

# **EXHIBIT - 17**

Members of Academic Board

1. Prof. Dr. Uday Salunkhe, Director, WeSchool, Chairman, Academic Board & HoD- Genl. Mgt.
2. Dr. S. K. Mahajan, Director, DTE, Member-Academic Board
3. Prof. Dr. V.H. Iyer, HoD- Operations Mgt., Member-Academic Board
4. Prof. Kanu Doshi, HoD- Fin. Mgt., Member-Academic Board
5. Prof. Dr. B.N. Chartterjee, HoD- Mktg. Mgt., Member-Academic Board
6. Prof. Dr. Pradeep Pendse, HoD- Systems Mgt., Member-Academic Board
7. Prof. Vijayan Pankajakshan, HoD- HR Mgt., Member-Academic Board
8. Prof. Ravi Vaidee, Professor I/C, P/T Mgt. Programs, Member-Academic Board
9. Prof. Deepa Dixit, Asso. Dean- Global Alliance & Head-Marketing Communication & Asso. Professor, Member-Academic Board
10. Prof. Sandeep Kelkar, Asst. Professor, Member-Academic Board
11. Prof. Malvika Nagarkar, Asst. Professor, Member-Academic Board
12. Miss. Namrata C. Gunjkar, Student, MMS, Sem-III. Member-Academic Board
13. Mr. Gajanan S. Ganage, Student, MMS, Sem-III, Member-Academic Board

Officers of the WeSchool attended the meeting:

Prof. Sita Raman, Controller of Examination  
Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of Meeting of the First Meeting, held today on 13th July, 2016, are being circulated amongst the members present for the meeting for approval.

All are requested to communicate approval, corrections/amendments and suggestions, if any, within the period of four days. Kindly note that if no communication is received in this respect within four days from you, then the draft minutes will be treated as approved.

  
Prof. Dr. Uday Salunkhe  
Group Director/Chairman  
WeSchool/Academic Board-Autonomy

Confidential

Minutes of the First Meeting of the Academic Board held on 13th July, 2016, at WeSchool.

The First Meeting of the Academic Board was held on 13th July, 2016 in which following members were present:

1. Prof. Dr. Uday Salunkhe, Director, WeSchool, Chairman, Academic Board & HoD-Genl. Mgt.
2. Dr. S. K. Mahajan, Director, DTE, Member-Academic Board
3. Prof. Dr. V.H. Iyer, HoD-Operations Mgt., Member-Academic Board
4. Prof. Kanu Doshi, HoD-Fin. Mgt., Member-Academic Board
5. Prof. Dr. B.N. Chartterjee, HoD-Mktg. Mgt, Member-Academic Board
6. Prof. Dr. Pradeep Pendse, HoD-Systems. Mgt., Member-Academic Board
7. Prof. VijayanPankajakshan, HoD-HR Mgt., Member-Academic Board
8. Prof.. Ravi Vaidee, Professor I/C, P/T Mgt. Programs, Member-Academic Board
9. Prof. Deepa Dixit, Asso. Dean-Global Alliance & Head-Marketing Communication & Asso. Professor, Member-Academic Board
10. Prof. Sandeep Kelkar, Asst. Professor, Member-Academic Board
11. Prof. Malvika Nagarkar, Asst. Professor, Member-Academic Board
12. Miss. Namrata C. Gunjkar, Student, MMS, Sem-III. Member-Academic Board
13. Mr. Gajanan S. Ganage, Student, MMS, Sem-III, Member-Academic Board

Following officers of the WeSchool attended the meeting.

Prof. Dr. Sita Raman, Controller of Examination  
Mr. SubhashBhosle, GM (New Initiatives & Admin)

#### DRAFT MINUTES

Chairman, Academic Board, Prof. Dr. Uday Salunkhe, requested Dr. S.K. Mahajan, Director, DTE & Member-Academic Board to preside over/chair the meeting.

The meeting commenced at its scheduled time i.e. at 03.30 p.m

Chairman, Dr. S.k. Mahajan, welcomed all the present members for the first meeting of Academic Board.

The following business was transacted:

1. To receive the item of information regarding the conferment of Autonomous Status on WeSchool.

Noted

2. To co-opt the three members on Academic Board in 'Professional Expert' category in meeting.

Noted & Co-opted three Professional Experts viz.

Prof. R. Venkatramani, Former Registrar, University of Mumbai  
 Prof. Dr. M.A. Khan, Registrar, University of Mumbai  
 Dr. Rajendra Ambekar, Director (Tariff) , MERC-Mumbai

[Action: GM-N/Is & Admin]

3. Discussion initiated by the Chair.


Chairman initiated discussion on proposed academic reforms to enhance the rigour of University programs.

The members discussed academic reforms such as, GCL, AC-DC, Harvard Case Studies, Integrative Manager, Design Thinking etc..., and contemplated to introduce some of them in phased manner for the benefit of the students, on taking up the issue of additional resources required to support such interventions with the Board of Management.

It was resolved to take up the issue with Board of Management for its consideration.

[Action: GM-N/Is & Admin]

4. With permission of the Chair, the Student-members put forth the suggestion that even for the subject like Statistics, the theory needs to be blended with practical approach and HoDs and teacher-members noted the same.

  
 Prof. Dr. Uday Salunkhe  
 Group Director/Chairman  
 WeSchool/Academic Board-Autonomy

**Draft Minutes of Second Meeting of the Academic Board held on 21st November, 2016 to be circulated amongst the members for approval**

**Members Present:**

1. Prof. Dr. Uday Salunkhe, Group Director, WeSchool, Chairman-Academic Board & HoD' Genl. Mgt., Member- Academic Board
2. Dr. S.K. Mahajan, Director, DTE, DTE Nominee, Member-Academic Board
3. Dr. Rajendra Ambekar, Director (Tariff), MERC, Mumbai, Expert Member-Academic Board
4. Prof. Dr. V.H. Iyer, HoD. Operations Mgt., Member-Academic Board
5. Prof. Dr. B.N. Chatterjee, HoD, Marketing Mgt., Member-Academic Board
6. Prof. Vijayan Pankajakshan, HoD, HR Mgt., Member -Academic Board
7. Prof. Ravi Vaidee, HoD, Part-time PG Programs, Member-Academic Board
8. Prof. Deepa Dixit, Asso. Professor & Asso. Dean-Global Alliance & Head-Mktg. Communication, Member-Academic Board
9. Prof. Sandeep Kelkar, Asst. Professor, Member-Academic Board

Members viz., Prof. K.Venkatramani, Prof. Kanu Doshi, Prof. Dr. Pradeep Pendse & Prof. Malvika Nagarkar could not attend the meeting due to their pre-occupation and were granted leave of absence.

Students Mr. Ganage & Ms. Gunjekar could not attend the meeting due to examination and were granted leave of absence.

**Special Invitees:**

1. Prof. Dr. S.R. Tendulkar, Dean-Admin
2. Prof. Smeeta Bhatkal, Professor, Fin.Dept.

**Officers of WeSchool attended the meeting:**

Mr. Pramod Mulik, AGM-Finance/Asst. Professor, Fin. Dept.  
 Prof. Sita Ramanan, Controller of Examination  
 Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at its scheduled time i.e. at 3.30 p.m.

Group Director requested Dr. S.K. Mahajan, Director, DTE to chair the meeting. As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to re-assemble after 30 minutes.

The meeting so adjourned, then commenced at 4.00 p. m., without quorum.

