

**S. P. Mandali's Prin. L. N. Welingkar Institute of Management Development and
Research**

Mumbai 400019

MINUTES OF MEETING OF THE ACADEMIC COUNCIL HELD ON 30TH JUNE 2025

Present

Prof Dr Uday Salunkhe Group Director

Prof Dr Pradeep Pendse I/C Director and Chairman for AC

Prof Dr Varadraj Bapat, Professor SJ SOM, IIT Mumbai (Nominated by GB)

Mr Vishal Tibrewala, MD CIEM Engineering Co. Pvt Ltd (Nominated by GB)

Dr Swapna Pradhan, Dean Academics, Weschool (Nominated by I/C Director)

Dr Kalpana Hans, MMS Faculty (Nominated by I/C Director)

Ms Vanita Patel MMS Faculty and Dean for Finance (Ex-Officio)

Prof Dr Pankaj Natu, MMS Faculty (Marketing)

Prof Dr Suhas Dhande, MMS Faculty (Operations)

Ms Vandana Sohoni, MMS Faculty (Finance)

Dr Satarupa Nayak, MMS Faculty and Controller of Exams (MMS)

Invitees

Dr Ravi Vaidee, Dean Marketing Weschool

Ms. Smeeta Bhatkal, Dean BFSI, Weschool

Mr. Vijayan Pankajakshan, Dean HR Weschool

Leave of absence:

Mr Raj Kamble, Founder & CCO at Famous Innovations (Nominated by GB)

Mr Suhas Prabhu, MMS faculty (marketing)

Ms Nameeta Walunj, MMS Faculty (nominated by I/C Director)



Item No. 1	To welcome all Members and introduce the new members of Academic Council
	Dr Pradeep Pendse, I/C Director Welcomed all members and invitees to the meeting. He welcomed Dr Varadraj Bapat and Mr Vishal Tibrewala (Online) and briefly introduced them. He also mentioned that Mr Raj Kamble would have joined but was in a flight and hence leave of absence be granted. Dr Pendse also mentioned that a list of suggested nominees had been sent and the approved list of university nominees was awaited, and they should join the subsequent meeting. Likewise, one of the GB nominees had not yet responded. Dr Pendse welcomed Prof Dr Uday Salunkhe Group Director and thanked him for his kind presence. Dr Salunkhe introduced and welcomed the board members and briefly touched upon the background of the MMS program, the Autonomy and the recent 10 year ACBSP accreditation granted to the Institute. He requested the Dr Pendse to carry on with the meeting and he soon excused himself from the meeting.
Item No. 2	To approve the minutes of meeting of the previous Academic council The minutes were unanimously taken as read
Item No. 3	To review the Action Taken Report on the minutes of previous meeting Dr Pendse Presented the points arising out of the NBA Peer team visit in Feb 2022, the Feedback received from the WeReflect survey given by the recently completed batch of 2023-25 and the actions taken since the start of batch 2023-25 when major changes to the curriculum took effect. Dr Varadraj Bapat, Mr Vishal Tibrewala and other members appreciated the actions taken particularly in terms of increasing industry exposure, introducing Harvard Case studies, Guest Speakers, volunteering in Industry Bodies, international exposure and experiential learning in courses such as Entrepreneurship through live projects. Dr Bapat enquired about student and faculty research. He enquired and opined that it helps to have positions such as Research Associates and/or full-time research scholars to enhance the research output. After reviewing the action Taken report vis a vis the Wereflect and other feedback received, the Academic Council unanimously ratified the action taken report and the changes to the curriculum implemented from the batch 2023-25 onwards
Item No. 4	To scrutinize and approve the changes to be brought in the curriculum, effective from AY 2025-2026 Dr Pendse presented the current program structure (semester wise courses and credits) to the members and highlighted the proposed changes which were



