
EXHIBIT - 18

Members of Subject Board -General Management

1. Prof. Dr. Uday Salunkhe, Group Director
2. Prof. Sujatha Natarajan, Teacher-Member
3. Prof. Chandrahas Deshpande, Teacher-Member
4. Miss Divya Mahajan, Student-Member
5. Mr. Ameya Gangal, Student-Member

Special Invitees from WeSchool

1. Prof. Dr. Santosh Tendulkar, Dean Administration
2. Prof. Sita Ramanan, Controller of Examination
3. Maj. Vasant Jadhav, GM-Academic Deliverable Cell


Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin. & Asst. Professor, Finance Dept.
Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of First Meeting of the Subject Board-General Management, held on 30th August, 2016, are being circulated amongst the members present for their approval.

All are, therefore, requested to intimate the corrections and/or amendment/changes, if any, within the period of four days from the receipt of this e-communication. Kindly note that if no intimation to this effect is received within the stipulated time of four days, then the draft minutes will stand approved, automatically.



Prof. Dr. Uday Salunkhe
Group Director
& Chairman, Subject Board-General Mgt.
WeSchool

Confidential

Draft Minutes of the First Meeting of the Subject Board - General Management held on 30th August, 2016, at 4.30 P.M. at WeSchool, Matunga, Mumbai 400 019.

Following Members were present:

1. Prof. Dr. Uday Salunkhe, Group Director
2. Prof. Sujatha Natarajan, Teacher-Member
3. Prof. Chandrahas Deshpande, Teacher-Member
4. Miss Divya Mahajan, Student-Member
5. Mr. Ameya Gangal, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. Santosh Tendulkar, Dean-Administration
2. Prof. Sita Ramanan, Controller of Examination
3. Maj. Vasant Jadhav, G.M., Academic Deliverable Cell

Following Officers of the WeSchool attended meeting.

Mr. Pramod Mulik, AGM-Fin. & Asst. Professor, Finance Dept.
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at its scheduled time i.e. at 4.30 P.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 5.00 P.M., without quorum.

At this juncture, Prof. Dr. Uday Salunkhe, Group Director, WeSchool and Chairman, Ad-hoc Board of Management Studies, University of Mumbai & also Chairman, Subject Board-General Management addressed the joint session of all the Six Subject Boards.

He welcomed the Chairmen & Members of the Six Subject Boards present for the meeting and briefed, in nut-shell, the august assembly on powers & duties, tenure and frequency of meeting of the Subject Board. He also briefed them on the expected outcome based on powers & duties of Subject Board.

After this group address, the members along with the Chairman of Subject Board, re-assembled for the meeting of Subject Board-General Management at 5.10 P.M.

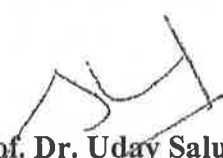
The following business was transacted:

Item NO. 1	<p>To consider the letters received from the UGC and the University of Mumbai regarding the grant of Autonomous Status</p> <p>Noted</p>
Item No. 2	<p>To suggest panels of Examiners covering all the Subjects within the purview of respective Subject Board to the Examination Cell for appointment of Paper-setters, Examiners and Moderators</p> <p>Noted</p> <p>Action involved:</p> <ul style="list-style-type: none"> To submit the names of qualified faculty members for appointment as the Paper-setters, Examiners & Moderators (as per University criteria), within a week's time to Exam. Cell of WeSchool <p>[Action: Dean/HoD concerned]</p>
Item No. 3	<p>To peruse the Minutes of Meetings dated 23.3.2016 & 13.7.2016 of Core Team constituted for preparing post-autonomy syllabus of Master of Management Studies Program</p> <p>Perused Minutes of Meeting dated 23.3.2016:</p> <ul style="list-style-type: none"> Noted the terms of reference of Core Team <p>Perused Minutes of Meeting dated 13.7.2016:</p> <ul style="list-style-type: none"> Noted and considered the rationale of adding two new courses in I & II Semesters and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure) Noted and considered Program Vision & Mission Statements, Program Educational Objectives (PEOs), Program Outcomes (POs) and Course Outcomes (Cos) <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above considered points before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 4	<p>To discuss and consider in this meeting the revised/new syllabi with detailed pedagogy, framed by the respective Subject Board for Subject papers under its purview for the University program viz. MMS, and</p>

	<p>submit the same for the approval of Academic Board.</p> <p>Having considered PEOs, POs & Cos and the addition of new courses & revision in existing courses of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of General Management subjects of MMS Program and other Part-time Programs.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>It was decided to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> -To devise new method of teaching Accounting/Finance/Statistics, by discussion and practical examples, using Excel -To adopt application-based, problem solving practical, e.g. case studies/practice sessions, by exploring simulation, games, role play etc. - To standardize the delivery platform amongst faculty teaching the same subject by adopting same teaching mode - To bring in more input from industry across Subjects and Sub-Disciplines <p>[Action: Concerned Faculty & Dean/HoD concerned]</p> <p>It was also decided to follow following Evaluation pattern:</p> <ul style="list-style-type: none"> • 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Marks subject • Standard Question Paper Pattern • Representation of all major topics of Syllabus • Written Examination: Duration – 2 hours & 1.25 hours for 60 Marks & 30 Marks subjects • Random distribution of Answer Books to Examiners <p>Action involved:</p> <ul style="list-style-type: none"> To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>

Item No.5	<p>To deliberate on co-ordinating the research activities</p> <p>Noted</p> <p>It was decided to encourage the faculty members and students to undertake/participate</p> <ul style="list-style-type: none"> • Research Articles • Research Projects • Research-based Cases writing • Research-based Competitions <p>Action involved:</p> <ul style="list-style-type: none"> • To provide the faculty and students research related guidelines issued by the UGC/AICTE/University • To frame draft research promotion policy • To monitor these activities in line with the Guidelines of UGC/AICTE/University <p style="text-align: right;">[Action: Dean WRC/HoD concerned]</p>
Item No. 6	Any other point/s discussed with the permission of Chair
	<ul style="list-style-type: none"> • To hold session on CV Writing, GD and Grooming for Placement <p>[Action: Dean/HoD concerned & Head-CMC]</p> <ul style="list-style-type: none"> • To maximize the use on on-line dashboard <p>[Action: Mentoring Faculty & Dean/HoD concerned]</p> <ul style="list-style-type: none"> • To conduct AC-DC Development Action Plan (DAP process before summer placement)

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


Prof. Dr. Uday Salunkhe
Group Director
& Chairman, Subject Board-General Mgt.
WeSchool

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 Core Courses	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	Courses revised/updated	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 Core Course	Semester	No. of Credits	Academic Year of Introduction
211	Global Citizen Leadership (GCL)-Theory	Second	1	2016-17

Course Code	Courses revised/updated	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 Elective Courses (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 Major Courses	Semester	No. of Credits	Academic Year of Introduction
	Marketing Strategy	Third	4	2016-17
	Sales Management	Third	4	2016-17

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

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

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

Finance Specialization

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

Course Code	Courses revised/updated	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 Elective Course	Semester	No. of Credits	Academic Year of Introduction
	Behavioural Finance	Fourth	2	2016-17

Human Resource

Course Code	New Elective Courses	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 Major Courses	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 Elective Courses	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 Elective Courses	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 Elective 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 Major 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 Elective 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 Elective 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

Date: 20th June, 2018

Draft Minutes of Second Meeting of Subject Board – General Management held on 13th June, 2018 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. Uday Salunkhe, Group Director
2. Mr. Anuj Pandey, Subject Expert
3. Mr. Sameer Karulkar, Subject Expert
4. Mr. Ashish Godbole, Professional Expert
5. Prof. Sujatha Natarajan, Teacher-Member
6. Prof. Chandrahas Deshpande, Teacher-Member
7. Mr. Rohit Bhide, Student-Member
8. Miss Kejal Bajari, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at 11.30 A.M. Mr. Anuj Pandey, Mr. Sameer Karulkar & Mr. Ashish Godbole made their presence using virtual mode through the conference call during the course of meeting. Ms. Meghana Pandit & Mr. Girish Bapat were absent and granted leave of absence. Having completed their PG Degree, the Student-members of AY 2016-17 are replaced with the meritorious Student-members of AY 2017-18. The Chairman introduced these two new Student-members Mr. Rohit Bhide & Miss Kejal Bajari to the Board members.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of first meeting of Subject Board (General Management) held on 30th August, 2016.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2016.
	Noted

<u>Item No. 3</u> <u>(Board</u> <u>Specific Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program in respect of General Management related Subjects, made/to be made effective from AY 2017-18 and 2018-19 and submit the same for the approval of Academic Board
	<p>Discussed and considered updating of Syllabus for 2017-18 & 2018-19 and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure)</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
<u>Item No. 4</u> <u>(Common Agenda)</u>	To deliberate on current market trends, its effect on over-all Higher Education System and its relevance to Professional/Management Education in our Country, with specific reference to evolving Full-time &/or Part-time PG level Degree/Diploma Courses & Certificate Courses under autonomous status.
	Deliberated and resolved to undertake detailed study of introducing new Courses in line with current market trends and submit report thereof for consideration.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To discuss issue regarding re-registration of students failed in trimester/semester end examination/supplementary examination
	Discussed, considered and resolved that it be placed before Academic Board for approval "that student has to pass in all the head of subjects before s/he is allowed to move to the next trimester/semester. If student fails in any head of subjects even after appearing for supplementary examination, s/he shall not be allowed to keep term (ATKT) in the next trimester/semester and be declared as FAIL. In such case, the student shall have to reappear and pass the examination with the next batch, and then register in the subsequent academic year for completion of Course. Proportionate tuition fees shall be payable for the academic year in which student seeks re-registration ".
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the correspondence with the parent University to re-nomenclate the University Courses as per the UGC Notification and Specification of Degrees, 2016.
	Noted

<u>Item No.7</u> <u>(Common Agenda)</u>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18.
	Noted


Prof. Dr. Uday Salunkhe
Group Director, WeSchool &
Chairman, Subject Board - General Management

ENCLOSURE

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

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

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

Draft Minutes of Third Meeting of Subject Board – General Management held on 30th April, 2019 at 11.30 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. Uday Salunkhe, Group Director, WeSchool & HoD-General Management
2. Mr. Anuj Pandey, Subject Expert
3. Mr. Sameer Karulkar, Subject Expert
4. Mr. Girish Bapat, Professional Expert
5. Prof. Sujatha Natarajan, Teacher-Member
6. Prof. Chandras Deshpande, Teacher-Member
7. Mr. Rohit Bhide, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:


Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting adjourned for want of quorum commenced at its scheduled time i.e. at 12.00 Noon. Mr. Girish Bapat, Mr. Anuj Pandey & Mr. Sameer Karulkar made their presence using virtual mode through the conference call during the course of meeting. Mr. Ashish Godbole, Ms. Meghana Pandit & Miss Kejal Bijari were absent and granted leave of absence.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of second meeting of Subject Board (General Management) held on 13 th June, 2018
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 13 th June, 2018
	Noted
<u>Item No. 3</u> <u>(Common Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program to be made effective from AY 2019-20 and submit the same to Academic Board for its approval

	<p>Discussed and considered to introduce 3 additional Courses Viz. Business, Environment & Society (Core Course-Semester II), Business Ethics & Corporate Governance (Core Course for All Specializations-Semester III) and Entrepreneurship & New Venture Planning (Core Course for All Specializations-Semester IV) of MMS Program, effective from Academic Year 2019-20, so as to integrate cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values & Professional Ethics in Programme.</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
<u>Item No. 4</u> <u>(Common Agenda)</u>	To initiate measures to enhance Research output of faculty
	Discussed and suggested that faculty be encouraged to undertake more Externally funded projects by earmarking more funds on research activities and providing Seed money to them, so as to increase publication output in indexed journals. Resolved to put the same for the approval of Academic Board
<u>Item No. 5</u> <u>(Common Agenda)</u>	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	<p>It was discussed to introduce following Courses with the approval of Academic Board</p> <p>Other New PG Programs (11 Months' duration)</p> <ul style="list-style-type: none"> • PG Program in HR • PG Program in Finance • PG Program in Supply Chain <p>Other New Certificate Programs (6 Months' duration)</p> <ul style="list-style-type: none"> • Import & Export • Taxation • Advertisement & Public Relations


Prof. Dr. Uday Salunkhe
Group Director, WeSchool &
Chairman, Subject Board - General Management

ENCLOSURE

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

Draft Minutes of Fourth Meeting of Subject Board – General Management held on 16th September, 2019 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. Uday Salunkhe, Group Director, WeSchool & Chairman – SB Genl. Mgt.
2. Ms. Meghna Pandit, Subject Expert
3. Mr. Anuj Pandey, Subject Expert
4. Mr. Sameer Karulkar, Subject Expert
5. Mr. Ashish Godbole, Professional Expert
6. Prof. Sujatha Natarajan, Teacher-Member
7. Prof. Chandrahas Deshpande, Teacher-Member
8. Mr. Rohit Bhide, Student-Member
9. Miss Kejal Bajari, Student-Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Ms. Anagha Pandit, Mr. Anuj Pandey, Mr. Sameer Karulkar & Mr. Ashish Godbole made their presence using virtual mode through the conference call during the course of meeting. Mr. Girish Bapat, was absent and granted leave of absence.

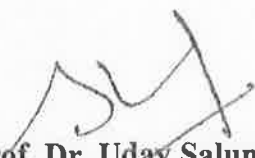
Attached are the Minutes of the business transacted during the course of meeting for approval.

