Area Chairperson – Operations & Decision Sciences (ODS), SBM
8. Dr. U. Dinesh Kumar – Professor, IIM Bangalore
9. Dr. Arnab Kumar Laha - Associate Professor, IIM Ahmedabad
10. Mr. Chirag Sahlot - Vice President Analytics at HDFC Life, Bengaluru
11. Mr. Pushan Sengupta - Director at Visa, United Arab Emirates
12. Mr. Mahavir Jindal - Chief Operations Officer at Amazon Pay India, Bengaluru

**Leave of Absence was granted to:**

- Dr. Indrajit Mukherjee – Professor, IIT Bombay.
- Dr. Arun Sharma, Area Chairperson - Marketing-SBM
- Dr. Samveg Patel, Area Chairperson – Finance, SBM
- Prof. Papiya De, Area Chairperson – Communications, SBM
- Prof. Souvik Dhar, Area Chairperson – Economics, SBM
- Prof. Binesh Nair, Program Chairperson - MBA (DT), SBM

## **SUBJECT: DISCUSSION ON PROPOSED PROGRAM STRUCTURE FOR MBA-BUSINESS ANALYTICS**

The meeting was called to discuss the proposed program structure for MBA-Business Analytics.

### **1. OVERALL PROGRAM STRUCTURE**

At the inaugural meeting of the Board of Studies, which included both internal and external members, the proposed programme structure's design philosophy was outlined.

- The curriculum is comprised of a total of 42 courses, with approximately 60% (25 courses) focusing on management and the remaining 40% (17 courses) focusing on analytics. 60% (60 credits) and 40% (42 credits) of the total 102 credits for the two-year programme were allocated to I and II year courses, respectively.
- From trimester 1 through trimester 3, the first-year courses are interlaced with management and analytics foundation courses under the broad domains of Marketing, Human Resource, Finance, Operations and Data Sciences (ODS), Business Environment & Strategy, Communication, Economics, and Analytics. The rationale for this is that when students complete their first year and begin their 10-week internship in analytics-focused companies from April to June, they will receive the best of both worlds in terms of business understanding and analytics application.
- The program's second-year courses are designed to build on the management and analytics foundation courses from the first year, providing a clear pathway for students to advance their knowledge and skills in allied areas such as Deep Learning, Corporate Sustainability, Big Data, Data privacy, security & governance, cloud computing, Entrepreneurship, project management, leadership & Change management, Ai for Business, and Capstone Business Simulation throughout the programme.
- In addition, it was clarified that students will be allowed to choose four electives from a list of eleven, with two electives accessible during trimesters V and VI. Its adaptability allows students to personalise their education to their specific interests and expand their understanding of analytics.
- Regarding the credit structure and evaluation, it was indicated that approximately 26 of the total 42 courses were 3-credit (full-credit) courses, while the remaining 16 courses were 1.5-credit (half-credit) courses (half credit). Each course's evaluation would consist of either 100 percent Internal Continuous Assessment (ICA) or 60 percent ICA and 40 percent Term Final Examination

(TEE). The ratio between full ICA and ICA with TEE is roughly 75:25. This evaluation mechanism ensures that students' performance in each subject is evaluated equally and accurately.

- In addition, the curriculum includes a two-week orientation prior to the beginning of the first trimester. In addition, the programme offers four to five workshops with added value that are not a part of the core curriculum but rather align with industry standards. These programmes give students with practical information and skills that improve their employability and prepare them for future employment.

**The members approved the proposed program structure and it was duly accepted.**

**During a more in-depth discussion of the proposed program structure, the members provided their valuable input, which is presented below for review and necessary action.**

### **1. DISCUSSION: OVERALL PROGRAM STRUCTURE**

- ✓ The members expressed their appreciation for the overall program structure, noting that the curriculum includes a well-balanced mix of management/business and analytics subjects.
- ✓ They further commented that since the course is focused on Business Analytics, rather than a general MBA, it is essential for students to have a strong foundation in concepts related to math, statistics, programming, and analytical thinking approaches before starting the first trimester.
- ✓ The members suggested that it is often assumed that students already possess this knowledge, but it is frequently discovered that students are lacking in these four broad areas when the trimester commences.
- ✓ They recommended that the fundamental concepts related to these four areas be covered in the orientation or in the first trimester, to help students navigate the analytics courses without any difficulties.
- ✓ Further commenting on coverage of coding in the program, it was expressed that the coding (programming) part should be balanced in such a way that students could have a working knowledge of the code, if not an in-depth understanding of the syntax.