The following business was transacted:

<b><u>Item No. 1</u></b>	To approve the Minutes of Meeting of First Academic Board held 13th July, 2016
	<b>Minutes were confirmed.</b> <b>[Action: GM-N/Is &amp; Admin]</b>
<b><u>Item No. 2</u></b>	To ratify the action taken on the minutes of the First Meeting of Academic Board held on 13th July, 2016
	<b>Noted.</b> <b>[Action: GM-N/Is &amp; Admin]</b>
<b><u>Item No.3</u></b>	To co-opt another member on Academic Board as 'Professional Expert', in place of Prof. Dr. M.A. Khan, Registrar, University of Mumbai
	<b>Decided unanimously to co-opt Prof. (Dr.) B.V. Sangvikar, PUMBA as 'Professional Expert in place of Prof. Dr. M.A. Khan</b> <b>[Action: GM-N/Is &amp; Admin]</b>
<b><u>Item No 4</u></b>	To accord ex-post facto approval to consolidated proposal put forth by all the Subject Boards regarding adoption of the Vision & Mission Statement, Program Educational Outcomes (PEOs), Program Outcomes (POs) & Course Outcomes (Cos) of MMS Program and restructured syllabus and modifications in respect of all University programs viz. Full-time MMS & Part-time MMM, MHRDM, MIM & MFM
	<b>Noted &amp; Approved</b> <b>[Action: Dean-Admin &amp; All HoDs]</b>
<b><u>Item No.5</u></b>	To approve following proposals/suggestions received from the Subject Board/s, in common, regarding reforms in academic program & evaluation pattern of the Institute  <u>Academic Reforms</u>  i. Introduce New Course - Design Thinking (with Credit) ii. Introduce New Course- Global Citizen Leadership (with Non-Credit)  <u>Pedagogic Tools</u>  i. Case Study Lectures (based on real situation from industry) ii. Business Simulation Games  <u>Evaluation Reforms</u>  i. 40 (Internal Evaluation):60 (Written Exam) ii. Internal Evaluation – on case-to-case basis

	<ul style="list-style-type: none"> <li>iii. Standard Question Pattern</li> <li>iv. Representation to be given to most broad topics of syllabus</li> <li>v. Written Examination: 3 Hours' duration</li> <li>vi. Marks Allocation: 1 Compulsory Case-based Question (20 marks) &amp; any 4 out of 6 Optional Questions including 1 Question on Short Notes also with option (10 marks each)</li> </ul> <p><u>Research Activities</u></p> <ul style="list-style-type: none"> <li>i. Research Articles</li> <li>ii. Research Projects</li> <li>iii. Research-based Case-writing</li> <li>iv. Research-based Competitions</li> </ul>
	<p><b>Noted &amp; Approved and also advised to formulate research promotion policy</b></p> <p style="text-align: right;"><b>[Action: Dean-Admin &amp; All HoDs]</b></p>
<b><u>Item No. 6</u></b>	<p>To approve below-mentioned suggestions regarding academic reforms, pedagogic tools &amp; evaluation reforms put forth by the Subject Board-Fin Mgt.</p> <p><u>Academic Reforms</u></p> <ul style="list-style-type: none"> <li>i. To undertake quick survey of existing students to know which electives would they find useful keeping their career aspirations in mind</li> </ul> <p><u>Pedagogic Tools</u></p> <ul style="list-style-type: none"> <li>i. To increase industry inter-action especially in areas like Sales Management &amp; Business Strategy</li> <li>ii. To bring in cross-functional areas of expertise &amp; behavioral science</li> <li>iii. To pay more attention to business communication – oral &amp; written</li> <li>iv. To make reading certain reference books mandatory</li> </ul> <p><u>Evaluation Reforms</u></p> <ul style="list-style-type: none"> <li>i. To make continuous evaluation</li> <li>ii. To introduce cross-functional projects &amp; more internal tests</li> </ul>
	<p><b>Noted &amp; Approved</b></p> <p style="text-align: right;"><b>[Action: HoD Fin. Mgt. Dept.]</b></p> <p><b>Group Director suggested to condense the class-room teaching to first three semesters and devote the last semester fully for practical training/field-work.</b></p>


	<p>On this, the Chair suggested that in Engineering faculty the high achievers (students with CGPA more than 8.5) are allowed to study the subject/s of next semester along with lower semester, in advance and thus, allowed to complete their study in lesser period, provided the Institute provides such students with class-room facility and faculty.</p> <p>Decided to explore the feasibility of creating this kind of arrangement at Institute for both Two-year Full-time &amp; Three-year Part-time University Programs</p> <p>[Action: Dean Admin &amp; All HoDs]</p>
<b><u>Item No. 7</u></b>	<p>To approve below-mentioned specific suggestions regarding academic reforms, pedagogic tools and miscellaneous areas put forth by the Subject Board- Genl. Mgt.</p> <p><u>Pedagogic Tools</u></p> <ol style="list-style-type: none"> <li>To devise new method of teaching Accounts/Finance/Statistics by discussion and practical examples using Excel</li> <li>Application-based, problem-solving practical approach e.g. case studies, practice sessions by exploring simulation, games &amp; role-play</li> <li>To standardize delivery platform amongst faculty teaching same subject by adopting same teaching mode</li> <li>To bring in more inputs from industry across subject and sub-disciplines</li> </ol>
	<p><b>Noted &amp; Approved</b></p> <p>[Action: HoD Genl. Mgt. Dept.]</p> <p>The Chair, while discussing on the issue of brining in changes in curriculum, pedagogy and evaluation pattern by all the subject Boards post-autonomy, advised to prepare format showing the earlier position on these counts vis-a-vis changes contemplated, so as to make it self-explanatory.</p> <p>[Action: Dean Admin &amp; All HoDs/Chairman, Subject Boards]</p>
<b><u>Item No. 8</u></b>	<p>To approve below-mentioned specific suggestions regarding academic reforms with regard to Course Development and Student Development put forth by the Subject Board- HR Mgt</p>

	<p><u>Academic Reforms</u></p> <p>(a) <u>Course Development</u></p> <p>i. To involve students in co-creating contents and design</p> <p>ii. To provide students with deeper and meaningful grounding of HR profession, role and challenges before proceeding for summer internship</p>
	<p><b>Noted &amp; Approved</b></p> <p>[Action: HoD HR Mgt. Dept.]</p>
<u>Item No. 9</u>	<p>To approve specific suggestion on developmental need of students placed before by the Subject Board -Marketing Mgt. as below:</p> <p><u>Academic Reform</u></p> <p>To identify need of development in respect of six skill-sets, which students require to contribute in their corporate lives through Assessment Centre Process</p>
	<p><b>Noted &amp; Approved</b></p> <p>[Action: HoD Marketing Mgt. Dept.]</p> <p>While discussing on work-load, the Sweden model followed at MDH University was considered as a good model to emulate, where the number of subjects are limited however the focus is on a deep dive approach in each of the subjects offered.</p> <p>[Action: Prof. Dr. Swapna Pradhan]</p> <p>It was also discussed that the teaching process should be hybrid (modular and on-line) and more application-based.</p> <p>Also discussed to focus on building a structure to support Term-work/Field Assignment approach. It should be of reasonably good duration with emphasis on application and assimilation. One such example is the pattern followed by TCS at the DISQ Center Nashik that focuses on real-time innovation development. This will increase practical learning opportunity for students.</p> <p>[Action: Prof. Dr. Rajesh Aparnath, GM Process Mgt.]</p>
<u>Item No.10</u>	<p>To approve below-mentioned specific suggestions regarding New Core Subjects, New Electives, bringing in few changes in existing courses and adopting pedagogic tools put forth by Subject Board-Operations Mgt.</p>

	<p><u>Academic Reforms</u></p> <p><u>New Core Courses</u></p> <p>i. Operational Excellence under umbrella concepts of Six Sigma, TQM and TPS (Toyota Production System)</p> <p><u>New Electives/Courses to be explored</u></p> <p><u>Other</u></p> <p>i. BPR to be a half credit Course</p> <p>ii. To rename Course "Materials Management &amp; Transportation " as " Supply Chain &amp; Logistics Management "</p> <p><u>Pedagogic Tools</u></p> <p>i. Model utilized to teach subject like TPM &amp; its pillars should be sustainable at least for few years (under New Course Operational Excellence)</p> <p>ii. PDCA Cycle &amp; DMAIC methodologies be used in projects to develop analyzing and decision-making skills (under New Course Operational Excellence)</p>
	<p><b>Noted &amp; Approved</b></p> <p>[Action: HoD Operations Mgt. Dept.]</p> <p><b>Group Director while discussing further on issue, advised to the team visiting Korea, led by Prof. Gondhalekar, to gather inputs on Korean model of Innovation Centre.</b></p> <p>[Action: Prof.Dr. Gondhalekar]</p>
<b><u>Item No. 11</u></b>	<p>To discuss on framing rules for sports, extra-curricular activities, and also for proper maintenance and functioning of the Building and Hostels, Library, IT Labs</p>
	<p><b>Discussed.</b></p> <p><b>Group Director informed that the Institute is running the cricket tournament for Management colleges in Mumbai for more than 25 years and recently the idea of creating 'Welingkar Cricket Club' has come up for discussion and advised to take up the issue with the Board of Management.</b></p>