	The Board acknowledged and noted all the above suggestions and suggested that the faculty team should deliberate on these and seek guidance from external board members as appropriate
Item No. 5	To apprise the board about Successful completion of ACBSP Accreditation Dr Uday Salunkhe, Group Director, briefed the members that the ACBSP granted the Institute a 10-year accreditation. Dr Pendse highlighted that this would help in furthering the agenda of Internationalization for the MMS program. Status of preparation wrt forthcoming NBA Accreditation Cycle Dr Pendse briefed the members about the forthcoming NBA Peer Team visit which could happen once the new MMS batch joined the campus. He highlighted the areas of improvements mentioned during the previous Peer Team review and highlighted how the actions taken during the past 3 years were directed towards improving in these areas. Automating Attainment Calculations One significant effort taken by the MMS Institute was to extend the scope of automation to the calculation of attainments of course and program outcomes on the exiting ERP platform. This in future would help the faculty members to review the attainments based on continuous evaluation and identify slow and fast learners as well as take corrective actions. Academic Council members noted these developments
Item No. 6	To take a note of number of students admitted under Tuition Fee Waiver scheme (TFWS) Dr Pendse shared that 3 students were admitted under the Tuition Fee Waiver Scheme – Members duly made a note of the same.
Item No. 7	To inform the revision of visiting faculty remuneration. Dr Pendse mentioned that at present the Institute was paying Rs 2000 per hour as remuneration to Visiting Faculty. This had not been revised for a few years and that most other leading Institutes in Mumbai paid much higher making it difficult to retain good visiting faculty. He stated that from an academic quality standpoint it would be necessary to have good Visting Faculty since many specialization courses are taught by such Industry practitioners. He proposed that the remuneration be revised to Rs 3000/- to 3500/- and the same would be subject to approvals by other appropriate governing bodies Dr Bapat mentioned the need for industry professionals to teach some of the specialization and practice-oriented courses. While noting that the Institute faculty had the requisite industry and teaching experience, he said it would add value to have a Professor of Practice who could enhance industry interaction.



discussed during the recent BoS meeting held on 23rd June 2025. Minor course level changes were noted and approved.

Ms Vanita Patel presented proposed changes in the Finance specialization course electives in Sem III.

Dr Bapat an expert in the area of Accounting and Finance reviewed the outlines of the courses presented by Ms Vanita Patel and approved the same with a few thoughtful perspectives.

There were no changes proposed in Marketing, Operations and HR specialization.

Additional Suggestions

Dr Pendse mentioned about the Swayam based MOOCs course to be offered for AY 2025-26. Last year's MOOCs elective on IKS was not available and hence a new course(s) had to be proposed.

Ms Smeeta Bhatkal briefed the members about the courses in the BFSI area, and effort taken to sensitize students to challenges in new age banking. The cross functional elective in Banking was approved which could come into effect for the new batch 2025-27 in their second Semester.

Dr Bapat reviewed the focus on Indian Knowledge Systems (IKS) and said it seemed to be currently limited to an elective course on Swayam and Yoga. He suggested a course on IKS be added in the first year which would help provide a broad understanding about the rich heritage and contribution of Indian thinkers of the past to the field of Management. Giving examples such as "ArthaShastra" he stated that IKS practices should be embedded in appropriate places across various courses. Dr Bapat an expert on IKS also offered to help in designing such a course.

Mr Vishal Tibrewala (Online) suggested the following:

1. Unit economics can be added as a supplementary course
2. Environmental courses should get renamed as CARBON NEUTRALITY as this is going to be the new world order
3. Industry interphase side:
 - a. Family managed MSMEs in B2B space above 50 Cr turnover are looking for good candidates and are good pay masters
 - b. Actual case study projects from MSMEs will also help boost their CVs and give them a good experience.
 - c. Discussion with Investors (parents) are a miss in post graduate teachingCan we integrate this it in Welingkar



	The Academic council members approved the proposal to increase the remuneration to visiting faculty and take this up with appropriate approval authorities.
Item No.8	To appraise/ratify the scholarship, prizes awarded to students on participation in the various activities. Dr Pendse briefed the Academic council members that apart from TFWS where the Government pays the tuition fees, there were a few other scholarships given to students by organizations such as Bank of Baroda. During the year AY 2024-25 there were no such scholarships granted to students Members noted the same
Item No.9	Any other matter with the permission of the Chair Since there was no other agenda, Dr Pendse thanked all the members, and the meeting was concluded



Prof. Dr. Pradeep Pendse
I/c Director,
Chairman – Academic Council