### **1. ACTION ITEM: OVERALL PROGRAM STRUCTURE**

- The orientation program to include sessions on the aforementioned four broad areas during the orientation, viz., Mathematics for Business Analytics, Statistics for Management, Structured Thinking and Fundamentals of Analytical Programming.

## 2. COURSE SEQUENCE

### 2.A: DISCUSSION: COURSE SEQUENCE - "STORY TELLING WITH DATA" – TRIMESTER II.

- ✓ It was suggested that the course "Storytelling with Data" could be rescheduled to the first trimester, but since the course requires knowledge of statistics and business to create performance dashboards and business metrics, it was decided that placing the course in the second trimester would be more suitable.
- ✓ Moreover, past experiences of offering the course indicate that students tend to focus more on learning software like Tableau or Power BI rather than the practical application of the course content when it is offered in the first trimester.
- ✓ Therefore, it was agreed that the current arrangement should be maintained.

### 2.A ACTION ITEM: COURSE SEQUENCE - "STORY TELLING WITH DATA" – TRIMESTER II.

- The status quo to be maintained.

### 2.B: DISCUSSION: COURSE SEQUENCE - "ANALYTICS PIPELINE MANAGEMENT" – TRIMESTER III.

- ✓ It was suggested that the course name "Analytics Pipeline Management" may not accurately reflect the intended focus and objectives of the course.
- ✓ The term "pipeline management" brings a completely different perspective that does not fully capture the essence of the course, which aims to equip students with the skills to apply analytics concepts to real-world business problems.
- ✓ Therefore, a more appropriate course name was proposed as "Applied Business Analytics".

### 2.B ACTION ITEM: COURSE SEQUENCE - "ANALYTICS PIPELINE MANAGEMENT" – TRIMESTER III.

- The course name could be renamed to "Applied Business Analytics" or "Analytics Project"
-

### **3. Evaluation: Internal Continuous Assessment (ICA) & Term End Exam (TEE)**

#### **3. DISCUSSION: EVALUATION: INTERNAL CONTINUOUS ASSESSMENT (ICA) AND TERM END EXAM (TEE)**

- ✓ Regarding evaluation, the members expressed satisfaction that many of the courses offered in the Business Analytics program are complete (100%) ICA based evaluation courses.
- ✓ They expressed their opinion that the program of Business Analytics requires more courses with 100% ICA and therefore appreciated it.
- ✓ The members were informed that even 60% of ICA components include project components in addition to the term-end exam (40%).
- ✓ The members recommended that the TEE should test the application rather than just memory.

#### **3. ACTION ITEM: EVALUATION: INTERNAL CONTINUOUS ASSESSMENT (ICA) AND TERM END EXAM (TEE)**

- To ensure that the TEE components of the courses are focused on practical applications of concepts taught.
  - It is recommended to consider designing the analytics focused courses which involves tools as full ICA-based evaluation for the MBA in Business Analytics program. This approach would ensure that the learning outcomes for the students are more appropriate.
- 

## **4. ELECTIVES**

#### **4. DISCUSSION: ELECTIVES**

- ✓ During the meeting, a proposed bouquet of electives was presented to the members. However, as these electives are only offered in the second year of the course, it was decided that a more extensive discussion on them should be carried out in the next meeting.

#### **4. ACTION ITEM: ELECTIVES**

- The discussion on the proposed electives was reserved for the future.
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The meeting concluded with a thank you note from Dr. Sridhar Vaithianathan to all BoS members for their constructive inputs and time.