	<p>While discussing the residential/hostel accommodation, Group Director informed that at University this job is entrusted to the Building &amp; Works Committee. He advised to take up the matter with the Board of Management to establish Building &amp; Works Committee for S.P. Mandali, Trust, to be headed by Trustee/Advisor/Consultant and having its operational Hqtrs. at Mumbai.</p> <p style="text-align: right;">[Action: GM-Operations]</p>
<b><u>Item No. 12</u></b>	<p>To discuss on the Choice Based Credit &amp; Grading System (CBCGS) adopted by the parent University, recently.</p>
	<p>Noted.</p> <p>Decided to adopt CBCGS pattern of evaluation, effective from AY 2016-17.</p> <p style="text-align: right;">[Action: Controller of Exam] &amp; [Action: Prof. Dr. Rajesh Aparnath, GM Process Mgt.]</p>
<b><u>Item No.13</u></b>	<p>To discuss, issue if any, with the permission of Chair.</p>
	<p>Discussed &amp; resolved to constitute following Committees:</p> <ul style="list-style-type: none"> <li>• Self-Evaluation Committee</li> <li>• Planning &amp; Evaluation Committee</li> <li>• Academic &amp; Administrative Audit Committee</li> <li>• Gender Audit Committee &amp;</li> <li>• Internal Quality Assurance Committee</li> </ul> <p style="text-align: right;">[Action : GM-N/Is &amp; Admin]</p>

As there was no other issue to be discussed, the Second Meeting of the Academic Board, concluded with the vote of thanks to the Chair.

  
 Prof. Dr. Uday Salunkhe  
 Group Director/Chairman  
 WeSchool/Academic Board

## ENCLOSURE

ACADEMIC YEAR 2016-17 (Re-structured)**Two Year Full-time Programme - Master of Management Studies (MMS)****Innovative Courses introduced across Semesters & Specializations**

Course Code	New <b>Core Courses</b>	Semester	No. of Credits	Academic Year of Introduction
109	Design Thinking & Workshop on Design Thinking	First	3	2016-17
110	Global Citizen Leadership (GCL)	First	1	2016-17

Course Code	<b>Courses revised/updated</b>	Semester	No. of Credits	Academic Year of Revision/Updating
101	Perspective Management	First	4	2016-17
102	Effective & Management Communication	First	4	2016-17
103	Organisational Behaviour	First	4	2016-17
106	Marketing Management	First	4	2016-17

Course Code	New <b>Core Course</b>	Semester	No. of Credits	Academic Year of Introduction
211	Global Citizen Leadership (GCL)-Theory	Second	1	2016-17

Course Code	<b>Courses revised/updated</b>	Semester	No. of Credits	Academic Year of Revision/Updating
	Cost & Management Accounting	Second	4	2016-17
	Financial Management	Second	4	2016-17

**Marketing Specialization**

Course Code	New <b>Elective Courses</b> (One out of Three)	Semester	No. of Credits	Academic Year of Introduction
M207	Rural Marketing	Second	4	2016-17
M208	Event Management	Second		
M209	Retail Management	Second	4	2016-17
M210	International Marketing (Name Change)	Second	4	2016-17

Course Code	New <b>Major Courses</b>	Semester	No. of Credits	Academic Year of Introduction
	Marketing Strategy	Third	4	2016-17
	Sales Management	Third	4	2016-17

Course Code	<b>Course revised/updated</b>	Semester	No. of Credits	Academic Year of Revision/Updating
	International Business	Third	4	2016-17

Course Code	New <b>Elective Course</b>	Semester	No. of Credits	Academic Year of Introduction
	Marketing of Banking & Financial Services	Third	2	2016-17

Course Code	New <b>Elective Course</b>	Semester	No. of Credits	Academic Year of Introduction
	Marketing Application & Case Study	Fourth	4	2016-17

### Finance Specialization

Course Code	New <b>Elective Courses</b> considered	Semester	No. of Credits	Academic Year of Introduction
F209	Financial Market Products-Institutions	Second	4	2016-17
F207	International Finance	Second	4	2016-17
F208	Fundamentals of Markets & Banking	Second	4	2016-17

Course Code	New <b>Major Courses</b>	Semester	No. of Credits	Academic Year of Introduction
	Corporate Tax Planning & Fiscal Policy	Third	4	2016-17

Course Code	<b>Courses revised/updated</b>	Semester	No. of Credits	Academic Year of Revision/Updating
	Advanced Financial Management	Third	4	2016-17
	Corporate Laws	Third	4	2016-17

	Corporate Valuation, Mergers & Applications	Third	4	2016-17
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Course Code	New <b>Elective Course</b>	Semester	No. of Credits	Academic Year of Introduction
	Behavioural Finance	Fourth	2	2016-17

### Human Resource

Course Code	New <b>Elective Courses</b>	Semester	No. of Credits	Academic Year of Introduction
H207	Human Resource Planning-Talent Acquisition	Second	4	2016-17
H208	Compensation & Benefits	Second	4	2016-17
Ha209	HR Info Systems ,	Second	2	2016-17
Hb209	Recruitment & Selection	Second	2	2016-17

Course Code	New <b>Major Courses</b>	Semester	No. of Credits	Academic Year of Introduction
	Competency based HRM & Performance Management	Third	4	2016-17
	HRIS, ERP, HR Analysis	Third	4	2016-17
	Management of Change including OD	Third	4	2016-17

Course Code	New <b>Elective Courses</b>	Semester	No. of Credits	Academic Year of Introduction
	Global & Strategic HRM	Third	2	2016-17
	Advanced Total Reward Management	Third	2	2016-17
	Employee Branding & Employer Value Proposition	Third	2	2016-17
	Organisation Theory, Design & Structure	Third	2	2016-17

Course Code	New <b>Elective Courses</b>	Semester	No. of Credits	Academic Year of Introduction
	Human Resource Audit	Fourth	4	2016-17
	Personal Growth Laboratory	Fourth	2	2016-17

	Management of Corporate Social Responsibility in Organisations	Fourth	2	2016-17
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### Operations

Course Code.	New <b>Elective</b> Courses	Semester	No. of Credits	Academic Year of Introduction
O207	Supply Chain Risk and Performance Management	Second	4	2016-17
O208	Technology Management & Manufacturing Strategy	Second	4	2016-17
O209	Total Quality Management	Second	4	2016-17

Course Code.	New <b>Major</b> Courses	Semester	No. of Credits	Academic Year of Introduction
	World Class Manufacturing	Third	4	2016-17
	Service Operations Management	Third	2	2016-17
	Productivity Management	Third	2	2016-17

Course Code.	New <b>Elective</b> Courses	Semester	No. of Credits	Academic Year of Introduction
	Operations Analytics	Third	2	2016-17
	Quantitative Techniques in Operations	Third	2	2016-17
	Industrial Engineering Application in Management	Third	4	2016-17

Course Code.	New <b>Elective</b> Courses	Semester	No. of Credits	Academic Year of Introduction
	Advanced Business Analytics	Fourth	2	2016-17
	ERP Packages for Operations	Fourth	2	2016-17

**Three Year Part-time Programmes- Master of Marketing Management (MMM), Master of Human Resource Development Management (MHRDM), Master of Financial Management (MFM) & Master of Information Management (MIM)**

Course Code	New Courses across all Programmes	Semester	No. of Credits	Academic Year of Introduction
	Legal Aspects of Business	Second	2.5	2016-17
	Taxation	Third	2.5	2016-17

**Draft Minutes of Third Meeting of the Academic Board held on 28th AUGUST, 2017 to be circulated amongst the members for approval**

**Members Present:**

1.	Prof. Dr. Uday Salunkhe	Chairman
2.	Dr. Rajendra Ambekar	Member
3.	Prof. Dr. V.H. Iyer	Member
4.	Prof. Kanu Doshi	Member
5.	Prof. Dr. B.N.Chatterjee	Member
6.	Prof. Deepa Dixit	Member
7.	Prof. Sandeep Kelkar	Member
8.	Miss Jeanine Irani	Member
9.	Mr. Jatin Aggrawal	Member

Members Dr. S.K. Mahajan, Prof. K Venkataramani, Prof. Dr. B.M. Sangvikar, Prof. Dr. Pradeep Pendse, Prof. Vijayan Pankajakshan, Prof. Ravi Vaidee & Prof. Malvika Nagarkar could not attend the meeting due to pre-occupation and were granted leave of absence

**Officers of the WeSchool:**

Prof. Dr. S.R. Tendulkar, Dean (Administration)  
 Prof. Pramod Mulik, AGM-Finance/Asst. Professor, Finance Dept.  
 Prof. Sita Ramanan, Controller of Examination  
 Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at its scheduled time i.e. 3.30 p.m.