MINUTES OF THE FOURTH MEETING OF THE SUBJECT BOARD (GENERAL MANAGEMENT) SCHEDULED HELD ON 16th SEPTEMBER, 2019

<u>Item No. 1</u>	To approve the Minutes of Third Meeting of Board of Studies (General Management) held on 30 th April, 2019
	Confirmed Minutes of previous meeting unanimously.
<u>Item No. 2</u>	To ratify action taken on the minutes of the Third Meeting of (General Management) held on 30 th April, 2019
	Ratified Action Taken Report on previous meeting unanimously.
<u>Item No. 3</u> <u>(Specialization Specific)</u>	To deliberate and nominate one representative from industry/corporate sector/allied area relating to placement
	On deliberation, members unanimously resolved to nominate Dr. Tanaya Mishra as a representative from industry/corporate sector relating to placement.
<u>Item No. 4</u> <u>(Specialization Specific)</u>	To discuss the provision of nominating one External Expert when special courses of studies to be formulated
	Members discussed the provision of nominating one External Expert and decided unanimously that as & when special courses of studies to be formulated, depending upon specialty of such course under Specialization, the external expert be nominated.
<u>Item No. 5</u> <u>(Specialization Specific)</u>	To nominate one staff member on Board
	Resolved to nominate Mrs. Manisha Mhatre as a staff member
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse IQAC Minutes till II/2019
	Members perused the activities of IQAC till the Second Quarter of 2019 and decided to review the implementation of suggestions made by the IQAC from quality improvement & sustenance point of view.
<u>Item No. 7</u> <u>(Common Agenda)</u>	To take stock of revision in curricula of University Programmes
	Members reviewed the revision/updation made in curricula since 2016-17 till 2019-20 and found it relevant with reference to professional development, societal issues and global requirement.

<u>Item No. 8</u> <u>(Common Agenda)</u>	To review present process of obtaining feedback
	Members discussed regarding present process of obtaining feedback and felt it necessary to integrate the same with new ERP system (JUNO) for obtaining feedback at multiple levels and its effective analysis and better utilization.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To review mechanism to assess learning levels of students after admission and organizing special programmes for developing professional competencies
	Members discussed present mechanism adopted by WeSchool through its Assessment Centre & Development Centre - as an individual development plan for developing professional skill-sets, by identifying gaps & setting developing goals and looking at the pointers of degree results & placement ratio, members viewed mechanism as deliverable.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To review presently employed teaching-learning methods
	<p>Members discussed learning ecosystem employed for students as:</p> <p>Class-room teaching, experiential learning, engaging with professional societies/chapters, engaging with peer through competitive & collaborative platforms.</p> <p>Encouraging to participate in activities through seminars, presentations, article reviews, sports, cultural activities & competitions, so as to help develop in them life-time skills of negotiation, communication, conflict management & leadership. Engaging in group work, such as, group presentation, seminars, journal publishing, club work and sports & cultural activities, so as to help develop team-work skills.</p> <p>Volunteering to organize events, help teach them how to lead & manage others, how to develop objectives, plan, raise and manage budget spends, how to work with others manage crisis & manage multiple talks concurrently.</p> <p>Members opined that presently employed teaching-learning techniques are appropriate for holistic development of students.</p>
<u>Item No. 11</u> <u>(Common Agenda)</u>	To suggest the names on panel of question paper-setters, evaluators, moderators to Examination Committee
	Suggested names of faculty on panel of question paper-setters, evaluators, moderators to Examination Committee

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



Prof. Dr. Uday Salunkhe
Group Director/Chairman

2 **WeSchool / Board of Studies (Genl Mgt.)**

Draft Minutes of Fifth Meeting of Board of Studies-General Management held on 27th July, 2020 at 11.00 A.M., at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. Uday Salunkhe, Group Director, WeSchool & Chairman, BoS-Genl. Mgt.
2. Prof. Tanvi Thakkar, Specialization Faculty
3. Prof. Sharad Nileshwar, Specialization Faculty
4. Dr. Kalpana Hans, Specialization Faculty
5. Dr. G.K. Shirude, Subject Expert
6. Dr. Tanaya Mishra, Placement Representative
7. Dr. Tanvi Sondhi, Alumnus
8. Mrs. Manisha Mhatre, Staff Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Dr. G.K Shirude, Dr. Tanaya Mishra, Dr. Tanvi Sondhi made their present in virtual mode through conference call. Dr. Deepak Mujumdar was absent and granted leave of absence.

Attached are the Minutes of the business transacted during the course of meeting for approval.



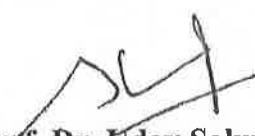
Prof. Dr. Uday Salunkhe
Group Director, WeSchool &
Chairman, Board of Studies - General Management

MINUTES OF THE FIFTH MEETING OF THE BOARD OF STUDIES
(GENERAL MANAGEMENT) SCHEDULED TO BE HELD ON 27th JULY, 2020

<u>Item No. 1</u>	To approve the minutes of fourth meeting of Board of Studies (General Management) held on 16 th September, 2019
	Minutes were confirmed unanimously
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of previous meeting held on 26 th September, 2019
	Perused nominations of placement representative & staff member and co-opting of meritorious PG alumnus per Specialization of Board of Studies.
<u>Item No. 3</u> <u>(Specialization specific)</u>	To co-opt one Post Graduate Meritorious Alumnus approved by the Group Director
	Resolved to co-opt Dr. Tanvi Sondhi as Post Graduate Meritorious Alumnus member with the approval of Group Director.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To consider ISO-21001:2018 Series (EOMS) Standards
	Members of Board of Studies across specialization deliberated, in depth, new standards promoted by ISO viz. Management System for Educational Organizations (EOMS)- Series 21001:2018 and observed that these standards are useful in curriculum to support development of competence through teaching, learning or research regardless of the type, size or method of delivery and from quality assurance point of view and unanimously considered & recommended to AC for its initiation at WeSchool.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To examine draft Perspective/Strategic Plan from implementation point of view
	Members of Board of Studies across specialization reviewed the progress made in implementation of Perspective/Strategic Plan and decided to put in efforts for its further implementation point of view.
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Academic & Administrative Audit 2018-19 for implementation
	On perusal of report by Members of the Board of Studies across specializations decided to focus on applied research, projects and consultancies.

<u>Item No.7</u> <u>(Common</u> <u>Agenda)</u>	To peruse the suggestions in report of Gender Audit 2018-19 for implementation
	Members of the Board of Studies across specializations decided to consider the observations therein from implementation point of view.
<u>Item No. 8</u> <u>(Common</u> <u>Agenda)</u>	To strengthen institutional governance through e-Governance by use of ERP
	Members examined ERP tool - JUNO, and found it as fully integrated end-to-end automation system for academic & administrative functions and its use to capture, consolidate & generate data with reports for various regulators and also found useful for NAAC, NBA, SAQS and AACSB accreditations and unanimously recommended AC to adopt this e-governance tool to strengthen institutional governance.
<u>Item No. 9</u> <u>(Common</u> <u>Agenda)</u>	To consider the proposal put forth by Library Committee regarding augmentation of Library resources
	Members of Board of Studies across specialization examined the proposal for augmentation of the library resources, in detail, and unanimously recommended AC to consider purchases of (i) Dedicated Server for Library Software, (ii) Library E-textbook Database, (iii) Discovery Search, AI Chatbot & Mobile App, (iv) Case Study Databases Subscription, (v) e-Newspaper/Magazine Subscription, (vi) Research Tools, (vii) Radio Frequency Identification (RFID) and (viii) Infrastructure costing Rs. 89 Lakh.
<u>Item No. 10</u> <u>(Common</u> <u>Agenda)</u>	To discuss measures to be initiated for grooming faculty for online teaching & exposure to various tools
	Members of Board of Studies across specializations considered measures of grooming faculty for online teaching & exposure to multiple tools and unanimously suggested AC to conduct Faculty Development Programme (FDPs) involving agencies of national & international repute.

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


Prof. Dr. Uday Salunkhe
Group Director, WeSchool &
Chairman, Board of Studies- Genl. Mgt.

Members of Subject Board -Marketing Management

1. Prof. B.N. Chatterjee, Ph.D., Dean-Marketing, WeSchool & Chairman, Subject Board-Mktg. Mgt.
2. Prof. Dr. D.Y. Patil, Director, BVIMSR, Chairman, ad-hoc BoS-Marketing Management, University of Mumbai
3. Prof. Ramaswamy Iyengar, WeSchool, Faculty Member
4. Prof. Jyoti Kulkarni, WeSchool, Faculty Member
5. Ms Gayatri Mutatekar, WeSchool, Student Member
6. Ms Namrata Gunjekar, WeSchool, Student Member

Officers of WeSchool

1. Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of First Meeting of Subject Board-Marketing Management, held on 30th August, 2016, are being circulated amongst the members present for their approval.

All are, therefore, requested to intimate the corrections and or amendment/changes, if any, within the period of four days from the receipt of this e-communication. Kindly note that if no intimation to this effect is received within the stipulated time of four days, then the draft minutes will stand approved, automatically.



Prof. Dr. B.N. Chatterjee
Head of Dept.

& Chairman, Subject Board-Marketing Management
WeSchool

2

Confidential

Draft Minutes of the First Meeting of the Subject Board - Marketing Management was held on 30th August, 2016, at 4.30 P.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. B.N. Chatterjee, Ph.D., Dean-Marketing, WeSchool & Chairman, Subject Board Marketing Management
2. Prof. Dr. D.Y. Patil, Director, BVIMSR, Chairman, ad-hoc BoS-Marketing Management, University of Mumbai
3. Prof. Ramaswamy Iyengar, WeSchool, Faculty Member
4. Prof. Jyoti Kulkarni, WeSchool, Faculty Member
5. Ms Gayatri Mutatekar, WeSchool, Student Member
6. Ms Namrata Gunjekar, WeSchool, Student Member

Following Officers of WeSchool attending meeting.

Mr. Pramod Mulik, AGM-Fin. & Asst. Professor, Fin. Dept.
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at its scheduled time i.e. at 4.30 P.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 5.00 P.M., without quorum.

At this juncture, Prof. Dr. Uday Salunkhe, Group Director, WeSchool and Chairman, Ad-hoc Board of Management Studies, University of Mumbai, addressed the joint session of all the Six Subject Boards.

He welcomed all the Chairmen & Members of the Six Subject Boards present for the meeting and briefed, in nut-shell, the august assembly on powers & duties, tenure and frequency of meeting of the Subject Board. He also briefed them on the expected outcome based on powers & duties of Subject Board.

After this group address, the members along with the Chairman of Subject Board, re-assembled for the meeting of Subject Board-Marketing Management at 5.10 P.M.

The following business was transacted:

Item No. 1	<p>To consider the letters received from the UGC and the University of Mumbai regarding the grant of Autonomous Status</p> <p>Noted</p>
Item No. 2	<p>To suggest panels of Examiners covering all the Subject papers within the purview of respective Subject Board to the Examination Cell for appointment of Paper-setters, Examiners and Moderators</p> <p>Noted</p> <p>Action involved:</p> <ul style="list-style-type: none"> To submit the names qualified faculty members for appointment as the Paper-setters, Examiners & Moderators (as per University criteria), within a week's time to Exam. Cell of WeSchool <p style="text-align: right;">[Action: Dean/HoD concerned]</p>
Item No. 3	<p>To peruse the Minutes of Meetings dated 23.3.2016 & 13.7.2016 of Core Team constituted for preparing post-autonomy syllabus of Master of Management Studies Program</p> <p>Perused Minutes of Meeting dated 23.3.2016:</p> <ul style="list-style-type: none"> Noted the terms of reference of Core Team <p>Perused Minutes of Meeting dated 13.7.2016:</p> <ul style="list-style-type: none"> Noted and considered the rationale of adding two new courses in I & II Semesters and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure) Noted and considered Program Vision & Mission Statements, Program Educational Objectives (PEOs), Program Outcomes (POs) and Course Outcomes (COs) <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above considered points before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 4	<p>To discuss and consider in this meeting the revised/new syllabi with detailed pedagogy, framed by the respective Subject Board for Subject papers under its purview for the University program viz. MMS and submit the same for</p>

	<p>the approval of Academic Board.</p> <p>Having considered PEOs, POs & Cos and the addition of new courses & revision in existing courses of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of Marketing Management subjects of MMS Program and other Part-time Programs.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>Noted</p> <p>It was decided to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> • Case-based lectures • Business Simulation Games <p>[Action: Concerned Faculty & Dean/HoD concerned]</p> <p>It was also decided to follow following Evaluation pattern:</p> <ul style="list-style-type: none"> • 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Mark subject • Standard Question Paper Pattern • Representation to most broad topics of Syllabus • Written Exam: Duration –2 hours & 1.25 hours for 60 Marks & 30 Marks subjects • Random distribution of Answer Books to Examiners <p>[Action: CoE & Dean/HoD concerned]</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>

Item No.6	<p>To deliberate on co-ordinating the research activities</p> <p>Noted</p> <p>It was decided to encourage the faculty members and students to undertake/participate in</p> <ul style="list-style-type: none"> • Research Projects • Research-based Cases writing • Research-based Competitions <p>Action involved:</p> <ul style="list-style-type: none"> • To provide the faculty and students research related guidelines issued by the UGC/AICTE/University • To frame draft research promotion policy • To monitor these activities in line with the Guidelines of UGC/AICTE/University <p>[Action: Dean-WRC/HoD concerned]</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 7	<p>Any other point/s discussed with the permission of Chair</p> <ul style="list-style-type: none"> • To hold session on CV Writing, GD and Grooming for Placement <p>[Action: Dean/HoD concerned & Head-CMC]</p> <ul style="list-style-type: none"> • To maximize the use on on-line dashboard <p>[Action: Mentoring Faculty & Dean/HoD concerned]</p> <ul style="list-style-type: none"> • To conduct AC-DC Development Action Plan (DAP process before summer placement)

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



Prof. Dr. B.N. Chatterjee

Head of Dept.