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**Enclosure:**

1. Proposed MBA – Business Analytics Program Structure – Approved by BoS Members



**Director,**

**Prof. (Dr.) Sridhar Vaithianathan**



**Dean,**

**Dr. Prashant Mishra**





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



**Minutes of the Board of Studies Meeting of  
MBA HealthCare Management**

Date: 25<sup>th</sup> March, 2023 Time: 2-3:30 PM

**Attended by:**

1. Dr. Prashant Mishra, Dean- SBM, NMIMS
2. Dr. Chandrima Sikdar, Associate Dean- SBM, NMIMS
3. Dr. Samveg Patel, Area Chair, Finance
4. Dr. Akshay Khanzode, Operations and Data Sciences
5. Dr. Kalpana Tokas, Area Chair, Economics
6. Dr. Girdhar Gyani, Director General, Association of HealthCare Providers India
7. Mr. K Sankaranarayanan, Managing Director, Equalize Health
8. Mr. Joy Chakraborty, COO, P D Hinduja Hospital
9. Dr. Parag Rindani, CEO, Wockhardt Hospitals Ltd., Maharashtra
10. Mr. Prashant Mishra, Managing Director- India & South Asia at British Medical Journal
11. Mr. Sayantan Chatterjee, Executive Director- Digital Health at PwC India
12. Dr. Ashwini Jogade, Medical Superintendent, Nanavati Max Superspeciality Hospital, Mumbai
13. Dr. Kunal Dhamesha, Pharma & HealthCare Equity Research Analyst, Macquarie
14. Dr. Sandeep Narula, Director, Pharma Tech. Management, SPPSPTM, NMIMS
15. Dr. Neha Sadhotra, Programme Chair- MBA HealthCare Management

**AGENDA:**

- Program Review and Discussion on current Course Structure
- Proposed Revision in Year-I Curriculum
- Proposed courses in Year-II
- Avenues for value addition in the Programme
- Any other matter that needs attention and discussion

## **Discussion minutes:**

### **Agenda 1: Program Review and Discussion on current Course Structure**

The meeting started with an introduction to the program, by providing necessary background and context, sharing the batch profile, orientation program, Year-I curriculum, summer internships offered to the current batch. Dr. Neha highlighted the program level initiatives like industry mentorship program, HealthCare Capsule (newsletter), Bizzy Bookworms Book Club, The Health Hour (YouTube channel) etc. She also talked about various conferences and events attended; and workshops and industrial visits organized for the students.

### **Agenda 2: Proposed Revision in Year-I Curriculum**

The proposed changes in the Year-I curriculum and the rationale for these suggested changes were discussed. Here's the review of suggested amends to the Curriculum applicable from Academic Year 2023-24.

- i. *Principles of Management* session to be included in Orientation program
- ii. The courses *Managerial Communication-I & Managerial Communication-II* introduced in Trimester-I & II, respectively
- iii. The course on *Marketing Research* introduced in Trimester-III to focus more on the research process, which also aids in summer internships projects
- iv. The course *Business Analytics* in Trimester III has been dropped, as the coverage overlaps with the Year-II course *HealthCare Data Analytics*
- v. The course *Marketing Management* has been moved from Trimester II to Trimester I, to align with the curriculum of MBA Core and provide students grounding on marketing fundamentals
- vi. The course *Legal and Ethical Issues in HealthCare* moved to Trimester-II provide students enough time for grounding on HealthCare management
- vii. Change in nomenclature of *Health Economics Fundamentals* to *Principles of Economics for Health*
- viii. Change in nomenclature of *Marketing Fundamentals for Healthcare Services* to *Marketing Management* to align with the curriculum of MBA Core
- ix. Change in nomenclature of *Statistical Reasoning in HealthCare and Public Health* to *Statistical Reasoning in HealthCare*
- x. Change in nomenclature of *Introduction to HealthCare Quality & Patient Safety Management* to *HealthCare Quality & Patient Safety Management*
- xi. The courses on *Introduction to Healthcare Operations* and *Operations Management for Healthcare Systems* merged into one course *Operations Management for HealthCare Systems* and moved to Trimester-III due to overlap of multiple topics
- xii. The course on *Public Health & Policy Issues* moved to Trimester-II to cover one domain course every trimester

The curriculum has been passed unanimously by all the members.