The following business was transacted

<b><u>Item No. 1</u></b>	To approve Minutes of the Meeting of Second Academic Board held 21st November, 2016
	Minutes were confirmed
<b><u>Item No. 2</u></b>	To receive the Action Taken Report on the minutes of the Second meeting of the Academic Board held on 21st November, 2016

	<p><u>Measures initiated for improving quality of teaching:</u></p> <p>Noted</p> <p><u>Measure initiated for evaluating students' performance:</u></p> <p>Noted</p>
<u>Item No. 3</u>	To receive information regarding nomination of two students on Academic Board on the basis of their merit in the MMS Sem-II Examination held in April 2017
	Noted
<u>Item No.4</u>	To institute merit-based scholarship for the students of MMS Programme
	Discussed exploring the feasibility of raising additional corpus from philanthropists & alumni and then to institute scholarship/medals/award for the students exhibiting holistic development.
<u>Item No.5</u>	To receive as items of information a) letter dated 20th April, 2017 addressed to Fee Regulating Authority (FRA), b) FRA's Order dated 4th July, 2017 c) charging the Fee to the MMS Students admitted for 2017-18 as decided by the FRA vide its Order dated 22.3.2017 and d) Challenging the FRA's said Order vide Writ Petition in Hon'ble High Court of Mumbai
	Noted
<u>Item No. 6</u>	Discussed with the permission of Chair regarding implementation of Quality Initiatives viz. NBA, AIU & draft research promotion policy & revised selection process of Part-time programs
	<p>Perused that the four Programmes viz. MMS, PGDM, PGDM-EBiz &amp; PGDM-BD have been accredited with NBA status for two years, and</p> <p>(a) Decided that the applications in respect of NBA accredited AICTE approved programmes (not affiliated to University) viz. PGDM, PGDM-EBiz &amp; PGDM-BD be submitted to Association of Indian Universities (AIU) for grant of equivalence.</p> <p>(b) Decided further that the applications for NBA approval be submitted for remaining AICTE approved programmes viz. PGDM-Retails, PGDM-HCM &amp; PGDM-Rural, in first phase.</p>

	<p>(c) Draft Research Promotion Policy - Resolved that it be placed before Board of Management for its approval, after carrying out suggested changes.”</p> <p>(d) Decided to implement revised Selection Process (New Criteria) of Part-time Programs from Batch 2018-21 onwards</p>
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As there was no other point to be discussed, the meeting concluded with the vote of tanks to the Chair.

  
Group Director / Chairman  
WeSchool / Academic Board-Autonomy

August 8, 2018

Draft Minutes of Fourth Meeting of Academic Board held on 21<sup>st</sup> June, 2018 to be circulated amongst the members for approval.

**Members Present:**

1.	Prof. Dr. Uday Salunkhe	Chairman
2.	Dr. Rajendra Ambekar	Member
3.	Prof. Dr. V.H. Iyer	Member
4.	Prof. Kanu Doshi	Member
5.	Prof. B.N. Chatterjee	Member
6.	Prof. Dr. Pradeep Pendse	Member
7.	Prof. Vijayan Pankajakshan	Member
8.	Prof. Ravi Vaidee	Member
9.	Prof. Deepa Dixit	Member
10.	Prof. Sandeep Kelkar	Member
11.	Prof. Malvika Nagarkar	Member
12.	Miss Jeanine Irani	Member
13.	Mr. Jatin Aggarwal	Member

Members Dr. S.K. Mahajan, Prof. K. Venkataramani, and Prof. Dr. B.M. Sangvikar could not attend the meeting due to pre-occupation and were granted leave of absence.

**Officers of the WeSchool:**


Prof. Dr. S.R. Tendulkar, Dean (Administration)  
 Prof. Pramod Mulik, AGM-Finance/Asst. Professor, Finance Dept.  
 Prof. Sita Ramanan, Controller of Examination  
 Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at its scheduled time i.e. 11.00 A.M.

Following business was transacted:

<b><u>Item No. 1</u></b>	To approve Minutes of the Meeting of Third Academic Board held 28 <sup>th</sup> August, 2017
	Minutes were confirmed
<b><u>Item No. 2</u></b>	To receive the action taken on the minutes of the Third Meeting of the Academic Board held on 28 <sup>th</sup> August, 2017
	Noted

<b><u>Item No.3</u></b>	To approve the updation in existing Syllabus of MMS Program & Re-structured Syllabi of Part-time University Programs, considered by the respective Subject Board in its Meeting dated 13 <sup>th</sup> June, 2018
	Approved the changes considered by Subject Boards regarding updation in existing Syllabus of MMS Program & re-structured Syllabi of Part-time Programs.
<b><u>Item No. 4</u></b>	To peruse the Hon'ble High Court Order dated 25.1.2018 in the matter of Writ Petition filed in the wake of Order of FRA dated 4 <sup>th</sup> July, 2017, denying to re-consider the issue of Fee Fixation.
	Noted
<b><u>Item No. 5</u></b>	To peruse the report regarding Students' Faculty Evaluation and action taken thereon for the academic year 2017-18
	Perused
<b><u>Item No. 6</u></b>	To approve decision regarding re-registration of students failed in trimester/semester end examination/supplementary action
	Approved
<b><u>Item No. 7</u></b>	To peruse the External Self-Evaluation Reports for AY 2015-16 and 2016-17
	Noted
<b><u>Item No. 8</u></b>	To peruse for information, the correspondence with the parent University to re-nomencate the University Courses as per the UGC Notification and Specification of Degrees, 2014
	Noted
<b><u>Item No. 9</u></b>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18
	Noted

  
 Group Director / Chairman  
 WeSchool / Academic Board-Autonomy

**ACADEMIC YEAR 2017-18 (Updating)****Two Year Full-time Programme - Master of Management Studies (MMS)****Subject Board - Marketing Management**

Sr. No.	Project	Semester	No. of Credits	Academic Year of Introduction
1	Final Project-Area Specialization	Fourth	8	2017-18

**Subject Board - Finance Management**

Sr. No.	Project	Semester	No. of Credits	Academic Year of Introduction
1	Final Project-Area Specialization	Fourth	8	2017-18

**Subject Board - Human Resource Management**

Sr. No.	Project	Semester	No. of Credits	Academic Year of Introduction
1	Final Project-Area Specialization	Fourth	8	2017-18

**Subject Board - Operations Management**

Sr. No.	Project	Semester	No. of Credits	Academic Year of Introduction
1	Final Project-Area Specialization	Fourth	8	2017-18

**Subject Board - General Management**

Sr. No.	Project	Semester	No. of Credits	Academic Year of Introduction
1	Final Project-Area General Management	Fourth	4	2018-19
2	Final Project-Area Social Relevance	Fourth	4	2018-19

**Updating (Revising Course):****Subject Board-General Management**

Course Code.	Updating/Revising Course considered (ex-post-facto)	Semester	No. of Credits	Academic Year of Revision/Updating
101	Perspective Management	First	2	2017-18

**Three Year Part-time Programmes- Master of Marketing Management (MMM), Master of Human Resource Development Management (MHRDM), Master of Financial Management (MFM) & Master of Information Management (MIM)**

Course Code.	New/Updated/Revised/Re-nomenclated/Deleted Courses (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Principles of Management (Deleted)	First	2.5	2017-18
	Design Thinking (New)	First	2.5	2017-18
	Marketing Management (New)	First	2.5	2017-18
	Operations Management (New)	First	2.5	2017-18
	Business Accounting & Finance (Re-nomenclated &Updated)	First	2.5	2017-18
	Business Statistics & Research Methods (Re-nomenclated &Updated)	First	2.5	2017-18
	Organizational Behaviour & People Management (Re-nomenclated &Updated)	First	2.5	2017-18

