Prin. L. N. Welingkar Institute of Management Development and Research
Mumbai 400019

MINUTES OF THE MEETING OF BOARD OF STUDIES SCHEDULED HELD ON 23rd June 2025

Item No.1	To Welcome new members to the Board of Studies
	Dr Pradeep Pendse I/C Director welcomed all members to the BoS
Item No.2	To approve the Minutes of the Meeting of the BoS held on 1st April 2024.
	The BoS unanimously approved the Minutes of Meeting
Item No.3 and Item No 5	To Share Updates about the program and Review the Action Taken Report Table the feedback received from various sources
	Dr Pradeep Pendse I/C Director, presented the Actions Taken with suitable evidences. This primarily included syllabus changes implemented for wef 2023-25 (first year and second year) batch and the 2024-26 batch (first year) He also shared the feedback received by way of WeReflect survey 2025 – which primarily indicated that students had rated all academic initiatives above 3 on 4 point scale. Feerback for the following Academic areas was very positive: • Cross functional electives in the first year, • Greater number of elective options in the second year • Use of Harvard Case Studies in the Second year • Business Plan presentation in front of experienced Founders/Investors • Tools based training in various areas • Effort to sensitize students to Climate change and sustainability through various methods including Online courses under UNICEF-DTE initiative, Industry roundtables on ESG etc • Guest sessions – several courses included guest sessions which helped relate theory with practice • Live Projects – this was a significant initiative with a positive

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MINUTES OF MEETING OF BOARD OF STUDIES CONDUCTED ON 1ST APRIL 2024.

Item No.1	To Welcome new members to the Board of Studies
	Group Director Prof Dr Uday Salunkhe and Prof Dr Pradeep Pendse I.C Weclomed all the board members
Item No.2	To approve the Minutes of Meeting of the BoS held on 12th May 2023.
	Board unanimously approved the minutes of the BoS held on 12th May 2023
Item No.3	To Review the Action Taken Report wrt the minutes of the Meeting. -
	Board unanimously approved the Action Taken Report presented during the BoS meeting held on 12th May 2023
Item No.4	Inform members about • Status of NBA Accreditation for the next cycle • ACBSP • NEP
	Group Director Prof Dr Uday Salunkhe during his welcome address briefed the board that the MMS Institute would be going in for a fresh cycle of NBA Accreditation in the 2025 and that the Autonomy granted to it by the University of Mumbai and UGC was valid till end June 2026. He also spoke about internationalization as one of the major focus areas. Towards this he said the Institute had begun working towards getting the ACBSP Accreditation in the coming year i.e AY 2024-25 With respect to NEP he said the faculty team was studying this and some elements of NEP are proposed to be implemented in the forth coming AY 2024-25. He requested the board to share their experiences and suggestions wrt NEP during this meeting.

Item No.5	Share feedback from various stakeholders and discuss with board members possible course of action – the feedback includes: • WeReflect survey • Student feedback on changes made during the AY • Alumni Survey • Feedback from other stakeholders
	Dr Pendse Presented the activities and achievements wrt the MMS Program during the AY 2023-24. – He also shared the Wereflect Survey feedback from the passing out batch 2022-24. He informed the board that the feedback was very positive from the point of view attainment of Program Outcomes, and for each of the individual interventions given to a student during the 2 years on campus. He also noted that the placements for the 2022-24 were very good with a median salary of Rs 11 lakh per annum. He informed the board the qualitative feedback through the WeReflect survey indicated more work was required in : • Better balance between Theory and Practice • Add more contemporary courses such as Fintech etc • Greater use of Case Studies – Domestic and International Cases • More Guest Sessions – Domestic and International • Participation in conferences etc • Hands on Sessions with Tools etc The board appreciated the effort taken by the MMS Faculty team in making the learning more vibrant particularly wrt following: • Increase in Industry Interaction by way of Guest lectures related to each course, Volunteer and participation in Industry Conferences and wider range of pedagogical approaches • They appreciated the Idea to Business Plan competition organized by GetSetLearn and TiE Bangalore requiring MMS students to mentor nearly

	100+ School teams PAN India, The experience they gained in applying what they had learnt in Design thinking and Entrepreneurship would go a long way • They also appreciated non-credit value added activities such as the IIC, Green club, Universal Human Values and skill based courses such as Excl and Power BI . **Program Vision/Mission/PEOs/POs** Dr Pendse also shared the Vision, Mission and Program Educational Objectives and the Program Outcomes and asked the board members for any suggestions. The Board unanimously resolved that no change was required to these statements at this time
Item No.7	To seek views of members on • Industry trends, emerging roles for MBAs • Suggestions for new topics, subjects, approaches • Collaboration for Industry Projects/Research and in any other areas such as Internships and Placements etc.
	Since this was a breakout session for each specialization. The key points discussed by each specialization have been summarized in Enclosure.
Item No.8	Improvement plan for the next AY 2024-25 Annexure 1

Prof. Dr. Pradeep Pendse
I/c Director & Chairman BoS (Genl. Mgt.)