### **Agenda 3: Proposed courses in Year-II**

<b>Trimester-IV (16.5 credits)</b>	<b>Trimester-V (16.5 credits)</b>	<b>Trimester-VI (15 credits)</b>
HealthCare Consulting (1.5 Credit)	Medical Tourism (1.5 Credit)	14- 16 Week Internship
Product & Brand Management*	HealthCare Service Excellence*	

HealthCare Financing*	Strategic Cost Management*	
Venturing in HealthCare Business*	Health Insurance (1.5 Credit)	
Economic Evaluation in Healthcare*	Governance & Sustainability Issues in Healthcare (1.5 Credit)	
HealthCare Data Analytics*	Capstone Simulation (Non-Credit)	
	Digital Transformation in HealthCare*	
	Supply Chain Management in HealthCare*	

The summary of discussions based on member deliberation is given below-

- i. Corporate Finance I & II to be included in the curriculum- Across programs, we cover Corporate Finance for 3 credits only
- ii. Pre-work or remedial on quantitative methods and accounting for incoming students as a pre-requisite before the commencement of Year-I coursework
- iii. A course on Human Anatomy to be introduced in the curriculum- All students are either from HealthCare background or they have experience in HealthCare industry, so they already have an understanding of the same
- iv. Curriculum should focus on accreditations and regulations in HealthCare- Can be covered in Governance & Sustainability Issues in HealthCare course; Can organize Accreditation workshop by CAHO
- v. Operations Management course should be divided into two, clinical and non-clinical aspects- Both aspects are covered in the course
- vi. Focus on Patient Centricity, consumer empowerment and quality, and inverted pyramid model in the curriculum- Covered in *Marketing Management* and *HealthCare Service Excellence* course
- vii. Session on HealthCare innovation to be included in orientation program
- viii. Focus on Value based healthcare as part of Marketing Management course and students should be sensitized to Scenario planning in the VUCA world
- ix. Legal & ethical issues should be divided into two separate courses- Both aspects are covered in the combined course
- x. Introducing Medical writing workshop and focus on medical writing as part of communication course
- xi. The course *Economic evaluation in HealthCare* should also focus on health innovation in India
- xii. HealthCare Financing course should cover concepts like value-based care, disease related groups, Public Private Partnership (PPP)
- xiii. HealthCare Consulting course should be moved to Trimester-V after covering HealthCare Financing and Venturing in HealthCare Business courses
- xiv. Systems view of HealthCare should also be covered in the curriculum
- xv. Leveraging the Mentors who have signed up for Industry Mentorship program for domain related courses where they can guide students on their course projects too

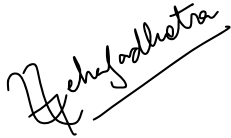
The meeting ended with Dr. Neha Sadhotra thanking all members present for their time and inputs.

*The revised curriculum is attached in a separate document.*

The 2023-25 batch will have a revised curriculum, taking care of overlapping of courses and accommodating key courses which are in the first year (Curriculum for 2023-25 batch is attached herewith for reference).

Neha Sadhotra

Chairperson, MBA HCM

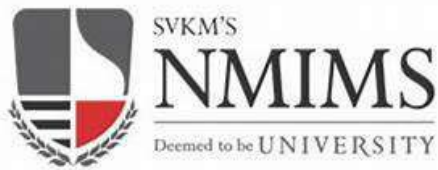


**Dr Prashant Mishra**  
**Dean**





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



## **School of Business Management**

### **Minutes of the Sixth Meeting of the Board of Studies MBA (Law) Programme held on Saturday, December 17, 2022 Held in hybrid mode.**

#### **Members Present**

Dr. Chandrima Sikdar, Associate Dean, SBM  
Dr. Sudhanshu Pani, Chairperson, MBA (Law)  
Mr. Nandan Pendsey<sup>1</sup>, Partner AZB and Partners  
Mr. Nilanjan Sinha, General Counsel, ICICI Bank  
Mr. Sonal Verma, Partner, Dhir and Dhir Associates  
Mr. Himanshu Tewari<sup>2</sup>, Partner, KPMG  
Mr. Ashish Lakhtakia, Chief Legal & Compliance Officer, Future Generali Insurance  
Dr. Anupam Rastogi<sup>3</sup>