& Chairman, Subject Board-Marketing Management

WeSchool

Date: 20th June, 2018

Draft Minutes of Second Meeting of Subject Board – Marketing Management held on 13th June, 2018 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Members of Subject Board (Marketing Management)

1. Prof. Dr. B.N. Chatterjee, HoD, Marketing Mgt.
2. Prof. Dr. D.Y. Patil, Chairman, Ad-hoc Board of Studies-Marketing Mgt., UoM
3. Mr. Jacquiline Mumdkur, Subject Expert
4. Prof. Ramaswamy Iyengar, Teacher-Member
5. Prof. Jyoti Kulkarni, Teacher-Member
6. Miss Kaavya Malik, Student-Member
7. Mr. Amit Jobanputra, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at 11.00 A.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 11.30 A.M., without quorum.

Having completed their PG Degree, the Student-members of AY 2016-17 are replaced with the meritorious Student-members of AY 2017-18. The Chairman introduced these two new Student-members Miss Kaavya Malik & Mr. Amit Jobanputra to the Board members. Mr. Ajit Joshi, Mr. Abhitabh Tapdar, Mr. Pranesh Mishra & Mr. Ambi Parameshwaran were absent and granted leave of absence. Mr. Jacquiline Mumdkur made his presence using virtual mode through conference call.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of first meeting of Subject Board (Marketing Management) held on 30th August, 2016.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2016
	Noted

<u>Item No. 3</u> <u>(Board Specific Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program in respect of Marketing Management related Subjects, made/to be made effective from AY 2017-18 and 2018-19 (Appendix 1) & re-structured Syllabus of MMM Program (Appendix 2) and submit the same for the approval of Academic Board.
	Discussed & considered updating of Syllabus from 2017-18 & 2018-19 and adding new courses (electives/major per semester) & revising existing courses in concerned Specialization of MMS Program. (Appendix 1)) & re-structured Syllabus of MMM Program (Appendix 2). Further, resolved that it be submitted to Academic Board for its approval.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To deliberate on current market trends, its effect on over-all Higher Education and its relevance to Professional/Management Education in our Country, with specific reference to evolving Full-time &/or Part-time PG level Degree/Diploma Courses & Certificate Courses under autonomous status.
	Deliberated and resolved to undertake detailed study of introducing new Courses in line with current market trends and submit report thereof for consideration.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To discuss issue regarding re-registration of students failed in trimester/semester end examination/supplementary examination.
	Discussed, considered and resolved that it be placed before Academic Board for approval "that student has to pass in all the head of subjects before s/he is allowed to move to the next trimester/semester. If student fails in any head of subjects even after appearing for supplementary examination, s/he shall not be allowed to keep term (ATKT) in the next trimester/semester and be declared as FAIL. In such case, the student shall have to reappear and pass the examination with the next batch, and then register in the subsequent academic year for completion of Course. Proportionate tuition fees shall be payable for the academic year in which student seeks re-registration"
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the correspondence with the parent University to re-nomenclate the University Courses as per the UGC Notification and Specification of Degrees, 2016
	Noted

<u>Item No.7</u> <u>(Common Agenda)</u>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18.
	Noted



Prof. Dr. B.N. Chatterjee
Head of Dept.

& Chairman, Subject Board - Marketing Management

Draft Minutes of Third Meeting of Subject Board – Marketing Management held on 30th April, 2019 at 11.30 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. B.N. Chatterjee, HoD, Marketing Mgt.
2. Prof. Dr. D.Y. Patil, Chairman, Ad-hoc Board of Studies-Marketing Mgt., University of Mumbai
3. Mr. Ajit Joshi, Subject Expert
4. Mr. Pranesh Mishra, Professional Expert
5. Prof. Jyoti Kulkarni, Teacher-Member
6. Miss Kaavya Malik, Student-Member
7. Mr. Amit Jobanputra, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting adjourned for want of quorum commenced at its scheduled time i.e. at 12.00 Noon. Mr. Abhitabh Tapdar, Mr. Jacquiline Mumdkur & Mr. Ambi Parameswaran were absent and granted leave of absence. Mr. Ajit Joshi & Pranesh Mishra made their presence using virtual mode through conference call.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of second meeting of Subject Board (Marketing Management) held on 13 th June, 2018.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 13 th June, 2018
	Noted
<u>Item No. 3</u> <u>(Common</u> <u>Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program to be made effective from AY 2019-20 and submit the same to Academic Board for its approval

	<p>Discussed and considered to introduce 3 additional Courses Viz. Business, Environment & Society (Core Course-Semester II), Business Ethics & Corporate Governance (Core Course for All Specializations-Semester III) and Entrepreneurship & New Venture Planning (Core Course for All Specializations-Semester IV) of MMS Program, effective from Academic Year 2019-20, so as to integrate cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values & Professional Ethics in Programme.</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
Item No. 4 (Common Agenda)	To initiate measures to enhance Research output of faculty
	Discussed and suggested that faculty be encouraged to undertake more Externally funded projects by earmarking more funds on research activities and providing Seed money to them, so as to increase publication output in indexed journals. Resolved to put the same for the approval of Academic Board
Item No. 5 (Common Agenda)	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	<p>It was discussed to introduce following Courses with the approval of Academic Board</p> <p>Other New PG Programs (11 Months' duration)</p> <ul style="list-style-type: none"> • PG Program in HR • PG Program in Finance • PG Program in Supply Chain <p>Other New Certificate Programs (6 Months' duration)</p> <ul style="list-style-type: none"> • Import & Export • Taxation • Advertisement & Public Relations



Prof. Dr. B.N. Chatterjee

Head of Dept.

Chairman, Subject Board – Marketing Management

WeSchool



Draft Minutes of Fourth Meeting of Subject Board – Marketing Management held on 16th September, 2019 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. B.N. Chatterjee, HoD, Marketing Mgt.
2. Prof. Dr. D.Y. Patil, Chairman, Ad-hoc Board of Studies-Marketing Mgt., University of Mumbai
3. Mr. Ajit Joshi, Subject Expert
4. Mr. Abhitabh Tapdar, Subject Expert
5. Mr. Jacqueline Mumdkur, Subject Expert
6. Mr. Ambi Parameswaran, Professional Expert
7. Prof. Jyoti Kulkarni, Teacher-Member
8. Miss Kaavya Malik, Student-Member
9. Mr. Amit Jobanputra, Student-Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Prof. Dr. D.Y. Patil, Mr. Ajit Joshi, Mr. Abhitabh Tapdar, Mr. Jacqueline Mumdkur & Mr. Ambi Parameswaran made their presence using virtual mode through the conference call during the course of meeting. Mr. Pranesh Mishra was absent and granted leave of absence.

Attached are the Minutes of the business transacted during the course of meeting.

MINUTES OF THE FOURTH MEETING OF THE SUBJECT BOARD
(MARKETING MANAGEMENT) SCHEDULED HELD ON 16th SEPTEMBER, 2019

<u>Item No. 1</u>	To approve the Minutes of Third Meeting of Board of Studies (Marketing Management) held on 30 th April, 2019
	Confirmed Minutes of previous meeting unanimously.
<u>Item No. 2</u>	To ratify action taken on the minutes of the Third Meeting of Board of Studies (Marketing Management) held on 30 th April, 2019
	Ratified Action Taken Report on previous meeting unanimously.
<u>Item No. 3</u> <u>(Specialization Specific)</u>	To deliberate and nominate one representative from industry/corporate sector/allied area relating to placement
	On deliberation, members unanimously resolved to nominate Mr. Kamal Nandi as a representative from industry/corporate sector relating to placement.
<u>Item No. 4</u> <u>(Specialization Specific)</u>	To discuss on the provision of nominating one External Expert when special courses of studies to be formulated
	Members discussed regarding the provision of nominating one External Expert and decided unanimously that as & when special courses of studies to be formulated depending upon specialty of such course, the external expert be nominated under Specialization.
<u>Item No. 5</u> <u>(Specialization Specific)</u>	To nominate one staff member on Board
	Resolved to nominate Mrs. Archana Rathod as a staff member
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse IQAC Minutes till II/2019
	Members perused the activities of IQAC till the Second Quarter of 2019 and noted that suggestions made by the IQAC from quality improvement & sustenance are implemented by Statutory bodies.
<u>Item No. 7</u> <u>(Common Agenda)</u>	To take stock of revision in curricula of University Programmes
	Members reviewed the revision/updation made in curricula since 2016-17 till 2019-20 and found it relevant with reference to profession, society and global requirement.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To review present process of obtaining feedback

	Members discussed present process of obtaining feedback and felt it necessary to integrate the same with new ERP system (JUNO) for obtaining feedback at multiple levels and its effective analysis and better utilization.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To review mechanism to assess learning levels of students after admission and organising special programmes for developing professional competencies
	Members discussed present mechanism adopted by WeSchool through its Assessment Centre & Development Centre - as an individual development plan for developing professional skill-sets, by identifying gaps & setting developing goals and looking at the pointers of degree results & placement ratio, members viewed mechanism as deliverable.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To review presently employed teaching-learning methods
	<p>Members discussed learning ecosystem employed for students as:</p> <p>Class-room teaching, experiential learning, engaging with professional societies/chapters, engaging with peer through competitive & collaborative platforms.</p> <p>Encouraging to participate in activities through seminars, presentations, article reviews, sports, cultural activities & competitions, so as to help develop in them life-time skills of negotiation, communication, conflict management & leadership. Engaging in group work, such as, group presentation, seminars, journal publishing, club work and sports & cultural activities, so as to help develop team-work skills.</p> <p>Volunteering to organize events, help teach them how to lead & manage others, how to develop objectives, plan, raise and manage budget spends, how to work with others manage crisis & manage multiple talks concurrently.</p> <p>Members opined that presently employed teaching-learning techniques are appropriate for holistic development of students.</p>
<u>Item No. 11</u> <u>(Common Agenda)</u>	To suggest the names on panel of question paper-setters, evaluators, moderators to Examination Committee
	Suggested names of faculty on panel of question paper-setters, evaluators, moderators to Examination Committee

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



Prof. Dr. B.N. Chatterjee
Head of Marketing Dept., WeSchool &
Chairman, Subject Board - Marketing Management

9

Draft Minutes of Fifth Meeting of Board of Studies-Marketing Management held on 27th July, 2020 at 11.00 A.M., at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Ravi Vaidee, HoD -Marketing Management, Chairman
2. Prof. Suhas Prabhu, Specialization Faculty
3. Prof. Rutu Gujarathi, Specialization Faculty
4. Prof. Swapnil Bhoite, Specialization Faculty
5. Dr. Rajendra Shinde, Subject Expert
6. Dr. D.Y. Patil, University Nominee
7. Mr. Kaustubh Kanade, Alumnus
8. Mrs. Archana Rathod, Staff Member

Special Invitees:

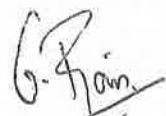
1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Dr. Dr.Mahim Sagar & Mr. Kamal Nandi were absent and granted leave of absence.
Dr. Rajendra Shinde, Dr. D.Y. Patil and Mr. Kaustubh Kanade made their present in virtual mode through conference call.

Attached are the Minutes of the business transacted during the course of meeting for approval.



Prof. Ravi Vaidee
Head of Marketing Dept., WeSchool &
Chairman, Board of Studies -Marketing Management

2

MINUTES OF THE FIFTH MEETING OF THE BOARD OF STUDIES
(MARKETING MANAGEMENT) SCHEDULED TO BE HELD ON 27th JULY, 2020

<u>Item No. 1</u>	To approve the minutes of fourth meeting of Board of Studies (Marketing Management) held on 16 th September, 2019
	Minutes were confirmed unanimously
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of previous meeting held on 26 th September, 2019
	Perused nominations of placement representative & staff member and co-opting of meritorious PG alumnus per Specialization of Board of Studies.
<u>Item No. 3</u> <u>(Specialization specific)</u>	To co-opt one Post Graduate Meritorious Alumnus approved by the Group Director
	Resolved to co-opt Mr. Kaustubh Kanade as Post Graduate Meritorious Alumnus member with the approval of Group Director
<u>Item No. 4</u> <u>(Common Agenda)</u>	To consider ISO-21001:2018 Series (EOMS) Standards
	Members of Board of Studies across specialization deliberated, in depth, new standards promoted by ISO viz. Management System for Educational Organizations (EOMS)- Series 21001:2018 and observed that these standards are useful in curriculum to support development of competence through teaching, learning or research regardless of the type, size or method of delivery and from quality assurance point of view and unanimously considered & recommended to AC for its initiation at WeSchool.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To examine draft Perspective/Strategic Plan from implementation point of view
	Members of Board of Studies across specialization reviewed the progress made in implementation of Perspective/Strategic Plan and unanimously decided to put in concerted efforts for its further implementation.
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Academic & Administrative Audit 2018-19 for implementation
	On perusal of report by Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.

<u>Item No.7</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Gender Audit 2018-19 for implementation
	Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To strengthen institutional governance through e-Governance by use of ERP
	Members examined ERP tool - JUNO, and found it as fully integrated end-to-end automation system for academic & administrative functions and its use to capture, consolidate & generate data with reports for various regulators and also found useful for NAAC, NBA, SAQS and AACSB accreditations and unanimously recommended AC to adopt this e-governance tool to strengthen institutional governance.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To consider the proposal put forth by Library Committee regarding augmentation of Library resources
	Members of Board of Studies across specialization examined the proposal for augmentation of the library resources, in detail, and unanimously recommended AC to consider purchases of (i) Dedicated Server for Library Software, (ii) Library E-textbook Database, (iii) Discovery Search, AI Chatbot & Mobile App, (iv) Case Study Databases Subscription, (v) e-Newspaper/Magazine Subscription, (vi) Research Tools, (vii) Radio Frequency Identification (RFID) and (viii) Infrastructure costing Rs. 89 Lakh.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To discuss measures to be initiated for grooming faculty for online teaching & exposure to various tools
	Members of Board of Studies across specializations considered measures of grooming faculty for online teaching & exposure to multiple tools and unanimously suggested AC to conduct Faculty Development Programme (FDPs) involving agencies of national & international repute.