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MINUTES OF EIGHTH MEETING OF BOARD OF STUDIES
HELD ON 12TH MAY 2023

Item No. 1	To approve the Minutes of 7th Meeting of Board of Studies held on 25th March, 2022
	Minutes were confirmed unanimously. **[Enclosure-1]**
Item No. 2	To ratify the Action Taken Report on the Minutes of previous Meeting held 25th March, 2022
	Taken on record that the charge of Chairman, BoS (Operations) vested in Prof. Dr. Pradeep Pendse, co-opted representatives from Industry/corporate sector/allied area relating to placement' & 'PG Meritorious Alumnus' in different Specialization as per list, and drawn improvement plan as suggested by NBA Audit.
Item No. 3 (Common Agendas)	To peruse the provisions under New UGC Regulations, 2023 on Autonomy and Board of Studies, in particular
	Members noted the important changes brought in through these New UGC Regulations, 2023 vis-à-vis Old UGC Regulations, 2018 on Autonomy as below: (i) That the eligibility criteria for conferment/extension of autonomous status for 5 years has been now simply accredited either by NAAC or NBA (ii) That there are changes like addition & or deletion of certain categories in the constitution of Governing Body, Academic Council, Board of Studies & Finance Committee. (iii) That the Governing Body & Finance Committee are to be re-constituted every 5 & 3 year, respectively. Term of nominated members on Academic Council and Board of Studies is of 3 years and that on Finance Committee of 2-year
Item No. 4 (Common Agendas)	To replace the nominations in different categories of Board of Studies, as per the provision under the New UGC Regulations, 2023 on Autonomy
	Members noted that all other categories provided are alike to that of Board of Studies under the previous UGC Regulations, 2018, except the deletion of nomination under category of 'other member of staff from same faculty/specialization'. Members also noted that the term of nominated members on Board of

	Studies under the categories viz.(i) subject expert outside parent university, (ii) expert of parent university (iii) representative from industry/corporate sector/allied area & (iv) Alumnus is of 3-year. On deliberations, it was decided to recommend the panel of members: (i) In the category of ''subject experts from outside the parent university', seeking approval of Academic Council, (ii) In the category of 'expert' to be nominated by Vice-Chancellor (iii) In the categories of 'college nominee' & 'representative from industry/corporate sector/allied areas' to be nominated by Director
Item No. 5) Common & Progrgamme Specific)	To deliberate and consider the incremental changes to be brought in, in the present Syllabus, collectively across specialisations from AY 2023-24
	Members reviewed the Program Vision, Mission and PEOs. The following corrections and following changes were suggested (i) **Mission statement** 2 should be worded as "research and innovation skills" indicating the industry need to adapt to changes by self-directed research and contribute by way of industry oriented innovation apart from academic research impacts (ii) **PEOs statement**s should begin with the phrase "To, " – the statements should be reworded accordingly. Members discussed, at length, the proposals put forth and approved (i) to substitute 'Personal Growth Lab' Course with 'Employer Branding' Course from Semester IV in HR Specialization from Semester IV, to be implemented from AY 2023-24/Batch 2022-24 (ii) to revise contents of 'Entrepreneurship' Course, making topics more practical. **Resolved that external jury be invited for evaluating the business pitches – this would be implemented for the batch 2022-24 onwards.** (iii) To substitute the course "IT for Management" with a more contemporary course Managing Digital Business as proposed covering areas of Digital thinking, Managing digital platforms and products and Digital transformation apart from other relevant topics. It was also suggested that guest sessions be included in the delivery of this course considering the continuously evolving landscape of the Digital ecosystem (iv) To add 3 cross functional electives courses in second semester enabling students to equip themselves from a summer internship standpoint

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	It was further resolved that "it be placed before the Academic Council under autonomy for approval, before implementing these incremental changes in syllabus effective from AY 2023-24/Batch 2022-24. Members also discussed and critically evaluated the present version of syllabus and suggested changes to be brought in, to make it more contemporary and relevant. The broad specialization-wise summary of suggestions received is attached. (**Enclosure 3).** Further, it was decided to evolve the revised draft version of syllabus based thereon and to place the same before the Academic Council for its deliberations, advice and suggestions, if any, before giving it final shape.
Item No. 6 (Common Agenda)	To deliberate and explore the new full-time UG/PG programmes to be run in 2nd Cycle of Autonomy
	Members deliberated on starting new UG/PG Courses in line with nomenclatures specified in UGC Notification on Specification of Degrees, 2014 and decided to give thought process on contemporary/Bew Gen Courses. It was also decided to take the help of expert outside the Institute, if necessary.
Item No. 7 (Common Agenda)	To discuss tentative Academic Calendar for AY 2023-24
	Members considered the Academic Calendar for AY 2023-24, tentatively, as still there is no clarity on centralized admissions of first year students of MMS Course and to revise the same suitably once the dates of process are announced. **Enclosure-4**]
Item No. 8 (Common Agenda)	To deliberate & plan implementation of Academic Bank of Credits (ABC) activities of Institute
	Members were informed that the process of students' registration has already been initiated for the students of Batch onwards 2022-24. Faculty of all specializations to take a note of the same from its further implementation point of view.
Item No. 9 (Common Agenda)	To peruse Improvement Plan in respect of MMS Programme and give suggestions, if any
	Members perused the improvement plan and action being taken on it from continuous improvement point of view. (**Annexure**)
Item No. 10 (Common Agenda)	To deliberate on Outcome of WeReflect Survey
	Members deliberated on outcome of WeReflect Survey and decided to give due consideration to the stakeholders' views while drafting the new version of syllabus.

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Item No. 11 (Common Agenda)	Take a stock of following activities: i. Formation & Registration of IIC ii. Complimentary Membership of CII Women's Network to 16 Girl Students of MMS Programmes iii. Completion of Last Batch of Part-time Programmes under progressive closure inducted in 2019-20
	Members noted the formation & registration of Innovation Council at Institutional-level, complimentary membership given to 16 girl students by CII Women's network and also closure of university affiliated 3-Year/Part=time PG Courses.

As there was no other issue to be discussed, the meeting concluded with vote of thanks to Chair.

Prof. Dr.Pradeep Pendse
I/c Director

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