#### **Leave of Absence**

Dr. Prashant Mishra, Dean SBM  
Dr. Bala Krishnamurthy, Associate Dean, SBM  
Dr. Samveg Patel, Area Chair Professor (Finance)  
Prof. Papiya De, Area Chair Professor (Communication)  
Prof. Souvik Dhar, Area Chair Professor (Economics)  
Dr. Arun Sharma, Area Chair Professor (Marketing)  
Dr. Manisha Sharma, Area Chair Professor (ODS)  
Dr. Hema Bajaj, Area Chair Professor (HR and OB)  
Mr. Nayan Mehta, CFO, BSE Ltd.  
Mr. Yash Ashar, Partner, Cyril Amarchand Mangaldas

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<sup>1,2,3</sup> Hybrid Mode

## **Welcome and Introduction**

Dr. Pani welcomed the members present at the conference room and through the zoom meeting room. He introduced the members and members greeted each other. He introduced the new members Mr. Himanshu Tewari and Mr. Ashish Lakhtakia.

## **Approval of MoM of the 5th Meeting**

The minutes of the 5<sup>th</sup> MoM were circulated in advance along with the notice for the BoS. Dr. Pani requested all members to provide comments if any and proposed for acceptance of the minutes of the 5<sup>th</sup> BoS meeting held on December 19, 2022. Members accepted the said MoM without any comment and change.

Dr Pani presented the journey since the 5<sup>th</sup> BoS to the members. (Annexure – 1 of MoM)

## **Admission Statistics**

Dr. Pani presented the admission statistics, to the BoS, since inception, a summary of which is as under:

- Declared Capacity: Since Inception – 40 Students
- Total number of registrations: Increased from last year 124 to 421
- Total number of paid registrations: Increased from last year 74 to 79
- Students admitted net of cancellation: Increased from 31 to 34

Dr Pani mentioned that the paid registrations and conversions into admissions was similar from last year. Members deliberated upon the numbers and two sets of views emerged. Mr. Verma opined that with the number of paid registrations the program should have filled the capacity from a business perspective. Dr. Sikdar explained the process followed and the required cut off in merit list. Dr Pani informed members the decision to give weightage to work experience – value addition within the Personal Interview process of admissions. For the current admissions process, out of 50 marks 10 marks would be awarded based on the panels assessment of value addition through work experience. The effort is to have a right balance of freshers and experience in the admitted cohort.

Members expressed satisfaction with focus on quality of intake. Mr Sinha expressed satisfaction with a consistent and sizable number of students taking admissions every year. Mr Verma and Mr Lakhtakia inquired about the number of students who are currently being admitted through referrals of our alumni. They suggested that the program should start monitoring this statistic to understand the word-of-mouth effect of the program.

Dr Pani presented the educational background and gender ratio of the two current batches. The incoming first year has a gender ratio of 70 percent female. Students from the first year have won the CFA Campus challenge and would be representing NMIMS at the state level.

## **Academic performance and Placements**

Dr. Pani briefed members about academic performance of the fifth and sixth batch of students. Members noted the batch average CGPA and with satisfaction.

He also presented details of placements for graduated students and summer internship. Members were happy to note the increase in both average and highest packages for the fifth batch. Dr Pani highlighted that the fifth batch had students with more work experience. With a smaller number of experienced students Dr. Pani informed that some opportunities for placement are lost in the current year. 75 percent of the students were successfully placed in summers. Dr. Sikdar noted that usually it is easier to place freshers in summer placements. And shared that nearly 30-40 percent of students secure final placement through PPOs during their summer internships. Members noted that although PPOs existed, the number of PPOs were less.

Mr Verma highlighted that the visible and consistent track record of placements has been in the roles of risk and compliance. The program needs to do more efforts to open up other possible areas where business and legal functions intersect. Mr Sinha explained that one of the possible roles in good recruiters such as Marsh was with students with legal acumen to be able to present products such as liability insurance to corporate clients. Hence, other client facing roles, such as corporate relationship management with outside legal firms could also be potential opportunities to be explored. Mr Verma and Mr Lakhtakia concurred with this.