**Three Year Part-time Programmes- Master of Marketing Management (MMM)**

Course Code.	New/Updated/Revised/Re-nomenclated/Deleted Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Legal Aspects of Business (Including Taxation) (Re-nomenclated &Updated)	Second	2.5	2017-18
	Cost & Management Accounting (Re-nomenclated &Updated)	Second	2.5	2017-18
	Introducing e-Commerce & Digital Marketing (Re-nomenclated &Updated)	Second	2.5	2017-18
	Business Information & Analytics (Re-nomenclated &Updated)	Second	2.5	2017-18
	Product Management Re-nomenclated &Updated)	Second	2.5	2017-18
	Brand Management (New)	Second	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Second	2.5	2017-18
	Health, Safety & Well-being Welfare	Second	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Second	2.5	2017-18
	Business Trends & Tools in HR	Second	2.5	2017-18
	Corporate Social Responsibility & HR	Second	2.5	2017-18
	HR & Economic Policy	Second	2.5	2017-18
	Competency-based HRM	Second	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Management Information System	Third	2.5	2017-18
	Financial Management	Third	2.5	2017-18
	Taxation	Third	2.5	2017-18
	Creativity & Innovation Management	Third	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	International Business	Three	2.5	2017-18
	Sales Management & Promotion	Three	2.5	2017-18
	Supply Chain Management	Three	2.5	2017-18
	Retail Management	Three	2.5	2017-18
	Financial Aspects of Marketing	Three	2.5	2017-18
	Cross-Functional Management	Three	2,5	2017-18

Course Code	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Three	2.5	2017-18
	Health, Safety & Well-being Welfare	Three	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Three	2.5	2017-18
	Business Trends & Tools in HR	Three	2.5	2017-18
	Corporate Social Responsibility & HR	Three	2.5	2017-18
	HR & Economic Policy	Three	2.5	2017-18
	Competency-based HRM	Three	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Product & Brand Management	Four	2.5	2017-18
	Marketing Finance	Four	2.5	2017-18
	Buyer Behaviour	Four	2.5	2017-18
	Supply Chain Management	Four	2.5	2017-18
	Sales Management & Sales Promotion	Four	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Strategic Management	Four	2.5	2017-18
	Rural Marketing	Four	2.5	2017-18
	IMC	Four	2.5	2017-18
	CRM	Four	2.5	2017-18
	Service Marketing	Four	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
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	Gender, Diversity, Equality & Sensitization	Four	2.5	2017-18
	Health, Safety & Well-being Welfare	Four	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Four	2.5	2017-18
	Business Trends & Tools in HR	Four	2.5	2017-18
	Corporate Social Responsibility & HR	Four	2.5	2017-18
	HR & Economic Policy	Four	2.5	2017-18
	Competency-based HRM	Four	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Customer Relationship Management	Five	2.5	2017-18
	Services Marketing	Five	2.5	2017-18
	Marketing Analytics	Five	2.5	2017-18
	Retail Management	Five	2.5	2017-18
	Industry Oriented Dissertation Project	Five	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Five	5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Cross Functional Management	Six	2.5	2017-18
	e-Business	Six	2.5	2017-18
	Integrated Marketing Communication & Digital Marketing	Six	2.5	2017-18
	Selling & Negotiation	Six	2.5	2017-18
	Strategic Management	Six	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Six	5	2017-18

**Three Year Part-time Programmes- Master of Human Resource Development Management (MHRDM)**

Course Code.	New/Updated/Revised/Re-nomenclated/Deleted Course	Semester	No. of Credits	Academic Year of Deleted/Introduced Revised/Updated
	Legal Aspects of Business (Including Taxation) (Re-nomenclated & Updated)	Second	2.5	2017-18
	Cost & Management Accounting (Re-nomenclated & Updated)	Second	2.5	2017-18
	Introducing of e-Commerce & Digital Marketing (Re-nomenclated & Updated)	Second	2.5	2017-18
	Business Information & Analytics (Re-nomenclated & Updated)	Second	2.5	2017-18
	Human Resource Information System (New)	Second	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Second	2.5	2017-18
	Health, Safety & Well-being Welfare	Second	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Second	2.5	2017-18
	Business Trends & Tools in HR	Second	2.5	2017-18
	Corporate Social Responsibility & HR	Second	2.5	2017-18
	HR & Economic Policy	Second	2.5	2017-18
	Competency-based HRM	Second	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Management Information System	Third	2.5	2017-18

	Financial Management	Third	2.5	2017-18
	Taxation	Third	2.5	2017-18
	Creativity & Innovation Management	Third	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	HRD Audit	Three	2.5	2017-18
	Human Capital Management & Green HR	Three	2.5	2017-18
	Organizational Development, Training & Development	Three	2.5	2017-18
	Compensation & Benefit Reward Management	Three	2.5	2017-18
	Organization Structure Theory	Three	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Three	2.5	2017-18
	Health, Safety & Well-being Welfare	Three	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Three	2.5	2017-18
	Business Trends & Tools in HR	Three	2.5	2017-18
	Corporate Social Responsibility & HR	Three	2.5	2017-18
	HR & Economic Policy	Three	2.5	2017-18
	Competency-based HRM	Three	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Human Resource Audit & Planning	Four	2.5	2017-18
	Human Resource Information Systems	Four	2.5	2017-18

	(A) Training & Development (B) Organizational Development	Four	2.5	2017-18
	Creativity & Innovation Management	Four	2.5	2017-18
	Human Resource & Economy Policy	Four	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Strategic HRM	Four	2.5	2017-18
	HR Outsourcing, Shared Services & Business Partnering	Four	2.5	2017-18
	Building a Learning Organization & Role of HR	Four	2.5	2017-18
	Mergers & Acquisitions	Four	2.5	2017-18
	Best Practices in HR – Benchmarking Industries	Four	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Four	2.5	2017-18
	Health, Safety & Well-being Welfare	Four	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Four	2.5	2017-18
	Business Trends & Tools in HR	Four	2.5	2017-18
	Corporate Social Responsibility & HR	Four	2.5	2017-18
	HR & Economic Policy	Four	2.5	2017-18
	Competency-based HRM	Four	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Reward Management	Five	2.5	2017-18
	Organisational Theories, Structure & Design	Five	2.5	2017-18

	Competency & Performance based HRM	Five	2.5	2017-18
	Extended HR Services	Five	2.5	2017-18
	Industry Oriented Dissertation Project	Five	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Five	5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Strategic Management	Six	2.5	2017-18
	Strategic HRM	Six	2.5	2017-18
	Management of Agility and Change	Six	2.5	2017-18
	Role of HR in Learning Organization & Knowledge Management	Six	2.5	2017-18
	Role of HR in Mergers & Acquisitions	Six	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Six	5	2017-18

### Three Year Part-time Programmes- Master of Financial Management (MFM)

Course Code.	New/Updated/Revised/Re-nomenclated/Deleted Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Legal Aspects of Business (Including Taxation) (Re-nomenclated & Updated)	Second	2.5	2017-18
	Cost & Management Accounting (Re-nomenclated & Updated)	Second	2.5	2017-18
	Introducing of e-Commerce & Digital Marketing (Re-nomenclated & Updated)	Second	2.5	2017-18
	Business Information & Analytics (Re-nomenclated & Updated)	Second	2.5	2017-18

	Financial Management (Re-nomenclated & Updated)	Second	2.5	2017-18
	Financial Markets, Products & Institutions (New)	Second	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Second	2.5	2017-18
	Health, Safety & Well- being Welfare	Second	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Second	2.5	2017-18
	Business Trends & Tools in HR	Second	2.5	2017-18
	Corporate Social Responsibility & HR	Second	2.5	2017-18
	HR & Economic Policy	Second	2.5	2017-18
	Competency-based HRM	Second	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Management Information System	Third	2.5	2017-18
	Financial Management	Third	2.5	2017-18
	Taxation	Third	2.5	2017-18
	Creativity & Innovation Management	Third	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	International Business	Three	2.5	2017-18
	Corporate Tax Planning	Three	2.5	2017-18
	Corporate Law	Three	2.5	2017-18
	Security Analysis & Portfolio Management	Three	2.5	2017-18
	Mergers, Acquisitions & Corporate Restructuring	Three	2.5	2017-18

	Management of Banks & Financial Services	Three	2.5	2017-18
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Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Three	2.5	2017-18
	Health, Safety & Well-being Welfare	Three	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Three	2.5	2017-18
	Business Trends & Tools in HR	Three	2.5	2017-18
	Corporate Social Responsibility & HR	Three	2.5	2017-18
	HR & Economic Policy	Three	2.5	2017-18
	Competency-based HRM	Three	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Financial Markets, Products & Institutions	Four	2.5	2017-18
	Corporate Law	Four	2.5	2017-18
	Security Analysis & Portfolio Management	Four	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Strategic Management (Focus on Strategic Financial Management)	Four	2.5	2017-18
	Financial Modelling	Four	2.5	2017-18
	Derivatives & Risk Management	Four	2.5	2017-18
	Behavioural Finance Wealth Management	Four	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Four	2.5	2017-18
	Health, Safety & Well-being Welfare	Four	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Four	2.5	2017-18
	Business Trends & Tools in HR	Four	2.5	2017-18
	Corporate Social Responsibility & HR	Four	2.5	2017-18
	HR & Economic Policy	Four	2.5	2017-18
	Competency-based HRM	Four	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Management of Banks & Financial Services	Five	2.5	2017-18
	Mergers Acquisition & Corporate Restructuring	Five	2.5	2017-18
	Behavioural Finance	Five	2.5	2017-18
	Derivatives & Risk Management	Five	2.5	2017-18
	Industry Oriented Dissertation Project	Five	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Five	5	2017-18