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



Prof. Ravi Vaidee
Head of Mktg. Dept., WeSchool &
Chairman, BoS -Mktg. Mgt,

Members of Subject Board-Finance Management

1. Prof. Kanu Doshi, HoD-Finance Dept. & De-facto Chairman, Subject Board-Fin. Mgt.
2. Prof. Dr. Dinesh Harsolekar, Chairman, Ad-hoc BoS-Fin. Mgt. UoM & Member, Subject Board-Fin. Mgt.
3. Mr. Gaurav Mashruwala, Subject Expert, Subject Board-Fin. Mgt.
4. Mr. Jay Toshinwal, Professional Expert, Subject Board-Fin. Mgt.
5. Mr. Aashish Somaiya, Subject Expert, Subject Board-Fin. Mgt.
6. Prof. Smita Bhatkal, Teacher Member, Subject Board-Fin. Mgt.
7. Prof. Vanita Patel, Teacher Member, Subject Board-Fin. Mgt.

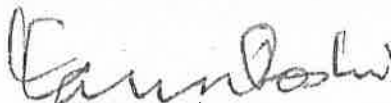
Officers of Weschool

1. Mr. Pramod Mulik, AGM-Fin.& Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of First Meeting of Subject Board-Finance Management, held on 30th August, 2016, are being circulated amongst the members present for their approval.

All are, therefore, requested to intimate the corrections and or amendment/changes, if any, within the period of four days from the receipt of this e-communication. Kindly note that if no intimation to this effect is received within the stipulated time of four days, then the draft minutes will stand approved, automatically.



Prof. Kanu Doshi

Head of Dept.

& Chairman, Subject Board-Finance Management

WeSchool

Confidential

Draft Minutes of First Meeting of the Subject Board – Finance Management held on 30th August, 2016 at 4.30 P.M. at WeSchool, Matunga, Mumbai 400 019.

Following Members were present:

1. Prof. Kanu Doshi, HoD-Finance Dept. & Chairman, Subject Board-Fin. Mgt.
2. Prof. Dr. Dinesh Harsolekar, Chairman, Ad-hoc BoS-Fin. Mgt. UoM & Member, Subject Board-Fin. Mgt.
3. Mr. Gaurav Mashruwala, Subject Expert, Subject Board-Fin. Mgt.
4. Mr. Jay Toshinwal, Professional Expert, Subject Board-Fin. Mgt.
5. Mr. Aashish Somaiya, Subject Expert, Subject Board-Fin. Mgt.
6. Prof. Smita Bhatkal, Teacher Member, Subject Board-Fin. Mgt.
7. Prof. Vanita Patel, Teacher Member, Subject Board-Fin. Mgt.

Following Officers of Weschool attended meeting:

1. Mr. Pramod Mulik, AGM-Fin. & Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at 5.00 P.M.

At the outset, Prof. Dr. Uday Salunkhe, Group Director, WeSchool and Chairman, Ad-hoc Board of Management Studies, University of Mumbai & also Chairman, Subject Board-General Management addressed the joint session of all the Six Subject Boards.

He welcomed the Chairmen & Members of the Six Subject Boards present for the meeting and briefed, in nut-shell, the august assembly on powers & duties, tenure and frequency of meeting of the Subject Board. He also briefed them on the expected outcome based on powers & duties of Subject Board.

After this group address, the members along with the Chairman of Subject Board, re-assembled for the meeting of Subject Board-Finance Management at 5.10 P.M.

The following business was transacted:

Item NO. 1	<p>To consider the letters received from the UGC and the University of Mumbai regarding the grant of Autonomous Status</p> <p>Noted</p>
Item No. 2	<p>To suggest panel of Examiners covering all the Subject papers within the purview of respective Subject Board to the Examination Cell for appointment of Paper-setters, Examiners and Moderators</p> <p>Noted</p> <p>Action involved:</p> <ul style="list-style-type: none"> To submit the names of qualified faculty members for appointment as Paper-setters, Examiners & Moderators (as per University criteria), within a week's time to Exam. Cell of WeSchool <p style="text-align: right;">[Action: Dean/HoD concerned]</p>
Item No. 3	<p>To peruse the Minutes of Meetings dated 23.3.2016 & 13.7.2016 of Core Team constituted for preparing post-autonomy syllabus of Master of Management Studies Program</p> <p>Perused Minutes of Meeting dated 23.3.2016:</p> <ul style="list-style-type: none"> Noted the terms of reference of Core Team <p>Perused Minutes of Meeting dated 13.7.2016:</p> <ul style="list-style-type: none"> Noted and considered the rationale of adding two new courses in I & II Semesters and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure) Noted and considered Program Vision & Mission Statements, Program Educational Objectives (PEOs), Program Outcomes (POs) and Course Outcomes (COs) <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above considered points before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 4	<p>To discuss and consider in this meeting the revised/new syllabi with detailed pedagogy, framed by the respective Subject Board for Subject papers under its purview for the University program viz. MMS and submit</p>

	<p>the same for the approval of Academic Board.</p> <p>Having considered PEOs, POs & Cos and the addition of new courses & revision in existing courses of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of Finance Management subjects of MMS Program and other Part-time Programs.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]]</p>
Item No.5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>Noted</p> <p>It was suggested to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> • Inclusion of increased industry interaction, especially in areas of sales management and business strategy and also cross-functional areas of expertise and behavioural science • Making reading of reference books mandatory • Continuous evaluation through internal test • Cross-functional projects <p>[Action: Concerned Faculty & Dean/HoD concerned]</p> <p>It was also decided to follow following Evaluation pattern:</p> <ul style="list-style-type: none"> • 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Marks subject • Standard Question Paper Pattern • Representation to most broad topics of Syllabus • Written Examination: Duration –2 hours & 1.25 hours for 60 Marks & 30 Marks subjects • Random distribution of Answer Books to Examiners <p>[Action: CoE & Dean/HoD concerned]</p> <ul style="list-style-type: none"> • To place above decisions before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]]</p>

	<p>the same for the approval of Academic Board.</p> <p>Having considered the addition of new courses & revision in existing courses, POs & PSOs of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of Finance Management subjects of MMS Program.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]]</p>
Item No.5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>Noted</p> <p>It was suggested to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> • Inclusion of increased industry interaction, especially in areas of sales management and business strategy and also cross-functional areas of expertise and behavioural science • Making reading of reference books mandatory • Continuous evaluation through internal test • Cross-functional projects <p style="text-align: right;">[Action: Concerned Faculty & Dean/HoD concerned]</p> <p>It was also decided to follow following Evaluation pattern:</p> <ul style="list-style-type: none"> • 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Marks subject • Standard Question Paper Pattern • Representation to most broad topics of Syllabus • Written Examination: Duration –2 hours & 1.25 hours for 60 Marks & 30 Marks subjects • Random distribution of Answer Books to Examiners <p style="text-align: right;">[Action: CoE & Dean/HoD concerned]</p> <ul style="list-style-type: none"> • To place above decisions before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>

Item No.6	<p>To deliberate on co-ordinating the research activities</p> <p>Noted</p> <p>It was decided to encourage the faculty members and students to undertake/participate:</p> <ul style="list-style-type: none"> • Research Projects • Research-based Case writing • Research-based Competitions <p>Action involved:</p> <ul style="list-style-type: none"> • To provide the faculty and students research related guidelines issued by the UGC/AICTE/University • To frame draft research promotion policy • To monitor these activities in line with the Guidelines of UGC/AICTE/University <p style="text-align: right;">[Action: Dean WRC/HoD concerned]</p> <ul style="list-style-type: none"> • To place above decisions before the Academic Board for approval <p style="text-align: right;">[Action: Dean WRC /HoD concerned/GM-N/Is & Admin]</p>
Item No. 7	<p>Any other point/s discussed with the permission of Chair</p> <ul style="list-style-type: none"> • To hold session on CV Writing, GD and Grooming for Placement <p>[Action: Dean/HoD concerned & Head-CMC]</p> <ul style="list-style-type: none"> • To maximize the use on on-line dashboard <p>[Action: Mentoring Faculty & Dean/HoD concerned]</p> <p>To conduct AC-DC Development Action Plan (DAP process before summer placement)</p>

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



Prof. Kanu Doshi

Head of Dept.

& Chairman, Subject Board-Finance Management

2 WeSchool

Date: 20th June 2018

Members of Subject Board (Finance Management)

1. Prof. Kanu Doshi, HoD, Finance Mgt.
2. Mr. Himanshu Vyapak, Professional Expert
3. Prof. Smita Bhatkal, Teacher-Member
4. Prof. Vanita Patel, Teacher- Member
5. Mr. Jatin Aggarwal, Student-Member
6. Miss Jinal Mavani, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at 11.00 A.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 11.30 A.M., without quorum.

Having completed their PG Degree, the Student-members of AY 2016-17 are replaced with the meritorious Student-members of AY 2017-18. The Chairman introduced these two new Student-members to the Board members.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of first meeting of Subject Board (Finance Management) held on 30th August, 2016
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2016
	Noted

<u>Item No. 3</u> <u>(Board Specific Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program in respect of Finance Management related Subjects, made/to be made effective from AY 2017-18 and 2018-19 (Appendix 1) & re-structured Syllabus of MFM Program (Appendix 2) and submit the same for the approval of Academic Board.
	Discussed & considered updating of Syllabus from 2017-18 & 2018-19 and adding new courses (electives/major per semester) & revising existing courses in concerned Specialization of MMS Program. (Appendix 1)) & re-structured Syllabus of MFM Program (Appendix 2). Further, resolved that it be submitted to Academic Board for its approval.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To deliberate on current market trends, its effect on over-all Higher Education and its relevance to Professional/Management Education in our Country, with specific reference to evolving Full-time &/or Part-time PG level Degree/Diploma Courses & Certificate Courses under autonomous status.
	Deliberated and resolved to undertake detailed study of introducing new Courses in line with current market trends and submit report thereof for consideration.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To discuss issue regarding re-registration of students failed in trimester/semester end examination/supplementary examination.
	Discussed, considered and resolved that it be placed before Academic Board for approval "that student has to pass in all the head of subjects before s/he is allowed to move to the next trimester/semester. If student fails in any head of subjects even after appearing for supplementary examination, s/he shall not be allowed to keep term (ATKT) in the next trimester/semester and be declared as FAIL. In such case, the student shall have to reappear and pass the examination with the next batch, and then register in the subsequent academic year for completion of Course. Proportionate tuition fees shall be payable for the academic year in which student seeks re-registration".
<u>Item No.6</u> <u>(Common Agenda)</u>	To peruse the correspondence with the parent University to re-nomenclate the University Courses as per the UGC Notification and Specification of Degree, 2016
	Noted

<u>Item No. 7</u> <u>(Common Agenda)</u>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18
	Noted



Prof. Kanu Doshi

Head of Dept.

& Chairman, Subject Board -Finance Management

WeSchool



Draft Minutes of Third Meeting of Subject Board – Finance Management held on 30th April, 2019 at 11.30 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Kanu Doshi, HoD, Finance Mgt.
2. Prof. Dr. Dinesh Harsolekar, Chairman, Ad-hoc BoS-Fin. Mgt., UoM
3. Ms. Maya Bhat, Subject Expert
4. Mr. Jay Toshinwal, Professional Expert
5. Prof. Smeeta Bhatkal, Teacher-Member
6. Prof. Vanita Patel, Teacher- Member
7. Mr. Jatin Aggarwal, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting adjourned for want of quorum commenced at its scheduled time i.e. at 12.00 Noon. Prof. Dr. Dinesh Harsolekar, Ms. Maya Bhat & Mr. Jai Toshinwal made their presence using virtual mode through conference call. Mr. Gaurav Mashruwala, Mr. Aashish Somiya, Miss Jinal Mavani & Ms. Maya Bhat were absent and granted leave of absence.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of second meeting of Subject Board (Finance Management) held on 13 th June, 2018
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 13 th June, 2018
	Noted
<u>Item No. 3</u> <u>(Common Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program to be made effective from AY 2019-20 and submit the same to Academic Board for its approval

	<p>Discussed and considered to introduce 3 additional Courses Viz. Business, Environment & Society (Core Course-Semester II), Business Ethics & Corporate Governance (Core Course for All Specializations-Semester III) and Entrepreneurship & New Venture Planning (Core Course for All Specializations-Semester IV) of MMS Program, effective from Academic Year 2019-20, so as to integrate cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values & Professional Ethics in Programme.</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
Item No. 4 (Common Agenda)	To initiate measures to enhance Research output of faculty
	<p>Discussed and suggested that faculty be encouraged to undertake more Externally funded projects by earmarking more funds on research activities and providing Seed money to them, so as to increase publication output in indexed journals. Resolved to put the same for the approval of Academic Board</p>
Item No. 5 (Common Agenda)	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	<p>It was discussed to introduce following Courses with the approval of Academic Board</p> <p>Other New PG Programs (11 Months' duration)</p> <ul style="list-style-type: none"> • PG Program in HR • PG Program in Finance • PG Program in Supply Chain <p>Other New Certificate Programs (6 Months' duration)</p> <ul style="list-style-type: none"> • Import & Export • Taxation • Advertisement & Public Relations



Prof. Kanu Doshi

Head of Dept.

Chairman, Subject Board – Finance Management

WeSchool

2

Draft Minutes of Fourth Meeting of Subject Board – Finance Management held on 16th September, 2019 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Kanu Doshi, HoD, Finance Mgt.
2. Prof. Dr. Dinesh Harsolekar, University Nominee
3. Ms. Maya Bhat, Subject Expert
4. Mr. Aashish Somaiya, Subject Expert
5. Mr. Jay Toshinwal, Professional Expert
6. Prof. Smeeta Bhatkal, Teacher-Member
7. Prof. Vanita Patel, Teacher- Member
8. Mr. Jatin Aggarwal, Student-Member
9. Miss Jinal Mavani, Student-Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Dr. Harsolekar, Ms. Maya Bhat, Mr. Aashish Somaiya, Mr. Jay Toshinwal made their presence using virtual mode through the conference call during the course of meeting. Mr. Gaurav Mashruwala, & Mr. Himanshu Vyapak were absent and granted leave of absence.