Mr Verma shared his assessment of the preference of MBA law students for legal roles. Dr. Pani had earlier highlighted that everyone in the ecosystem looked at MBA law students as lawyers and not MBAs. Additional to relationship management, members suggested certain roles that should match with the profile of our students. These include: *Strategy Making, Project Management, Restructuring, Relationship Management, Insolvency process advisory, and Data privacy*. These job roles / opportunities should be explored with recruiters. It is important to look for some additional certifications that are considered important for such roles. Students need to identify the same and prepare their competencies and resume accordingly.

Mr Pendsey later gave the scenario with leading law firms on this topic and also about changing hiring practices with the leading law firms. He informed that the leading law firms are currently open to hire from top NCLUs and are willing to offer opportunities to current students and wait till they graduate. This is a change from the otherwise prevalent hiring practice for law graduates, where firms have requirements for immediate joining. Acknowledging that top law firms are always open to good lawyers, he cautioned that we should not expect our students to get into the top law firms, where even LLM graduates from foreign universities may not be judged as competent. Hence, it is important to ascertain the kind of firms (look beyond top 10 firms) that may be suitable for our students. Members agreed with this theme that creating openings with the right kind of firms was important. For example, Mr Sinha suggested in the context of consulting that we should target Tier 2 and Tier 3 consulting firms and not target Tier 1 consulting firms. Once students find opportunities here, they will grow professionally and be able to capture better opportunities. Members agreed that students should make



efforts to reach out to such firms for placements and that the school and BoS members can always help to create some openings to get the students access to such areas.

In the context of consulting jobs, Mr Tewari narrated his experience of hiring for summers and finals from MBA (Law). He explained his process and gave case studies to explain what the expectations were. The important points articulated are: that the evaluation of the candidate is from the perspective of whether the student is a long-term prospect of a career in consulting. Can the candidate be mentored and groomed? Does the student have the personality? (Clarity of purpose, poise, Aspiration). Candidates with work experience who had the opportunity of being mentored at work places are more likely to be selected under such criterion. Members expressed the opinion that students require opportunities to shadow business leaders as a learning process or shaping process for career path. Mr Tewari and Mr Lakhtakia noted that a legal mind with a commercial mind was a potent combination for the corporate world.

Dr Pani also highlighted the efforts being made since 2021 to align the timelines of the program with other programs of the school.

#### Extra-Curricular Activities

Members were briefed about the extracurricular activities being pursued by the students through the functional cells. The activities of Lei Ipsum, leadership talks and panel discussions were updated. Members were informed of the new student seminar series – Meliora.

#### Research Project and corporate projects

Dr Pani raised the challenges with the Research project component. Members suggested various ways in which the component could be handled by the program. Members agreed that corporate research projects could be one way to give some industry exposure to students. Faculty could extend the projects that they get from corporates to students. Dr. Sikdar suggested that the MBA law placement team should take advantage of our processes and terms of engagement already set and available with the IIPC cell.

#### Action Taken Report

Dr Pani presented the action taken report. Except efforts to canvas for CA, CS, Cost accountants, the program has implemented all suggestions. Members felt we can look at new cohort when the time comes. Dr. Pani informed that the program has achieved process milestone in terms of AOL compliance in all but one course in the program. Dr. Sikdar explained the AACSB accreditation and AOL process to the members.

#### **Course curriculum, Structure and Proposed Changes**

Dr Pani explained the proposed course changes (Appendix 1). The proposed changes were from Economics area and Marketing area to align their course titles to the content. The proposal from ODS

area was to combine two half credit courses into a full credit course from perspective of operational efficiencies of the area. Note that the earlier courses were half credit offerings of full credit offerings in some other program. With this combination there is an improvement in the course.

Additionally, the program has proposed a shift of workshop to prepare students for the placement process from Trim III to Trim II in line with the efforts to start the placement process early.

No changes were proposed to second year curriculum. The synaptic view of the course curriculum is presented in Appendix – 2. Members unanimously supported the changes. However, the following discussion followed with reference to the course curriculum.