Course Code.	Deleting Courses	Semester	No. of Credits	Academic Year of Deleting
	Cross Functional Management	Six	2.5	2017-18
	e-Business	Six	2.5	2017-18
	Integrated Marketing Communication & Digital Marketing	Six	2.5	2017-18
	Selling & Negotiation	Six	2.5	2017-18

	Strategic Management	Six	2.5	2017-18
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Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Six	5	2017-18

### Three Year Part-time Programmes- Master of Information Management (MIM)

Course Code.	New/Updated/Revised/Re-nomenclated/Deleted Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Legal Aspects of Business (Including Taxation) (Re-nomenclated & Updated)	Second	2.5	2017-18
	Cost & Management Accounting (Re-nomenclated & Updated)	Second	2.5	2017-18
	Introduction to e-Commerce & Digital Marketing (Re-nomenclated & Updated)	Second	2.5	2017-18
	Business Information & Analytics (Re-nomenclated & Updated)	Second	2.5	2017-18
	Digital Infra & Platforms (Re-nomenclated & Updated)	Second	2.5	2017-18
	Business Processes & IT Applications (New)	Second	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Second	2.5	2017-18
	Health, Safety & Well-being Welfare	Second	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Second	2.5	2017-18
	Business Trends & Tools in HR	Second	2.5	2017-18
	Corporate Social Responsibility & HR	Second	2.5	2017-18
	HR & Economic Policy	Second	2.5	2017-18
	Competency-based HRM	Second	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Management Information System	Third	2.5	2017-18
	Financial Management	Third	2.5	2017-18
	Taxation	Third	2.5	2017-18
	Creativity & Innovation Management	Third	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	International Business	Three	2.5	2017-18
	Supply Chain Management	Three	2.5	2017-18
	Information & Knowledge Management	Three	2.5	2017-18
	Business Analysis	Three	2.5	2017-18
	Information & Cyber Security	Three	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Three	2.5	2017-18
	Health, Safety & Well-being Welfare	Three	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Three	2.5	2017-18
	Business Trends & Tools in HR	Three	2.5	2017-18
	Corporate Social Responsibility & HR	Three	2.5	2017-18
	HR & Economic Policy	Three	2.5	2017-18
	Competency-based HRM	Three	2.5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Business Analysis	Four	2.5	2017-18

	Digital Infrastructure & Platforms	Four	2.5	2017-18
	Business Intelligence & Data Warehousing	Four	2.5	2017-18
	Managing Software Process & Products	Four	2.5	2017-18
	A) Introduction to e-Commerce B) Digital Marketing	Four	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Digital Business & Strategy	Four	2.5	2017-18
	Managing Technology Business			
	Enterprise IT Management Managing IT Projects & Programs	Four	2.5	2017-18
	Cognitive & Emerging Technologies & Applications	Four	2.5	2017-18
	Governance Risk & Compliance	Four	2.5	2017-18

Course Code.	Electives (One out of 7) (Across Specializations)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Gender, Diversity, Equality & Sensitization	Four	2.5	2017-18
	Health, Safety & Well-being Welfare	Four	2.5	2017-18
	HR as a Leader, HR Score Card – Balance Score Card	Four	2.5	2017-18
	Business Trends & Tools in HR	Four	2.5	2017-18
	Corporate Social Responsibility & HR	Four	2.5	2017-18
	HR & Economic Policy	Four	2.5	2017-18
	Competency-based HRM	Four	2.5	2017-18

**ACADEMIC YEAR 2018-19 (Updating)****Two Year Full-time Programme - Master of Management Studies (MMS)****Updating (Revising/Re-nomenclating Existing/Deleting Obsolete) Courses:****Subject Board-Marketing Management**

Sr. No.	Courses Deleted/Reduced	Semester	No. of Credits	Academic Year of Deletion/Reducing
1	B2B Marketing (Deleted)	Fourth	4	2018-19
2	Final Project – Area specialization (Reduced)	Fourth	4	2018-19

**Subject Board-Finance Management**

Sr. No.	Courses Deleted/Reduced	Semester	No. of Credits	Academic Year of Deletion/Reducing
1	Wealth Management (Deleted)	Fourth	2	2018-19
2	Behavioural Finance (Deleted)	Fourth	2	2018-19
2	Final Project – Area specialization (Reduced)	Fourth	4	2018-19

**Subject Board-Human Resource Management**

Sr. No.	Courses Deleted/Reduced	Semester	No. of Credits	Academic Year of Introduction
1	Human Resource Audit (Reduced to Half Credit)	Fourth	2	2018-19
2	Management of Corporate Social Responsibility in Organizations (Deleted)	Fourth	2	2018-19
3	Final Project – Area Specialization (Reduced)	Fourth	4	2018-19

**Subject Board - Operations Management**

Sr. No.	Courses Deleted/Reduced	Semester	No. of Credits	Academic Year of Introduction
1	Advanced Business Analytics (Reduced to Half Credit)	Fourth	2	2018-19
2	ERP Packages for Operations (Deleted)	Fourth	2	2018-19
2	Final Project – Area specialization (Reduced)	Fourth	4	2018-19

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Enterprise Applications	Five	2.5	2017-18
	Business Analytics	Five	2.5	2017-18
	Information & Cyber Security	Five	2.5	2017-18
	Managing IT Resource & Projects	Five	2.5	2017-18
	Industry Oriented Dissertation Project	Five	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Five	5	2017-18

Course Code.	Deleted Courses	Semester	No. of Credits	Academic Year of Deleting
	Governance & Risk Compliance	Six	2.5	2017-18

Course Code.	Electives (Any two)	Semester	No. of Credits	Academic Year of Deleting/Introducing Revising/Updating
	Business Track	Four	2.5	2017-18
	Technology & Application	Four	2.5	2017-18

Course Code.	New Courses	Semester	No. of Credits	Academic Year of Introducing
	Industry/Research Project	Six	5	2017-18

10<sup>th</sup> June, 2019

Draft Minutes of Fifth Meeting of Academic Board held on 17<sup>th</sup> May, 2019 to be circulated amongst the members for approval.

**Members Present:**

1.	Prof. Dr. Uday Salunkhe	Chairman
2.	Dr. Rajendra Ambekar	Member
3.	Prof. Dr. V.H. Iyer	Member
4.	Prof. Kanu Doshi	Member
5.	Prof. B.N. Chatterjee	Member
6.	Prof. Dr. Pradeep Pendse	Member
7.	Prof. Vijayan Pankajakshan	Member
8.	Prof. Ravi Vaidee	Member
9.	Prof. Deepa Dixit	Member
10.	Prof. Sandeep Kelkar	Member
11.	Prof. Malvika Nagarkar	Member
12.	Miss Jeanine Irani	Member
13.	Mr. Jatin Aggarwal	Member

Members Dr. S.K. Mahajan, Prof. K. Venkataramani, and Prof. Dr. B.M. Sangvikar could not attend the meeting due to pre-occupation and were granted leave of absence.

**Officers of the WeSchool:**

Prof. Dr. S.R. Tendulkar, Dean (Administration)  
 Prof. Pramod Mulik, AGM-Finance/Asst. Professor, Finance Dept.  
 Prof. Sita Ramanan, Controller of Examination  
 Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at its scheduled time i.e. 11.00 A.M.