Attached are the Minutes of the business transacted during the course of meeting.

MINUTES OF THE FOURTH MEETING OF THE SUBJECT BOARD (FINANCE MANAGEMENT) SCHEDULED HELD ON 16th SEPTEMBER, 2019

<u>Item No. 1</u>	To approve the Minutes of Third Meeting of Board of Studies (Finance Management) held on 30 th April, 2019
	Confirmed Minutes of previous meeting unanimously.
<u>Item No. 2</u>	To ratify action taken on the minutes of the Third Meeting of Board of Studies (Finance Specialization) held on 30 th April, 2019
	Ratified Action Taken Report on previous meeting unanimously.
<u>Item No. 3</u> <u>(Specialization Specific)</u>	To deliberate and nominate one representative from industry/corporate sector/allied area relating to placement
	On deliberation, members unanimously resolved to nominate Mr. Sameer Karulkar as a representative from industry/corporate sector relating to placement.
<u>Item No. 4</u> <u>(Specialization Specific)</u>	To discuss on the provision of nominating one External Expert when special courses of studies to be formulated
	Members discussed regarding the provision of nominating one External Expert and decided unanimously that as & when special courses of studies to be formulated depending upon specialty of such course, the external expert be nominated under Specialization.
<u>Item No. 5</u> <u>(Specialization Specific)</u>	To nominate one staff member on Board
	Resolved to nominate Mrs. Manisha Mhatre as a staff member
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse IQAC Minutes till II/2019
	Members perused the activities of IQAC till the Second Quarter of 2019 and noted that suggestions made by the IQAC from quality improvement & sustenance are implemented by Statutory bodies.
<u>Item No. 7</u> <u>(Agenda)</u>	To take stock of revision in curricula of University Programmes
	Members reviewed the revision/updation made in curricula since 2016-17 till 2019-20 and found it relevant with reference to profession, society and global requirement.

<u>Item No. 8</u> <u>(Common Agenda)</u>	To review present process of obtaining feedback
	Members discussed regarding present process of obtaining feedback and felt it necessary to integrate the same with new ERP system (JUNO) for obtaining feedback at multiple levels and its effective analysis and better utilization.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To review mechanism to assess learning levels of students after admission and organizing special programmes for developing professional competencies
	Members discussed present mechanism adopted by WeSchool through its Assessment Centre & Development Centre - as an individual development plan for developing professional skill-sets, by identifying gaps & setting developing goals and looking at the pointers of degree results & placement ratio, members viewed mechanism as deliverable.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To review presently employed teaching-learning methods
	<p>Members discussed learning ecosystem employed for students as:</p> <p>Class-room teaching, experiential learning, engaging with professional societies/chapters, engaging with peer through competitive & collaborative platforms.</p> <p>Encouraging to participate in activities through seminars, presentations, article reviews, sports, cultural activities & competitions, so as to help develop in them life-time skills of negotiation, communication, conflict management & leadership.</p> <p>Engaging in group work, such as, group presentation, seminars, journal publishing, club work and sports & cultural activities, so as to help develop team-work skills.</p> <p>Volunteering to organize events, help teach them how to lead & manage others, how to develop objectives, plan, raise and manage budget spends, how to work with others manage crisis & manage multiple talks concurrently.</p> <p>Members opined that presently employed teaching-learning techniques are appropriate for holistic development of students.</p>
<u>Item No. 11</u> <u>(Common Agenda)</u>	To suggest the names on panel of question paper-setters, evaluators, moderators to Examination Committee
	Suggested names of faculty on panel of question paper-setters, evaluators, moderators to Examination Committee

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



Prof. Kanu Doshi
Hod/Chairman
WeSchool / SB (Fin. Mgt.)

Draft Minutes of Fifth Meeting of Board of Studies-Finance Management held on 27th July, 2020 at 11.00 A.M., at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Vanita Patel, Head Finance Dept., Chairman
2. Prof. Vandana Sohoni, Specialization Faculty
3. Prof. Nameeta Vaalanj, Specialization Faculty
4. Himanshu Vyapak, University Nominee
5. Mr. Sameer Karulkar, Placement Representative
6. Mr. Nikhil Ranade, Alumnus
7. Mrs. Manisha Mhatre Staff Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Himanshu Vyapak, Mr. Sameer Karulkar & Mr. Nikhil Ranade made their present in virtual mode through conference call. Dr. A.K. Konar & Dr. Anil Mishra were absent and granted leave of absence.

Attached are the Minutes of the business transacted during the course of meeting for approval.



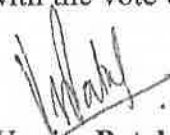
Prof. Vanita Patel
Head of Finance Dept., WeSchool &
Chairman, Board of Studies -Finance Management

MINUTES OF THE FIFTH MEETING OF THE BOARD OF STUDIES
(FINANCE MANAGEMENT) SCHEDULED TO BE HELD ON 27th JULY, 2020

<u>Item No. 1</u>	To approve the minutes of fourth meeting of Board of Studies (Finance Management) held on 16 th September, 2019
	Minutes were confirmed unanimously
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of previous meeting held on 26 th September, 2019
	Perused nominations of placement representative & staff member and co-opting of meritorious PG alumnus per Specialization of Board of Studies.
<u>Item No. 3</u> <u>(Specialization specific)</u>	To co-opt one Post Graduate Meritorious Alumnus approved by the Group Director
	Resolved to co-opt Mr. Nikhil Ranade as Post Graduate Meritorious Alumnus member with the approval of Group Director.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To consider ISO-21001:2018 Series (EOMS) Standards
	Members of Board of Studies across specialization deliberated, in depth, new standards promoted by ISO viz. Management System for Educational Organizations (EOMS)- Series 21001:2018 and observed that these standards are useful in curriculum to support development of competence through teaching, learning or research regardless of the type, size or method of delivery and from quality assurance point of view and unanimously considered & recommended to AC for its initiation at WeSchool.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To examine draft Perspective/Strategic Plan from implementation point of view
	Members of Board of Studies across specialization reviewed the progress made in implementation of Perspective/Strategic Plan and unanimously decided to put in concerted efforts for its further implementation.
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Academic & Administrative Audit 2018-19 for implementation

	On perusal of report by Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.
<u>Item No.7</u> <u>(Common</u> <u>Agenda)</u>	To peruse the suggestions in report of Gender Audit 2018-19 for implementation
	Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.
<u>Item No. 8</u> <u>(Common</u> <u>Agenda)</u>	To strengthen institutional governance through e-Governance by use of ERP
	Members examined ERP tool - JUNO, and found it as fully integrated end-to-end automation system for academic & administrative functions and its use to capture, consolidate & generate data with reports for various regulators and also found useful for NAAC, NBA, SAQS and AACSB accreditations and unanimously recommended AC to adopt this e-governance tool to strengthen institutional governance.
<u>Item No. 9</u> <u>(Common</u> <u>Agenda)</u>	To consider the proposal put forth by Library Committee regarding augmentation of Library resources
	Members of Board of Studies across specialization examined the proposal for augmentation of the library resources, in detail, and unanimously recommended AC to consider purchases of (i) Dedicated Server for Library Software, (ii) Library E-textbook Database, (iii) Discovery Search, AI Chatbot & Mobile App, (iv) Case Study Databases Subscription, (v) e-Newspaper/Magazine Subscription, (vi) Research Tools, (vii) Radio Frequency Identification (RFID) and (viii) Infrastructure costing Rs. 89 Lakh.
<u>Item No. 10</u> <u>(Common</u> <u>Agenda)</u>	To discuss measures to be initiated for grooming faculty for online teaching & exposure to various tools
	Members of Board of Studies across specializations considered measures of grooming faculty for online teaching & exposure to multiple tools and unanimously suggested AC to conduct Faculty Development Programme (FDPs) involving agencies of national & international repute.

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


Prof. Vanita Patel
Head of Finance Dept., WeSchool &
Chairman, Board of Studies –Fin. Mgt.

Members of Subject Board -Operations Management

1. Prof. Dr. V.H.Iyer, Dean-Operations, WeSchool & Chairman Subject Board-Operations Management
2. Shri Ashok Sharma, Subject Expert
3. Shri Rakesh Singh, Professional Expert
4. Shri Milind Kulkarni, Professional Expert
5. Prof. V.V. Raghavan, Faculty Member
6. Prof. Kavita Kalyandurgmath, Faculty Member
7. Mr. Siddharth Chaudhari, Student Member
8. Mr. Rahul Iyer, Student Member

Officers of WeSchool

1. Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of First Meeting of Subject Board-Operations Management, held on 30th August, 2016, are being circulated amongst the members present for their approval.

All are, therefore, requested to intimate the corrections and or amendment/changes, if any, within the period of four days from the receipt of this e-communication. Kindly note that if no intimation to this effect is received within the stipulated time of four days, then the draft minutes will stand approved, automatically.



Prof. Dr. V.H. Iyer
Head of Dept.
& Chairman, Subject Board-Operations Management
WeSchool

2

Confidential

Draft Minutes of the First Meeting of the Subject Board - Operations Management held on 30th August, 2016, at 4.30 P.M., at WeSchool, Matunga, Mumbai 400 019.

The following members were present:

1. Prof. Dr. V.H.Iyer, Dean-Operations, WeSchool & Chairman Subject Board
2. Shri Ashok Sharma, Subject Expert
3. Shri Rakesh Singh, Professional Expert
4. Shri Milind Kulkarni, Professional Expert
5. Prof. V.V. Raghavan, Faculty Member
6. Prof. Kavita Kalyandurgmath, Faculty Member
7. Mr. Siddharth Chaudhari, Student Member
8. Mr. Rahul Iyer, Student Member

Following WeSchool Officers attended meeting

1. Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at 5.00 P.M.

At this juncture, Prof. Dr. Uday Salunkhe, Group Director, WeSchool and Chairman, Ad-hoc Board of Management Studies, University of Mumbai, addressed the joint session of all the Six Subject Boards.

He welcomed all the Chairmen & Members of the Six Subject Boards present for the meeting and briefed, in nut-shell, the august assembly on powers & duties, tenure and frequency of meeting of the Subject Board. He also briefed them on the expected outcome based on powers & duties of Subject Board.

After this group address, the members along with the Chairman of Subject Board, re-assembled for the meeting of Subject Board-Operations Management at 5.10 P.M.

The following business was transacted:

Item NO. 1	<p>To consider the letters received from the UGC and the University of Mumbai regarding the grant of Autonomous Status</p> <p>Noted</p>
Item No. 2	<p>To suggest panels of Examiners covering all the Subject papers within the purview of respective Subject Board to the Examination Cell for appointment of Paper-setters, Examiners and Moderators</p> <p>Noted</p> <p>Action involved:</p> <ul style="list-style-type: none"> To submit the names qualified faculty members for appointment as the Paper-setters, Examiners & Moderators (as per University criteria), within a week's time to Exam. Cell of WeSchool <p style="text-align: right;">[Action: Dean/HoD concerned]</p>
Item No. 3	<p>To peruse the Minutes of Meetings dated 23.3.2016 & 13.7.2016 of Core Team constituted for preparing post-autonomy syllabus of Master of Management Studies Program</p> <p>Perused Minutes of Meeting dated 23.3.2016:</p> <ul style="list-style-type: none"> Noted the terms of reference of Core Team <p>Perused Minutes of Meeting dated 13.7.2016:</p> <ul style="list-style-type: none"> Noted and considered the rationale of adding two new courses in I & II Semesters and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure) Noted and considered Program Vision & Mission Statements, Program Educational Objectives (PEOs), Program Outcomes (POs) and Course Outcomes (COs) <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above considered points before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 4	<p>To discuss and consider in this meeting the revised/new syllabi with detailed pedagogy, framed by the respective Subject Board for Subject papers under its purview for the University program viz. MMS and submit the same for</p>

	<p>the approval of Academic Board.</p> <p>Having considered PEOs, POs & Cos and the addition of new courses & revision in existing courses of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of Operations Management subjects of MMS Program and other Part-time Programs.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]]</p>
Item No.5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>Noted</p> <p>It was decided to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> Case-study (based on real situation from Industry) Business Simulation Games Model utilized to teach subject like TPM & its pillars should be sustainable at least for few years (to be under operational excellence subject s mentioned above) PDCA Cycle & DMAIC methodologies be used in projects to develop analyzing & decision-making skills (to be under operational excellence subject s mentioned above) Syllabus revision, as mentioned above, should be incorporated appropriately <p>[Action: Concerned Faculty & Dean/HoD concerned]</p> <p>It was also decided to follow following Evaluation pattern:</p> <ul style="list-style-type: none"> 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Mark subject Standard Question Paper Pattern Representation to most broad topics of Syllabus Written Exam: Duration –2 hours & 1.25 hours for 60 Marks & 30 Marks subjects Random distribution of Answer Books to Examiners <p>[Action: CoE & Dean/HoD concerned]</p>

	<ul style="list-style-type: none"> To place above decisions before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No.6	<p>To deliberate on co-ordinating the research activities</p> <p>Noted</p> <p>It was decided to encourage the faculty members and students to undertake/participate in</p> <ul style="list-style-type: none"> Research Projects Research-based Cases writing Research-based Competitions <p>Action involved:</p> <ul style="list-style-type: none"> To provide the faculty and students research related guidelines issued by the UGC/AICTE/University To frame draft promotion policy To monitor these activities in line with the Guidelines of UGC/AICTE/University <p>[Action: Dean/HoD concerned]</p> <ul style="list-style-type: none"> To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]]</p>
Item No. 7	<p>Any other point/s discussed with the permission of Chair</p> <ul style="list-style-type: none"> To hold session on CV Writing, GD and Grooming for Placement [Action: Dean/HoD concerned & Head-CMC] To maximize the use on on-line dashboard [Action: Mentoring Faculty & Dean/HoD concerned] To conduct AC-DC Development Action Plan (DAP process before summer placement)

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


Prof. Dr. V.H. Iyer
Head of Dept.
& Chairman, Subject Board-Operations Management
WeSchool

Date: 20th June, 2018

Draft Minutes of Second Meeting of Subject Board – Operations Management held on 13th June, 2018 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Members of Subject Board (Operations Management)

1. Prof. Dr. V.H. Iyer, HoD, Operations Mgt.
2. Prof. Dr. Kalim Khan, Nominee, Ad-hoc Board of Studies-Operations Management, University of Mumbai
3. Mr. Shrikant Ambike, Professional Expert
4. Prof. Kavita Kalyandurgmath, Teacher-Member
5. Mr. Baruna Mukherjee, Student-Member
6. Miss Harshal Tornekar, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at 11.00 A.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 11.30 A.M., without quorum.