Mr Sinha suggested that the curriculum should give more space to allow students to develop required competencies. Dr. Sikdar explained that we had done rationalization in the previous BoS to reach 105 credits and are at the minimum required credits as per UGC requirements. Mr. Sinha opined that since students were coming after a law degree the program should focus on the incremental and additional value addition. In his concluding remarks Mr Pendsey disagreed with the suggestion to reduce courses of law. Dr Sikdar and Dr Pani said that the school follows a principle of common first year courses with some adaptation across all programs.

Mr Sinha inquired about how the law students were coping up with courses that required some maths. Dr Sikdar explained the process of continuous assessment in order to assess the difficulty that the students may be facing. Members appreciated the challenges that the students were exposed to. Mr Lakhtakia citing his own examples suggested that students having a maths background at graduation or earlier levels find the adaptation to numbers related courses much easier.

Members were in agreement with some courses not adding value to the student job matching that we were attempting. Additionally, the messaging was not correct.

Examples:

Mr Verma cited that while we have included courses related to environment and social and governance, will it be better to message directly by giving reference to ESG. Additionally, as a program we need to be clear about the framework/s around which we are trying to structure our approach. Dr. Sikdar suggested a joint discussion with colleagues from the ESG area to check these aspects.

Members felt courses like internet, e-commerce and Cyber laws were archaic and should be adapted to modern versions such as Data Privacy. There is a need for students to increase their focus on operations management and data management. There is an expected growth in job opportunities of Data Privacy officers once the data protection bill is passed. Mr Verma suggested CIPP certifications. Similarly, courses such as alternate dispute mechanism may not be adding value to students.

In his concluding remarks, Mr Pendsey summarized what corporates need. Corporates need compliance officers with good understanding of compliance across broad spectrum. Additionally, with Tech laws in the pipeline across the world and data bills in India, corporates will require staff to interpret the laws in a business friendly way.

Dr Pani expressed gratitude and appreciation to participating members and thanked them for their continued help and support to the program.

Prepared by

(Sudhanshu Sekhar Pani)  
Chairperson MBA (Law) Programme

Enclosures:

1. Annexure 1 - Presentation of Dr. Sudhanshu Pani to the Members of Board of Studies

### Appendix

1. Proposed course changes and workshop changes

Area	Proposal	Remark
Marketing	“Marketing and Customer Relationships Management “ renamed to “Marketing Management”	New title better reflects the content
Operations and Decision Sciences	Two half credit compulsory courses named as ‘Statistical Analysis’ and ‘Operations Research’ to be merged into a single compulsory course of 3 credits named as “Statistics and Optimization Techniques”	Operational reasons for the area.
Economics	the course “Business Economics” would be renamed as “Principles of Economics”	New title better reflects the content
MBA Law Program	Workshop “Preparation for Placement and Mock Interview (Nil, 3 hrs)” to be moved from Trim III to Trim II	align with placement activity

- 2 - Comparative Study of Rationalised Course and Credit Structure vis-à-vis the Existing Course and Credit Structure