Following business was transacted:

<b><u>Item No. 1</u></b>	To approve Minutes of the Meeting of Fourth Academic Board held 21 <sup>st</sup> June, 2018
	Minutes were confirmed
<b><u>Item No. 2</u></b>	To receive the action taken on the minutes of the Third Meeting of the Academic Board held on 21 <sup>st</sup> June, 2018
	Noted

<b><u>Item No.3</u></b>	To approve the updation in Revised Syllabus of MMS Program, considered by the respective Subject Board in its meeting dated 30 <sup>th</sup> April, 2019 for Academic Year 2019-20
	Noted & Approved the suggested changes in existing Revised Syllabus of MMS Program for Academic Year 2019-20.
<b><u>Item No. 4</u></b>	To approve the suggested measures by Subject Boards to enhance Research output of faculty
	Discussed & Approved
<b><u>Item No. 5</u></b>	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	Discussed & Approved

  
 Group-Director / Chairman  
 WeSchool / Academic Board-Autonomy

**ACADEMIC YEAR 2019-20 (Updating)**

Course Code	New Core Courses	Semester	No. of Credits	Academic Year of Introduction
	Business Ethics & Corporate Governance	Third	4	2019-20
	Entrepreneurship & New Venture Planning Management	Third	4	2019-20

**Added Elective (Cross-functional):**

Course Code	New Elective Course	Semester	No. of Credits	Academic Year of Introduction
M212	Information Technology for Management	Second	4	2019-20

**Added New Electives:****Marketing Specialization**

Course Code	New Elective Course	Semester	No. of Credits	Academic Year of Introduction
M211	Event Management	Second	4	2019-20

**Finance Specialization**

Course Code	New Elective Course	Semester	No. of Credits	Academic Year of Introduction
F210	Behavioural Finance			
F211	Analysis of Financial Statements	Second	4	2019-20

**HR Specialization**

Course Code	New Elective Course	Semester	No. of Credits	Academic Year of Introduction
H210	Talent Management & Employee Engagement	Second	4	2019-20

H211	Recruitment, Selection & Employer Branding	Second	4	2019-20
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### **Operations Specialization**

Course Code	New Elective Course	Semester	No. of Credits	Academic Year of Introduction
O208	Materials Management	Second	4	2019-20
O211	Productivity Techniques	Second	4	2019-20

### **Short-term Courses offered of Eleven Months' Duration**

1. Post Graduate Programme in Human Resource Management
2. Post Graduate Programme in Finance Management
3. Post Graduate Programme in Supply Chain Management

### **Short-term Courses offered of Six Months' Duration**

1. Post Graduate Certificate Programme in Import & Export
2. Post Graduate Certificate Programme in Taxation
3. Post Graduate Certificate Programme in Advertisement & Public Relations

## Minutes of the Minutes of 6<sup>th</sup> Meeting of Academic Board held on 13<sup>th</sup> December, 2019

### Members present:

1. Prof. Dr. Uday Salunkhe, Group Director, WeSchool, Chairman- Academic Board
2. Dr. Rajendra G. Ambekar, Director (Tariff), MERC Mumbai, Professional Expert, Member- Academic Board
3. Prof. Dr. V.H. Iyer, HoD, Operations Mgt., Member- Academic Board
4. Prof. Kanu Doshi, HoD, Finance Mgt., Member- Academic Board
5. Prof. Dr. B.N. Chatterjee, HoD, Marketing Mgt., Member- Academic Board
6. Prof. Dr. Pradeep Pendse, HoD, Systems Mgt., Member -Academic Board
7. Prof. Vijayan Pankajakshan, HoD, HR Mgt., Member -Academic Board
8. Prof. Ravi Vaidee, HoD, Part-time PG Programs, Member- Academic Board
9. Prof. Deepa Dixit, Asso. Dean-Global Alliance & Head-Marketing Communication and Asso. Professor, Member- Academic Board
10. Prof. Sandeep Kelkar, Asst. Professor, Member- Academic Board
11. Prof. Malvika Nagarkar, Asst. Professor, Member- Academic Board
12. Miss. Jeanine Irani, Student, MMS Sem-III, Member- Academic Board
13. Mr. Jatin Aggarwal, Student, MMS Sem-III, Member-Academic Board

Members Dr.. S.K. Mahajan, Prof. k. Venkatramani and Dr. B.V. Sangvikar were absent and granted leave of absence.

### WeSchool - Faculty/Officers Present:

Mr. Pramod Mulik, Chief Finance Officer/ Asst. Professor, Finance Dept.  
 Dr. Kalpana Hans, Sr. GM (Regulatory Compliances)  
 Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The Meeting commenced at its scheduled time i.e., at 1.30 PM. The following business was transacted and resolutions passed accordingly.


Item No. 1	To approve the Minutes of Meeting of 5 <sup>th</sup> Academic Council held on 17 <sup>th</sup> May, 2019
	Minutes were confirmed unanimously
Item No. 2	To ratify action taken on the minutes of the 5 <sup>th</sup> Meeting of Academic Council held on 17 <sup>th</sup> May, 2019
	Action Taken Report was ratified unanimously
Item No. 3	To nominate by the Governing Body four experts/academicians from outside the Institute representing industry, commerce, law, education, medicine, engineering, sciences etc.
	Noted that Dr. Shankar Mantha, Dr. Rashmi Oza, & Dr. Aney Jose have been appointed as experts/academicians from outside the Institute.

Item No. 4	To peruse the External Self-Evaluation Report for 2017-18 & External Peer Team Performance Report for 2018-19
	Perused & Noted the suggestions.
Item No. 5	To nominate two subject experts from outside the parent university on Board of Studies per Specialization
	Deliberated and finalized the nominations of two subject experts from outside the parent university on Board of Studies per Specialization (Annexure)
Item No. 6	To discuss adopting the measure of NAAC accreditation for WeSchool
	Members of Academic Board noted that Institute is applying for NAAC accreditation measure first time. Members of the AB, therefore, unanimously resolved that Small Activity Group (SAG) consisting of each Criterion Head be formed to go into micro details of preparedness of Sub-criterion and chalked out the strategy to be followed in respect of each Sub-criterion.
Item No. 7	To discuss applying for NBA Accreditation for eligible Programmes of WeSchool
	<p>Members of the AB unanimously resolved that:</p> <ul style="list-style-type: none"> <li>(i) Feasibility be ascertained by studying prevailing NBA accreditation norms to ensure that the 2-Year NBA accreditation awarded for 4 programmes viz. MMS, PGDM Retail, PGDM e-Business &amp; PGDM Business Design be extended for one more year i.e., 2019-20,</li> <li>(ii) Also, feasibility be ascertained whether applications be made for NBA accreditation of other eligible programmes (excluding (i) above) and preparedness thereof.</li> </ul>
Item No. 8	To discuss the Faculty Student Ratio (FSR) laid down by AICTE, NBA & UGC
	<p>Members of the AB noted that the Faculty Student Ratio (FSR) laid down by the UGC for autonomous colleges as 1:15. Members further noted the FSR laid down by the AICTE for Extension of Approval for AY 2019-20 as 1:20. Members also noted that FSR for 3 &amp; 6 years of NBA accreditation as 1:20 &amp; 1:15, respectively.</p> <p>Co-relating norms of these Regulators, the members unanimously resolved that it be suggested to make good the required ratio of 1:15, which would help to secure NBA accreditation of 6 years and, in turn, extension of autonomy of 10 years</p>
Item No. 9	To discuss the Faculty Cadre Ratio (FCR) set as pre-qualifier for making application for NBA Accreditation

	<p>Members noted that Faculty Cadre Ratio (FCR) of 1:2:6 and that at least two Ph.D. faculty are necessary to be engaged for each programme in respect of which an application is to be filed for NBA Accreditation.</p> <p>It, is therefore, resolved unanimously that it be suggested to ensure the required cadre ratio, so as to meet the pre-qualifying condition FCR.</p>
Item No. 10	To discuss the career progression strategy and to suggest appropriate measures
	Members of AB deliberated on career progression path in respect of faculty. Further, in view of UGC Norms of Faculty Student Ratio (FCR) & betterment thereof, unanimously resolved that it be suggested to GB to adopt the career progression path recommended by the Internal Committee.
Item No. 11	To discuss the Revised Guidelines on Faculty Norms for NBA accreditation post 10 <sup>th</sup> September 2018
	<p>Members noted and deliberated on revised Guidelines on Faculty Norms with reference to (a) service period of faculty to be considered for continuation as regular faculty in respective year (b) doing away with the terminology of visiting/adjunct faculty and consider the contractual faculty as eligible, provided such faculty has taught for two consecutive semesters in the corresponding academic year on full-time basis, (c) Ph.D. faculty count requirement to be calculated on pro-rata basis, as 75% from regular faculty &amp; 25% from contractual faculty and in such case norm (b) applies, and (d) available and required number of Ph.D. in Dept. to be calculated on average basis for previous two academic years, including current academic year.</p> <p>Members of AB, therefore, unanimously resolved that, "it be advised to the HR Dept. to identify gaps if any in this regard and to ensure that these prescribed Revised Guidelines on Faculty Norms for NBA accreditation is followed scrupulously and thus avoid difficulty on faculty count of respective programme while applying for NBA accreditation.</p>
Item No. 12	To discuss the new NBA Pre-Qualifiers for accreditation of 3 and 6 years in respect of PG Management Programmes published in November 2018
	<p>Members of AB noted and discussed Criteria-wise conditions laid down in respect of 3 &amp; 6 years with reference to Revised Guidelines of September, 2018.</p> <p>Members further deliberated on Faculty related Criteria viz. (i) total no. of Ph.D. required per programme, (ii) No. of Professors &amp; Associate Professors per programme, (iii) Faculty Student Ratio (SFR), 9iv) Head of Dept. with Ph.D., Contractual Faculty, and (v) Qualification.</p> <p>Members of the AB, therefore, unanimously resolved that:</p>