Having completed their PG Degree, the Student-members of AY 2016-17 are replaced with the meritorious Student-members of AY 2017-18. The Chairman introduced these two new Student-members Mr. Baruna Mukherjee & Miss Harshal Tornekar to the Board members. Dr. L. Ganapathy, Mr. Ashok Sharma, Mr. Rakesh Singh, Mr. Milind Kulkarni & Prof. V.V. Raghavan were absent and granted leave of absence. Mr. Shrikant Ambike made his presence using virtual mode through conference call.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of first meeting of Subject Board (Operations Management) held on 30th August, 2016.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2016
	Noted

<u>Item No. 3</u> <u>(Board</u> <u>Specific</u> <u>Agenda)</u>	<p>To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program in respect of Operations Management related Subjects, made/to be made effective from AY 2017-18 and 2018-19 (Appendix 1) and submit the same for the approval of Academic Board.</p>
	<p>Discussed & considered updating of Syllabus from 2017-18 & 2018-19 and adding new courses (electives/major per semester) & revising existing courses in concerned Specialization of MMS Program. (Appendix 1)). Further, resolved that it be submitted to Academic Board for its approval.</p>
<u>Item No. 4</u> <u>(Common</u> <u>Agenda)</u>	<p>To deliberate on current market trends, its effect on over-all Higher Education and its relevance to Professional/Management Education in our Country, with specific reference to evolving Full-time &/or Part-time PG level Degree/Diploma Courses & Certificate Courses under autonomous status</p>
	<p>Deliberated and resolved to undertake detailed study of introducing new Courses in line with current market trends and submit report thereof for consideration.</p>
<u>Item No. 5</u> <u>(Common</u> <u>Agenda)</u>	<p>To discuss issue regarding re-registration of students failed in trimester/semester end examination/supplementary examination.</p>
	<p>Discussed, considered and resolved that it be placed before Academic Board for approval "that student has to pass in all the head of subjects before s/he is allowed to move to the next trimester/semester. If student fails in any head of subjects even after appearing for supplementary examination, s/he shall not be allowed to keep term (ATKT) in the next trimester/semester and be declared as FAIL. In such case, the student shall have to reappear and pass the examination with the next batch, and then register in the subsequent academic year for completion of Course. Proportionate tuition fees shall be payable for the academic year in which student seeks re-registration".</p>
<u>Item No. 6</u> <u>(Common</u> <u>Agenda)</u>	<p>To peruse the correspondence with the parent University to re-nomenclate the University Courses as per the UGC Notification and Specification of Degrees, 2016</p>
	<p>Noted</p>

<u>Item No.7</u> <u>(Common</u> <u>Agenda)</u>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18.
	Noted



Prof. Dr. V.H. Iyer
Head of Dept. &
Chairman, Subject Board - Operations Management
WeSchool

Draft Minutes of Third Meeting of Subject Board – Operations Management held on 30th April, 2019 at 11.30 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. V.H. Iyer, HoD, Operations Mgt.
2. Dr L Ganapathy, Subject Expert
3. Mr. Ashok Sharma, Subject Expert
4. Mr. Milind Kulkarni, Professional Expert
5. Prof. Kavita Kalyandurgmath, Teacher-Member
6. Mr. Baruna Mukherjee, Student-Member
7. Miss Harshal Tornekar, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting adjourned for want of quorum commenced at its scheduled time i.e. at 12.00 Noon. Dr. Kalim Khan, Mr. Rakesh Singh, Mr. Shrikat Ambike were absent and granted leave of absence. Dr. L. Ganapathy, Mr. Ashok Sharma & Mr. Milind Kulkarni made his presence using virtual mode through conference call.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of second meeting of Subject Board (Operations Management) held on 13th June, 2018.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2018
	Noted
<u>Item No. 3</u> <u>(Common Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program to be made effective from AY 2019-20 and submit the same to Academic Board for its approval

	<p>Discussed and considered to introduce 3 additional Courses Viz. Business, Environment & Society (Core Course-Semester II), Business Ethics & Corporate Governance (Core Course for All Specializations-Semester III) and Entrepreneurship & New Venture Planning (Core Course for All Specializations-Semester IV) of MMS Program, effective from Academic Year 2019-20, so as to integrate cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values & Professional Ethics in Programme.</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
<u>Item No. 4</u> <u>(Common Agenda)</u>	To initiate measures to enhance Research output of faculty
	Discussed and suggested that faculty be encouraged to undertake more Externally funded projects by earmarking more funds on research activities and providing Seed money to them, so as to increase publication output in indexed journals. Resolved to put the same for the approval of Academic Board
<u>Item No. 5</u> <u>(Common Agenda)</u>	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	<p>It was discussed to introduce following Courses with the approval of Academic Board</p> <p>Other New PG Programs (11 Months' duration)</p> <ul style="list-style-type: none"> • PG Program in HR • PG Program in Finance • PG Program in Supply Chain <p>Other New Certificate Programs (6 Months' duration)</p> <ul style="list-style-type: none"> • Import & Export • Taxation • Advertisement & Public Relations



Prof. Dr. V.H. Iyer
Head of Dept.
Chairman, Subject Board – Operations Management
WeSchool

2

Draft Minutes of Fourth Meeting of Subject Board – Operations Management held on 16th September, 2019 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. V.H. Iyer, HoD, Operations Mgt.
2. Prof. Dr. Kalim Khan, University Nominee
3. Dr. L. Ganapathy, Subject Expert
4. Mr. Ashok Sharma, Subject Expert
5. Mr. Shrikant Ambike, Subject Expert
6. Prof. Kavita Kalyandurgmath, Teacher-Member
7. Mr. Baruna Mukherjee, Student-Member
8. Miss Harshal Tornekar, Student-Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Prof. Dr. Kalim Khan, Mr. L. Ganapathy, Mr. Shrikant Ambike, Mr. Ashok Sharma made their presence using virtual mode through the conference call during the course of meeting. Mr. Rakesh Singh, & Mr. Milind Kulkarni were absent and granted leave of absence.

Attached are the Minutes of the business transacted during the course of meeting.

MINUTES OF THE FOURTH MEETING OF THE SUBJECT BOARD
(OPERATIONS MANAGEMENT) SCHEDULED HELD ON 16th SEPTEMBER, 2019

<u>Item No. 1</u>	To approve the Minutes of Third Meeting of Board of Studies (Operations Management) held on 30 th April, 2019
	Confirmed Minutes of previous meeting unanimously.
<u>Item No. 2</u>	To ratify action taken on the minutes of the Third Meeting of Board (Operations Management) of Studies held on 30 th April, 2019
	Ratified Action Taken Report on previous meeting unanimously.
<u>Item No. 3</u> <u>(Specialization Specific)</u>	To deliberate and nominate one representative from industry/corporate sector/allied area relating to placement
	On deliberation, members unanimously resolved to nominate Dr. Rajeshwar Tripathi as a representative from industry/corporate sector relating to placement.
<u>Item No. 4</u> <u>(Specialization Specific)</u>	To discuss on the provision of nominating one External Expert when special courses of studies to be formulated
	Members discussed regarding the provision of nominating one External Expert and decided unanimously that as & when special courses of studies to be formulated depending upon specialty of such course, the external expert be nominated under Specialization.
<u>Item No. 5</u> <u>(Specialization Specific)</u>	To nominate one staff member on Board
	Resolved to nominate Mrs. Rupal Choudhari as a staff member
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse IQAC Minutes till II/2019
	Members perused the activities of IQAC till the Second Quarter of 2019 and noted that suggestions made by the IQAC from quality improvement & sustenance are implemented by Statutory bodies.
<u>Item No. 7</u> <u>(Common Agenda)</u>	To take stock of revision in curricula of University Programmes
	Members reviewed the revision/updation made in curricula since 2016-17 till 2019-20 and found it relevant with reference to profession, society and global requirement.
<u>Item No.8</u> <u>(Common Agenda)</u>	To review present process of obtaining feedback

	Members discussed present process of obtaining feedback and felt it necessary to integrate the same with new ERP system (JUNO) for obtaining feedback at multiple levels and its effective analysis and better utilization.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To review mechanism to assess learning levels of students after admission and organizing special programmes for developing professional competencies
	Members discussed present mechanism adopted by WeSchool through its Assessment Centre & Development Centre - as an individual development plan for developing professional skill-sets, by identifying gaps & setting developing goals and looking at the pointers of degree results & placement ratio, members viewed mechanism as deliverable.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To review presently employed teaching-learning methods
	<p>Members discussed learning ecosystem employed for students as:</p> <p>Class-room teaching, experiential learning, engaging with professional societies/chapters, engaging with peer through competitive & collaborative platforms.</p> <p>Encouraging to participate in activities through seminars, presentations, article reviews, sports, cultural activities & competitions, so as to help develop in them life-time skills of negotiation, communication, conflict management & leadership. Engaging in group work, such as, group presentation, seminars, journal publishing, club work and sports & cultural activities, so as to help develop team-work skills.</p> <p>Volunteering to organize events, help teach them how to lead & manage others, how to develop objectives, plan, raise and manage budget spends, how to work with others manage crisis & manage multiple talks concurrently.</p> <p>Members opined that presently employed teaching-learning techniques are appropriate for holistic development of students.</p>
<u>Item No. 11</u> <u>(Common Agenda)</u>	To suggest the names on panel of question paper-setters, evaluators, moderators to Examination Committee
	Suggested names of faculty on panel of question paper-setters, evaluators, moderators to Examination Committee

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



Prof. Dr. V.H. Iyer
Head of Operations Dept., WeSchool &
Chairman, Subject Board - Operations Mgt.

2

Draft Minutes of Fifth Meeting of Board of Studies-Operations Management held on 27th July, 2020 at 11.00 A.M., at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. S. Gondhalekar, HoD -Operations Management, Chairman
2. Dr. Anil Keskar, Subject Expert
3. Dr. Kalim Khan, University Nominee
4. Mr. RajeshwarTripathi, Placement Representative
5. Mrs. RupalChoudhariStaff Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. RupalChaudhari
3. Mrs. SuvarnaMoghe
4. Mrs. ShrutiMangaonkar

Officers of WeSchool

Mr. PramodMulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. SitaRamanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Dr. B.S. Sahay & Dr. Santosh Hari were absent and granted leave of absence. Dr. Anil Keskar, Dr. Kalim Khan & Mr. RajeshwarTripathi made their present in virtual mode through conference call.

Attached are the Minutes of the business transacted during the course of meeting for approval.



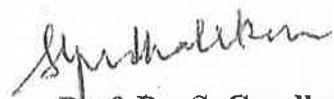
Prof. Dr. S. Gondhalekar
Head of Operations Dept., WeSchool &
Chairman, Board of Studies –Operations Management

MINUTES OF THE FIFTH MEETING OF THE BOARD OF STUDIES
(OPERATIONS MANAGEMENT) SCHEDULED TO BE HELD ON 27th JULY, 2020

<u>Item No. 1</u>	To approve the minutes of fourth meeting of Board of Studies (Marketing Management) held on 16 th September, 2019
	Minutes were confirmed unanimously
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of previous meeting held on 26 th September, 2019
	Perused nominations of placement representative & staff member and co-opting of meritorious PG alumnus per Specialization of Board of Studies.
<u>Item No. 3</u> <u>(Specialization specific)</u>	To co-opt one Post Graduate Meritorious Alumnus approved by the Group Director
	Resolved to co-opt Dr. Santosh Hari as Post Graduate Meritorious Alumnus member with the approval of Group Director..
<u>Item No. 4</u> <u>(Common Agenda)</u>	To consider ISO-21001:2018 Series (EOMS) Standards
	Members of Board of Studies across specialization deliberated, in depth, new standards promoted by ISO viz. Management System for Educational Organizations (EOMS)- Series 21001:2018 and observed that these standards are useful in curriculum to support development of competence through teaching, learning or research regardless of the type, size or method of delivery and from quality assurance point of view and unanimously considered & recommended to AC for its initiation at WeSchool.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To examine draft Perspective/Strategic Plan from implementation point of view
	Members of Board of Studies across specialization reviewed the progress made in implementation of Perspective/Strategic Plan and unanimously decided to put in concerted efforts for its further implementation.
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Academic & Administrative Audit 2018-19 for implementation
	On perusal of report by Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.

<u>Item No.7</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Gender Audit 2018-19 for implementation
	Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To strengthen institutional governance through e-Governance by use of ERP
	Members examined ERP tool - JUNO, and found it as fully integrated end-to-end automation system for academic & administrative functions and its use to capture, consolidate & generate data with reports for various regulators and also found useful for NAAC, NBA, SAQS and AACSB accreditations and unanimously recommended AC to adopt this e-governance tool to strengthen institutional governance.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To consider the proposal put forth by Library Committee regarding augmentation of Library resources
	Members of Board of Studies across specialization examined the proposal for augmentation of the library resources, in detail, and unanimously recommended AC to consider purchases of (i) Dedicated Server for Library Software, (ii) Library E-textbook Database, (iii) Discovery Search, AI Chatbot & Mobile App, (iv) Case Study Databases Subscription, (v) e-Newspaper/Magazine Subscription, (vi) Research Tools, (vii) Radio Frequency Identification (RFID) and (viii) Infrastructure costing Rs. 89 Lakh.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To discuss measures to be initiated for grooming faculty for online teaching & exposure to various tools
	Members of Board of Studies across specializations considered measures of grooming faculty for online teaching & exposure to multiple tools and unanimously suggested AC to conduct Faculty Development Programme (FDPs) involving agencies of national & international repute.