## Proposed Changes First Year

MBA LAW First Year						
Area	Credits					
	Trimester I		Trimester II		Trimester III	
	Existing	Proposed	Existing	Proposed	Existing	Proposed
<b>Business Law</b>	Business Contracts (3)	Business Contracts (3)			Law on Infrastructure Development and environmental compliances (3)	Law on Infrastructure Development and environmental compliances (3)
	Overview of Corporate Law Compliance and Governance (3)	Overview of Corporate Laws Compliance and Governance	Intellectual Property Rights (3)	Intellectual Property Rights (3)	Law of Bankruptcy and Insolvency (3)	Law of Bankruptcy and Insolvency (3)
<b>Business Environment and Strategy</b>					Corporate and International Taxation (3)	Corporate and International Taxation (3)
<b>Communication</b>	Business Communication (3)	Business Communication (3)	Business Communication II (3)	Business Communication II (3)	Internet, eCommerce and Cyber Laws (3)	Internet, eCommerce and Cyber Laws (3)
<b>Economics</b>	Business Economics (3)	Principles of Economics (3)			Alternate Dispute Resolution (3)	Alternate Dispute Resolution (3)
<b>Finance</b>	Financial Statement Analysis (3)	Financial Statement Analysis (3)	Corporate Finance (3)	Corporate Finance (3)		
<b>Human Resource and Behavioural Science</b>	Organisation Theory (1.5) Organization Behaviour (1.5)	Organisation Theory (1.5) Organization Behaviour (1.5)	Human Resource Management and Leading Organizations (3)	Human Resource Management and Leading Organizations (3)		
<b>Operations and Decision Science</b>			Statistical Analysis (1.5) Operations Research (1.5)	Statistics and Optimization Techniques (3)		
<b>Marketing</b>			Marketing & Customer Relationships Management (3)	Marketing Management (3)		
<b>Workshop</b>	Legal Methods (Nil, 4 hrs) Block chain and Smart Contracts (Nil, 4 hrs)	Legal Methods (Nil, 4 hrs) Block chain and Smart Contracts (Nil, 4 hrs)		Preparation for Placement and Mock Interview (Nil, 3 hrs)	Research Methodology (Nil, 4 hrs) Preparation for Placement and Mock Interview (Nil, 3 hrs)	Research Methodology (Nil, 4 hrs)
<b>Total (Credits)</b>	18	18	18	18	18	18
<b>Total (Courses)</b>	7	7	7	6	6	6
<b>Total Workshops</b>	2	2	0	1	2	1

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## Second Year - No Changes

MBA LAW Second Year						
Area	Credits					
	Trimester IV		Trimester V		Trimester VI	
	Existing courses	Proposed	Existing	Proposed	Existing	Proposed
<b>Business Law</b>	Litigation Management (3)	Litigation Management (3)	Legal Aspects of Merger, Acquisition and Restructuring (3) Competition Law (3)	Legal Aspects of Merger, Acquisition and Restructuring (3) Competition Law (3)		
<b>Business Environment and Strategy</b>	Ethical Management, social and Governance (3) Research Project (3)	Ethical Management, social and Governance (3) Research Project (3)	Environment Management	Environment Management		
<b>Communication</b>					Negotiation Skills (3)	Negotiation Skills (3)
<b>Economics</b>	Economics for Business Policy (3)	Economics for Business Policy (3)				
<b>Finance</b>	Strategic Financial Management (3) Financial Institutions and Markets (3)	Strategic Financial Management (3) Financial Institutions and Markets (3)	Merger Acquisitions and Restructuring (3)	Merger Acquisitions and Restructuring (3)	Operational and Financial Risk Management (3)	Operational and Financial Risk Management (3)
<b>Human Resource and Behavioural Science</b>					Emotional Intelligence (3)	Emotional Intelligence (3)
<b>Operations and Decision Science</b>						
<b>Marketing</b>						
<b>Electives</b>			Economic Offences (White Collar Crimes)(3) Or Financial Markets Regulation (3) Or FinTech, Neo Banks and Digital Currency (3) Or International Economics and Finance (3)	Economic Offences (White Collar Crimes)(3) Or Financial Markets Regulation (3) Or FinTech, Neo Banks and Digital Currency (3) Or International Economics and Finance (3)	IPR - Advanced Applications and Portfolio Management (3) Or Banking and Insurance (3) Or Entrepreneurship Management and AIFs (3) Or Marketing Management Financial and Legal Services (3)	IPR - Advanced Applications and Portfolio Management (3) Or Banking and Insurance (3) Or Entrepreneurship Management and AIFs (3) Or Marketing Management Financial and Legal Services (3)
<b>Workshop</b>	Social Media (Nil) Digital Marketing (Nil)	Social Media (Nil) Digital Marketing (Nil)	Preparation for Placement and Mock Interview (Nil, 3 hrs)	Preparation for Placement and Mock Interview (Nil, 3 hrs)		
<b>Total (Credit)</b>	18	18	18	18	15	15
<b>Total (Courses)</b>	6	6	6	6	5	5
<b>Total Workshops</b>	2	2	1	1		

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*Chandrima Sikdar*

Dr. Chandrima Sikdar  
Associate Dean