	<ul style="list-style-type: none"><li>(i) "it be suggested to the Management to make good short-fall, if any, in requirement of PhDs for the period of NBA accreditation of 6 years".</li><li>(ii) "it be also suggested to the Management to ascertain feasibility of maintaining 1:1 ratio of Professor: Associate Professor by restructuring"</li><li>(iii) "it be further suggested to the Management to maintain SFR as 1:15, as far as possible &amp; HoD with Ph.D qualification</li><li>(iv)</li></ul>
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As there was no other issue to be discussed, the meeting concluded with the vote of thanks to Chair.

  
Prof. Dr. Uday Salunkhe  
Group Director / Chairman  
WeSchool / Academic Board-Autonomy

**List of Specialization-wise Subject Experts:**

(Nominated by Academic Council in its Meeting dated 19<sup>th</sup> December, 2019-Item/Resolution No.5)

Specialization	Subject Experts
General Management	<ul style="list-style-type: none"><li>• Dr. G.K. Shirude, Campus Director, Bajaj Law College, Pune</li><li>• Dr. Deepak Manjrekar, DY Patil University, Navi Mumbai</li></ul>
Finance Management	<ul style="list-style-type: none"><li>• Dr. A.K Konar, Professor &amp; Divisional Head, Public Sector Banks, Institute of Banking Personnel Selection, Mumbai</li><li>• Dr. Anil Mishra, Professor, MDI, Gurgaon</li></ul>
Marketing Management	<ul style="list-style-type: none"><li>• Dr. Rajendra Shinde, Director, SKN. Sinhgad School of Business Management, Pune</li><li>• Dr. Mahim Sagar, Professor, IIT Delhi</li></ul>
HR Management	<ul style="list-style-type: none"><li>• Ms. Janaki Naik, Professor in OB &amp; HR, Amity University, Panvel</li><li>• Dr. Meera Shankar, Professor in OB &amp; HR, Janakidevi Bajaj Institute of Management Studies, Mumbai</li></ul>
Operations Management	<ul style="list-style-type: none"><li>• Dr. Anil Keskar, DY Patil Vidyapeeth (Deemed University), Pune</li><li>• Dr. B.S. Sahay, Director, IIM, Jammu, Jammu</li></ul>
Systems Management	<ul style="list-style-type: none"><li>• Dr. M.M. Ali, Director, CSBER Institute of Management &amp; Research, Kolhapur</li><li>• Dr. Ajay Tiwari, Reader, Institute of Management Studies, Devi Ahilya Vishwa Vidyala, Indore</li></ul>

### **Minutes of the Minutes of Meeting of Academic Council held on 6<sup>th</sup> August, 2020**

The 7<sup>th</sup> Meeting of Academic Council was held on 6<sup>th</sup> August, 2020 in which following members were present.

#### **Members present**

1. Prof. Dr. Uday Salunkhe, Group Director, WeSchool, Chairman
2. Prof. Dr. S. Gondhalekar. HoD, Operations Management, Member
3. Prof. Vanita Patel, HoD, Finance Management, Member
4. Prof. Ravi Vaidee, HoD. Marketing Management, Member
5. Prof. Dr. Pradeep Pendse, HoD, Systems Management & PTMP, Member
6. Prof. Vijayan Pankajakashan, HoD, HR Management, Member
7. Prof. Joyti Kulkarni, Faculty, Member
8. Prof. Dr. Anjali Joshi, Faculty, Member
9. Prof. Dr. Vaishali Patil, Faculty, Member
10. Prof. Dr. Swapna Pradhan, Member Secretary

Prof. Dr. Shankar Mantha, Prof. Dr. Rashmi Oza, Prof. Dr. Aney Jose, Prof. K. Venkataramani, Prof. Dr. B.V. Sangvikar and Prof. Dr. Abhay Pethe were absent and granted leave of absence.

#### **WeSchool - Officers Present:**

Dr. Kalpana Hans, Sr. GM (Regulatory Compliances)  
Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The Meeting scheduled at 3.30 PM, adjourned for want of quorum and the same commenced after half-an-hour i.e., at 4.00 PM.

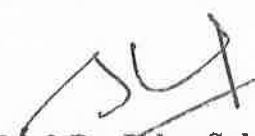
The following business was transacted and resolutions passed accordingly.

<b><u>Item No. 1</u></b>	To approve the Minutes of 6 <sup>th</sup> Meeting of Academic Council held on 13 <sup>th</sup> December, 2019
	Minutes were confirmed unanimously.
<b><u>Item No. 2</u></b>	To ratify action taken on the minutes of the 6 <sup>th</sup> Meeting of Academic Council held on 13 <sup>th</sup> December, 2019
	Action initiated to meet Student Faculty Ratio (SFR) & Faculty Cadre Ratio (FCR) in preparedness of NBA & NAAC re: 6 <sup>th</sup> Meeting of AC.
<b><u>Item No. 3</u></b>	To take a stock of revision in curricula of University Courses
	Members noted the periodical revision and updation in curricula of University Courses and decided to take the same on record for the perusal of GB

<b><u>Item No. 4</u></b>	To take a stock of teaching methodologies adopted in present Covid 19 situation for end semester of academic year 2019-20 and academic year 2020-21
	Members reviewed the of overall ecosystem developed for changing from physical to digital mode with the help of WebEx & Google Meeting as well as better teaching deliverables, explored through use of multiple tools, Platforms, Online facilitation, workshop, training and request to apprise GB of the same.
<b><u>Item No. 5</u></b>	To discuss integrating feedback from all the stakeholders including Students, Faculty, Industry and Alumni in a structured manner
	Members suggested to adopt integrated approach in obtaining feedback at multiple levels through new ERP system (JUNO)
<b><u>Item No. 6</u></b>	To recommend to adopt ISO-21001:2018 Series (EOMS) Standards
	Members discussed and confirmed that besides usefulness of these Standards in curriculum to support development of competence through teaching, learning or research, also from quality assurance point of view and recommended to GB for its initiation at WeSchool.
<b><u>Item No. 7</u></b>	To a stock of research initiatives and output during past 3 years
	Members reviewed the various research initiatives during last three years & output thereof and recommended GB to recruit the international faculty along with other faculty having strong research base
<b><u>Item No. 8</u></b>	To peruse the Minutes of Review Meeting of Planning & Evaluation Committee dated 29.3.2019
	Members perused minutes of Committee from the point of view of implementation of Perspective/Strategic Plan and suggested to place before GB for its acceptance
<b><u>Item No. 9</u></b>	To examine Academic & Administrative Audit Report for 2018-19
	Members perused Academic & Administrative Audit Report and recommended to place before GB for its acceptance.
<b><u>Item No. 10</u></b>	To examine Gender Audit Report for 2018-19
	Members perused Gender Audit Report and recommend to place before GB for its acceptance.]
<b><u>Item No. 11</u></b>	To strengthen institutional governance through e-Governance by use of ERP

	Members critically reviewed, JUNO as fully integrated end-to-end automation system and as a system its usefulness in capturing, consolidating and generating data and reports for various regulators and its usefulness from NAAC, NBA, SAQS and AACSB accreditations point of view and unanimously suggested GB to implement this e-governance measure]
<b><u>Item No. 12</u></b>	To accept the suggestions of Board of Studies re: augmentation of Library resources
	Members accepted the recommendation of Board of Studies and suggested to GB to accord approval, in principle, to the expenditure of Rs. 89 Lakh to be made in augmenting Library resources.

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

  
**Prof. Dr. Uday Salunkhe**  
**Group Director/Chairman**  
**WeSchool / Academic Council**