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


Prof. Dr. S. Gondhalekar
Head of Oprns. Dept., WeSchool
& Chairman, BoS -Oprns. Mgt.

Members of Subject Board-HR Management

1. Prof. Vijayan Pankajakshan, Dean HR Dept. & Chairman, Subject Board-HR Mgt.
2. Mr. Marcel Parker Professional Expert, Subject Board-HR Mgt.
3. Mr. Pankaj Bhargava, Subject Expert, Subject Board-HR Mgt.
4. Ms. Rani Desai, Subject Expert, Subject Board-HR Mgt.
5. Prof. Dr. Savitri Kulkarni, Teacher Member, Subject Board-HR Mgt.
6. Prof. Dr. Anjali Joshi, Teacher Member, Subject Board-HR Mgt.
7. Ms. Snehal Joshi, Student Member, Subject Board-HR Mgt.
8. Ms. Aditi Brahme, Student Member, Subject Board- HR Mgt.

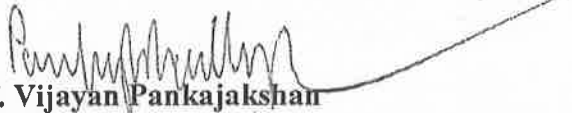
Officers of WeSchool

1. Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of First Meeting of Subject Board-Human Resource Management, held on 30th August, 2016, are being circulated amongst the members present for their approval.

All are, therefore, requested to intimate the corrections and or amendment/changes, if any, within the period of four days from the receipt of this e-communication. Kindly note that if no intimation to this effect is received within the stipulated time of four days, then the draft minutes will stand approved, automatically.


Prof. Vijayan Pankajakshan
Head of Dept.
& Chairman, Subject Board-HR Management
WeSchool

2

Confidential

Draft Minutes of the First Meeting of the Subject Board – Human Resource Management held on 30th August, 2016 at 4.30 P.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Vijayan Pankajakshan, Dean HR Dept. & Chairman, Subject Board-HR Mgt.
2. Mr. Marcel Parker Professional Expert, Subject Board-HR Mgt.
3. Mr. Pankaj Bhargava, Subject Expert, Subject Board-HR Mgt.
4. Ms. Rani Desai, Subject Expert, Subject Board-HR Mgt.
5. Prof. Dr. Savitri Kulkarni, Teacher Member, Subject Board-HR Mgt.
6. Prof. Dr. Anjali Joshi, Teacher Member, Subject Board-HR Mgt.
7. Ms. Snehal Joshi, Student Member, Subject Board-HR Mgt.
8. Ms. Aditi Brahme, Student Member, Subject Board- HR Mgt.

Following WeSchool Officers attended meeting:

1. Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Fin. Dept.
2. Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at 5.00 P.M.

At the outset, Prof. Dr. Uday Salunkhe, Group Director, WeSchool and Chairman, Ad-hoc Board of Management Studies, University of Mumbai & also Chairman, Subject Board-General Management addressed the joint session of all the Six Subject Boards.

He welcomed the Chairmen & Members of the Six Subject Boards present for the meeting and briefed, in nut-shell, the august assembly on powers & duties, tenure and frequency of meeting of the Subject Board. He also briefed them on the expected outcome based on powers & duties of Subject Board.

After this group address, the members along with the Chairman of Subject Board, re-assembled for the meeting of Subject Board-Human Resource Management at 5.10 P.M.

The following business was transacted:

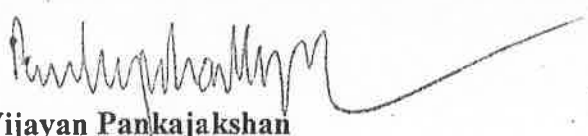
Item NO. 1	<p>To consider the letters received from the UGC and the University of Mumbai regarding the grant of Autonomous Status</p> <p>Noted</p>
Item No. 2	<p>To suggest panels of Examiners covering all the Subject papers within the purview of respective Subject Board to the Examination Cell for appointment of Paper-setters, Examiners and Moderators</p> <p>Noted</p> <p>Action involved:</p> <ul style="list-style-type: none"> To submit the names qualified faculty members for appointment as the Paper-setters, Examiners & Moderators (as per University criteria), within a week's time to Exam. Cell of WeSchool <p>[Action: Dean/HoD concerned]</p>
Item No. 3	<p>To peruse the Minutes of Meetings dated 23.3.2016 & 13.7.2016 of Core Team constituted for preparing post-autonomy syllabus of Master of Management Studies Program</p> <p>Perused Minutes of Meeting dated 23.3.2016:</p> <ul style="list-style-type: none"> Noted the terms of reference of Core Team <p>Perused Minutes of Meeting dated 13.7.2016:</p> <ul style="list-style-type: none"> Noted and considered the rationale of adding two new courses in I & II Semesters and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure) Noted and considered Program Vision & Mission Statements, Program Educational Objectives (PEOs), Program Outcomes (POs) and Course Outcomes (COs) <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above considered points before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 4	<p>To discuss and consider in this meeting the revised/new syllabi with detailed pedagogy, framed by the respective Subject Board for Subject papers under its purview for all the University program viz., MMS and</p>

	<p>submit the same for the approval of Academic Board.</p> <p>Having considered PEOs, POs & Cos and the addition of new courses & revision in existing courses of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of Operations Management subjects of MMS Program and other Part-time Programs.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p>[Action: Dean/HoD concerned/GM-N/Is & Admin]]]</p>
Item No.5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>Noted</p> <p>It was decided to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> • To articulate enablers as differentiation in content and methodology to make clear intents of HR specialization • To build Subject/Course on competency frame-work e.g. NHRDN & HRScape • To share syllabi of MMS (First & second Years) to External Experts for their detailed critique and recommendations • To involve students in co-creating contents & design • Before proceeding for summer internship students to be provided with deeper & meaningful grounding of HR profession, role and challenges • Student Development: (i) need to develop focus on developing business acumen (ii) reading & analyzing balance-sheets (eTimes reading etc. • Foundation Fortnight, Other onboard/induction processes, PSPP Interventions • Faculty to leverage learning opportunities that students gain from observing at closer quarters MDP design and development, delivery, engage with corporate executives etc. • Students to read books on business and present findings & learning in class • Students to view more videos on leadership • Faculty to leverage students of degree and alumni too from symbiotic relationships, including mentoring to be nurtured and

	<p>fostered</p> <ul style="list-style-type: none"> • Faculty to accord greater focus in teaching training process wrto Organization Design • Cross-functional projects to be encouraged in 2nd year by collaborating with students from other specializations/sectors • Enhance efforts to get more in-house projects from organizations • More students to be included in research-work (suggested faculty to generate six cases mandatorily in semester) • Students be allowed to study more modules covered by other specializations • Greater leverage on e-learning content/MOOCs/Business credit points • To enhance attention on personal branding • To host College Festivals and Competitions on HR Case Studies and Quizzes • To engage with alumni to understand what they valued and what was missing on campus, before next meeting <p>It was also decided to follow following Evaluation pattern:</p> <ul style="list-style-type: none"> • 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Mark subject • Standard Question Paper Pattern • Representation to most broad topics of Syllabus • Written Exam: Duration –2 hours & 1.25 hours for 60 Marks & 30 Marks subjects • Random distribution of Answer Books to Examiners <p style="text-align: right;">[Action: CoE & Dean/HoD concerned]</p> <ul style="list-style-type: none"> • To place above decisions before the Academic Board for approval. <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No.6	<p>To deliberate on co-ordinating the research activities</p> <p>Noted</p> <p>It was decided to encourage the faculty members and students to undertake/participate in</p> <ul style="list-style-type: none"> • Research Projects • Research-based Cases writing • Research-based Competitions

	<p>Action involved:</p> <ul style="list-style-type: none"> • To provide the faculty and students research related guidelines issued by the UGC/AICTE/University • To frame draft research promotion policy • To monitor these activities in line with the Guidelines of UGC/AICTE/University <p style="text-align: right;">[Action: Dean WRC/HoD concerned]</p> <ul style="list-style-type: none"> • To place above decisions before the Academic Board for approval <p style="text-align: right;">[Action: Dean WRC/HoD concerned/GM-N/Is & Admin.]</p>
Item No. 7	Any other point/s discussed with the permission of Chair
	<ul style="list-style-type: none"> • To hold session on CV Writing, GD and Grooming for Placement [Action: Dean/HoD concerned & Head-CMC] • To maximize the use on on-line dashboard [Action: Mentoring Faculty & Dean/HoD concerned] • To conduct AC-DC Development Action Plan (DAP process before summer placement)

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


Prof. Vijayan Pankajakshan
 Head of Dept.
 & Chairman, Subject Board-HR Management
 WeSchool

8

Date: 20th June, 2018

Draft Minutes of Second Meeting of Subject Board – Human Resource Management held on 13th June, 2018 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Members of Subject Board (Human Resource Management)

1. Prof. Vijayan Pankajakshan, HoD, HR-Mgt.
2. Prof. Dr. Vijay Page, Chairman, Ad-hoc Board of Studies-HR Mgt.,
University of Mumbai
3. Mr. Pankaj Bhargava, Subject Expert
4. Prof. Savitri Kulkarni, Teacher-Member
5. Prof. Anjili Joshi, Teacher-Member
6. Miss Jeanine Irani, Student-Member
7. Mr. Santosh Miriyala, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Suvarna Moghe
3. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at 11.00 A.M. As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 11.30 A.M., without quorum.


Prof. Dr. Vijay Page, Mr. Pankaj Bhargava made their presence using virtual mode through the conference call. Mr. G. Pratap, Ms. Rani Desai, Marcel Parker & Mr. Aniruddha Limaye were absent and granted leave of absence. Having completed their PG Degree, the Student-members of AY 2016-17 are replaced with the meritorious Student-members of AY 2017-18. The Chairman introduced these two new Student-members Miss Jeanine Irani & Mr. Santosh Miriyala to the Board members.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of first meeting of Subject Board (Human Resource Management) held on 30th August, 2016.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2016
	Noted

<u>Item No. 3</u> <u>(Board</u> <u>Specific Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program in respect of Human Resource Management related Subjects, made/to be made effective from AY 2017-18 and 2018-19 (Appendix 1) & re-structured Syllabus of MHRDM Program from 2017-18 (Appendix 2) and submit the same for the approval of Academic Board.
	Discussed & considered updating from AY 2017-18 & 2018-19 and adding new courses (electives/major per semester) & revising existing courses in concerned Specialization of MMS Program. (Appendix 1) & re-structured Syllabus of MHRDM Program (Appendix 2). Further, resolved that it be submitted to Academic Board for its approval.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To deliberate on current market trends, its effect on over-all Higher Education and its relevance to Professional/Management Education in our Country, with specific reference to evolving Full-time &/or Part-time PG level Degree/Diploma Courses & Certificate Courses under autonomous status.
	Deliberated and resolved to undertake detailed study of introducing new Courses in line with current market trends and submit report thereof for consideration.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To discuss issue regarding re-registration of students failed in trimester/semester end examination/supplementary examination.
	Discussed, considered and resolved that it be placed before Academic Board for approval "that student has to pass in all the head of subjects before s/he is allowed to move to the next trimester/semester. If student fails in any head of subjects even after appearing for supplementary examination, s/he shall not be allowed to keep term (ATKT) in the next trimester/semester and be declared as FAIL. In such case, the student shall have to reappear and pass the examination with the next batch, and then register in the subsequent academic year for completion of Course. Proportionate tuition fees shall be payable for the academic year in which student seeks re-registration".
<u>Item No.6</u> <u>(Common Agenda)</u>	To peruse the correspondence with the parent University to re-nomenclate the University Courses as per the UGC Notification and Specification of Degree, 2016
	Noted

<u>Item No. 7</u> <u>(Common Agenda)</u>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18
	Noted


Prof. Vijayan Pankajakshan
Head of Dept.
& Chairman, Subject Board - HR Management
WeSchool.

Draft Minutes of Third Meeting of Subject Board – Human Resource Management held on 30th April, 2019 at 11.30 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Vijayan Pankajakshan, HoD, HR-Mgt.
2. Prof. Dr. Vijay Page, Chairman, Ad-hoc Board of Studies-HR Mgt.,
University of Mumbai
3. Mr. Marcel Parker, Professional Expert
4. Mr. G. Pratap, Subject Expert
5. Prof. Savitri Kulkarni, Teacher-Member
6. Prof. Anjili Joshi, Teacher-Member
7. Miss Jeanine Irani, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

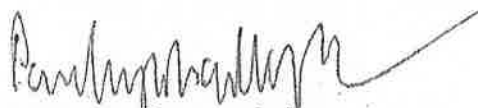
Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting adjourned for want of quorum commenced at its scheduled time i.e. at 12.00 Noon. Prof. Dr. Vijay Page, Mr. Marcel Parker & Mr. G. Pratap made their presence using virtual mode through the conference call. Mr. Aniruddha Limaye, Mr. Pankaj Bhargva & Ms. Rani Desai, were absent and granted leave of absence.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of second meeting of Subject Board (Human Resource Management) held on 13 th June, 2018
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 13 th June, 2018
	Noted
<u>Item No. 3</u> <u>(Common Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program to be made effective from AY 2019-20 and submit the same to Academic Board for its approval

	<p>Discussed and considered to introduce 3 additional Courses Viz. Business, Environment & Society (Core Course-Semester II), Business Ethics & Corporate Governance (Core Course for All Specializations-Semester III) and Entrepreneurship & New Venture Planning (Core Course for All Specializations-Semester IV) of MMS Program, effective from Academic Year 2019-20, so as to integrate cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values & Professional Ethics in Programme.</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
<u>Item No. 4</u> <u>(Common Agenda)</u>	To initiate measures to enhance Research output of faculty
	Discussed and suggested that faculty be encouraged to undertake more Externally funded projects by earmarking more funds on research activities and providing Seed money to them, so as to increase publication output in indexed journals. Resolved to put the same for the approval of Academic Board
<u>Item No. 5</u> <u>(Common Agenda)</u>	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	<p>It was discussed to introduce following Courses with the approval of Academic Board</p> <p>Other New PG Programs (11 Months' duration)</p> <ul style="list-style-type: none"> • PG Program in HR • PG Program in Finance • PG Program in Supply Chain <p>Other New Certificate Programs (6 Months' duration)</p> <ul style="list-style-type: none"> • Import & Export • Taxation • Advertisement & Public Relations



Prof. Vijayan Pankajakshan
Head of Dept.

Chairman, Subject Board – HR Management
WeSchool

2

Draft Minutes of Fourth Meeting of Subject Board – Human Resource Management held on 16th September, 2019 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Vijayan Pankajakshan, HoD, HR-Mgt.
2. Prof. Dr. Vijay Page, Chairman, Ad-hoc Board of Studies-HR Mgt.,
University of Mumbai
3. Mr. Pankaj Bhargava, Subject Expert
4. Mr. G. Pratap, Subject Expert
5. Mr. Aniruddha Limaye, Professional Expert
6. Prof. Savitri Kulkarni, Teacher-Member
7. Prof. Anjili Joshi, Teacher-Member
8. Miss Jeanine Irani, Student-Member
9. Mr. Santosh Miriyala, Student-Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Ms. Rani Desai & Mr. Marcel Parker were absent and granted leave of absence. Mr. Aniruddha Limaye, Mr G. Pratap, Mr. Pankaj Bhargava & Prof. Dr. Vijay Page made their presence using virtual mode through the conference call during the course of meeting.

Attached are the Minutes of the business transacted during the course of meeting.

MINUTES OF THE FOURTH MEETING OF THE SUBJECT BOARD (HR MANAGEMENT) SCHEDULED HELD ON 16th SEPTEMBER, 2019

<u>Item No. 1</u>	To approve the Minutes of Third Meeting of Board of Studies (HR Management) held on 30 th April, 2019
	Confirmed Minutes of previous meeting unanimously.
<u>Item No. 2</u>	To ratify action taken on the minutes of the Third Meeting of Board of Studies (HR Management) held on 30 th April, 2019
	Ratified Action Taken Report on previous meeting unanimously.
<u>Item No. 3</u> <u>(Specialization Specific)</u>	To deliberate and nominate one representative from industry/corporate sector/allied area relating to placement
	On deliberation, members unanimously resolved to nominate Mr.. Sreenath Arimanithaya as a representative from industry/corporate sector relating to placement.
<u>Item No. 4</u> <u>(Specialization Specific)</u>	To discuss on the provision of nominating one External Expert when special courses of studies to be formulated
	Members discussed regarding the provision of nominating one External Expert and decided unanimously that as & when special courses of studies to be formulated depending upon specialty of such course, the external expert be nominated under Specialization.
<u>Item No. 5</u> <u>(Specialization Specific)</u>	To nominate one staff member on Board
	Resolved to nominate Mrs. Archana Rathod as a staff member
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse IQAC Minutes till II/2019
	Members perused the activities of IQAC till the Second Quarter of 2019 and noted that suggestions made by the IQAC from quality improvement & sustenance are implemented by Statutory bodies.
<u>Item No. 7</u> <u>(Common Agenda)</u>	To take stock of revision in curricula of University Programmes
	Members reviewed the revision/updation made in curricula since 2016-17 till 2019-20 and found it relevant with reference to profession, society and global requirement.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To review present process of obtaining feedback

	Members discussed present process of obtaining feedback and felt it necessary to integrate the same with new ERP system (JUNO) for obtaining feedback at multiple levels and its effective analysis and better utilization.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To review mechanism to assess learning levels of students after admission and organizing special programmes for developing professional competencies
	Members discussed present mechanism adopted by WeSchool through its Assessment Centre & Development Centre - as an individual development plan for developing professional skill-sets, by identifying gaps & setting developing goals and looking at the pointers of degree results & placement ratio, members viewed mechanism as deliverable.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To review presently employed teaching-learning methods
	<p>Members discussed learning ecosystem employed for students as:</p> <p>Class-room teaching, experiential learning, engaging with professional societies/chapters, engaging with peer through competitive & collaborative platforms.</p> <p>Encouraging to participate in activities through seminars, presentations, article reviews, sports, cultural activities & competitions, so as to help develop in them life-time skills of negotiation, communication, conflict management & leadership. Engaging in group work, such as, group presentation, seminars, journal publishing, club work and sports & cultural activities, so as to help develop team-work skills.</p> <p>Volunteering to organize events, help teach them how to lead & manage others, how to develop objectives, plan, raise and manage budget spends, how to work with others manage crisis & manage multiple talks concurrently.</p> <p>Members opined that presently employed teaching-learning techniques are appropriate for holistic development of students.</p>
<u>Item No. 12</u> <u>(Common Agenda)</u>	To suggest the names on panel of question paper-setters, evaluators, moderators to Examination Committee
	Suggested names of faculty on panel of question paper-setters, evaluators, moderators to Examination Committee

0332

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



Prof. Vijayan Pankajakshan
HoD/Chairman
WeSchool / BoS (HR Mgt.)

9

Draft Minutes of Fifth Meeting of Board of Studies-Human Resource Management held on 27th July, 2020 at 11.00 A.M., at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. VijayanPankajakshan, HoD -HR Management, Chairman
2. Prof. SwarKranti, Specialization Faculty
3. Prof. Priyanka Handa, Specialization Faculty
4. Mrs. Janaki Y. Naik, Subject Expert outside UoM
5. Dr. Vijay Page, VC Nominee
6. Dr. Nikhil Date, Alumnus
7. Mrs. ArchanaRathod, Staff Member.

Special Invitees:


1. Prof. Dr. S.R. Tendulkar
2. Mrs. RupalChaudhari
3. Mrs. SuvarnaMoghe
4. Mrs. ShrutiMangaonkar

Officers of WeSchool

Mr. PramodMulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. SitaRamanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Mrs. Janaki Y. Nayak, Dr. Vijay Page & Dr. Nikhil Date made their present in virtual mode through conference call. Dr. Meera Shankar & Mr. Sreenath were absent and granted leave of absence.

Attached are the Minutes of the business transacted during the course of meeting for approval.



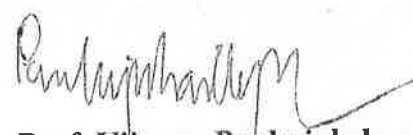
Prof. VijayanPankajakshan
Head of HR Dept., WeSchool &
Chairman, Board of Studies -HR Management

MINUTES OF THE FIFTH MEETING OF THE BOARD OF STUDIES
(HR MANAGEMENT) SCHEDULED TO BE HELD ON 27th JULY, 2020

<u>Item No. 1</u>	To approve the minutes of fourth meeting of Board of Studies (Marketing Management) held on 16 th September, 2019
	Minutes were confirmed unanimously
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of previous meeting held on 26 th September, 2019
	Perused nominations of placement representative & staff member and co-opting of meritorious PG alumnus per Specialization of Board of Studies.
<u>Item No. 3</u> <u>(Specialization specific)</u>	To co-opt one Post Graduate Meritorious Alumnus approved by the Group Director
	Resolved to co-opt Mr. Nikhil Date as Post Graduate Meritorious Alumnus member with the approval of Group Director.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To consider ISO-21001:2018 Series (EOMS) Standards
	Members of Board of Studies across specialization deliberated, in depth, new standards promoted by ISO viz. Management System for Educational Organizations (EOMS)- Series 21001:2018 and observed that these standards are useful in curriculum to support development of competence through teaching, learning or research regardless of the type, size or method of delivery and from quality assurance point of view and unanimously considered & recommended to AC for its initiation at WeSchool.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To examine draft Perspective/Strategic Plan from implementation point of view
	Members of Board of Studies across specialization reviewed the progress made in implementation of Perspective/Strategic Plan and unanimously decided to put in concerted efforts for its further implementation.
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Academic & Administrative Audit 2018-19 for implementation
	On perusal of report by Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.

<u>Item No.7</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Gender Audit 2018-19 for implementation
	Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To strengthen institutional governance through e-Governance by use of ERP
	Members examined ERP tool - JUNO, and found it as fully integrated end-to-end automation system for academic & administrative functions and its use to capture, consolidate & generate data with reports for various regulators and also found useful for NAAC, NBA, SAQS and AACSB accreditations and unanimously recommended AC to adopt this e-governance tool to strengthen institutional governance.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To consider the proposal put forth by Library Committee regarding augmentation of Library resources
	Members of Board of Studies across specialization examined the proposal for augmentation of the library resources, in detail, and unanimously recommended AC to consider purchases of (i) Dedicated Server for Library Software, (ii) Library E-textbook Database, (iii) Discovery Search, AI Chatbot & Mobile App, (iv) Case Study Databases Subscription, (v) e-Newspaper/Magazine Subscription, (vi) Research Tools, (vii) Radio Frequency Identification (RFID) and (viii) Infrastructure costing Rs. 89 Lakh.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To discuss measures to be initiated for grooming faculty for online teaching & exposure to various tools
	Members of Board of Studies across specializations considered measures of grooming faculty for online teaching & exposure to multiple tools and unanimously suggested AC to conduct Faculty Development Programme (FDPs) involving agencies of national & international repute.

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



Prof. Vijayan Pankajakshan
Head of HR Dept., WeSchool
& Chairman, BoS –HR Mgt.

Members of Subject Board -Systems Management

1. Prof. Dr. Pradeep Pendse, HoD-Systems, WeSchool & Chairman, Subject Board-Systems Mgt
2. Prof. Dr. C.R. Chavan, Director, JBIMS, Chairman, ad-hoc BoS-Marketing Management, UoM, Member, Subject Board-Systems Mgt.
3. Prof. Dr. Anala Pandit, Subject Expert, Subject Board-Systems Mgt.
4. Dr. Nitin Patwardhan, Professional Expert, Subject Board-System Mgt.
5. Mr. Shreyas Dukle, Professional Expert, Subject Board-System Mgt.
6. Prof. Dr. Vaishali Patil, Faculty Member, Subject Board, System Mgt.
7. Prof. Girish Yadav, Faculty Member, Subject Board, System Mgt.

Special Invitee

Prof. Sandeep Kelkar, Asst. Professor, WeSchool

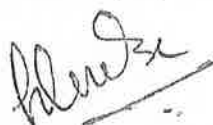
Officers of WeSchool

Mr. Pramod Mulik, AGM, Fin. & Asst. Professor, Finance
Mr. Subhash Bhosle, GM (New Initiatives & Admin)

DRAFT MINUTES FOR APPROVAL

Draft Minutes of First Meeting of Subject Board-Systems Management, held on 30th August, 2016, are being circulated amongst the members present for their approval.

All are, therefore, requested to intimate the corrections and or amendment/changes, if any, within the period of four days from the receipt of this e-communication. Kindly note that if no intimation to this effect is received within the stipulated time of four days, then the draft minutes will stand approved, automatically.



Prof. Dr. Pradeep Pendse
Head of Dept.
Chairman, Subject Board-Systems Management
WeSchool

2

Confidential

Draft Minutes of First Meeting of Subject Board-Systems Management held on 30th August, 2016 at 4.30 P.M. at WeSchool, Matunga, Mumbai 400 019

Following members were present:

1. Prof. Dr. Pradeep Pendse, HoD-Systems, WeSchool & Chairman, Subject Board-Systems Mgt
2. Prof. Dr. C.R. Chavan, Director, JBIMS, Chairman, ad-hoc BoS-Marketing Management, UoM, Member, Subject Board-Systems Mgt.
3. Dr. Nitin Patwardhan, Professional Expert, Subject Board- System Mgt.
4. Mr. Shreyas Dukle, Professional Expert, Subject Board-System Mgt.
5. Prof. Dr. Vaishali Patil, Faculty Member, Subject Board, System Mgt.
6. Prof. Girish Yadav, Faculty Member, Subject Board, System Mgt.

Special Invitee of WeSchool

Prof. Sandeep Kelkar, Asst. Professor, WeSchool

Following Officers of WeSchool attended meeting

Mr. Pramod Mulik, AGM, Fin. & Asst. Professor, Finance
Mr. Subhash Bhosle, GM (New Initiatives & Admin)

The meeting commenced at 4.30 P.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 5.00 P.M., without quorum.

At this juncture, Prof. Dr. Uday Salunkhe, Group Director, WeSchool and Chairman, Ad-hoc Board of Management Studies, University of Mumbai & also Chairman, Subject Board-General Management addressed the joint session of all the Six Subject Boards.

He welcomed the Chairmen & Members of the Six Subject Boards present for the meeting and briefed, in nut-shell, the august assembly on powers & duties, tenure and frequency of meeting of the Subject Board. He also briefed them on the expected outcome based on powers & duties of Subject Board.

After this group address, the members along with the Chairman of Subject Board, re-assembled for the meeting of Subject Board-Systems Management at 5.10 P.M.

The following business was transacted:

Item N0. 1	<p>To consider the letters received from the UGC and the University of Mumbai regarding the grant of Autonomous Status</p> <p>Noted</p>
Item No. 2	<p>To suggest panel of Examiners covering all the Subject papers within the purview of respective Subject Board to the Examination Cell for appointment of Paper-setters, Examiners and Moderators</p> <p>Noted</p> <p>Action involved:</p> <ul style="list-style-type: none"> To submit the names of qualified faculty members for appointment as Paper-setters, Examiners & Moderators (as per University criteria), within a week's time to Exam. Cell of WeSchool <p style="text-align: right;">[Action: Dean/HoD concerned]</p>
Item No. 3	<p>To peruse the Minutes of Meetings dated 23.3.2016 & 13.7.2016 of Core Team constituted for preparing post-autonomy syllabus of Master of Management Studies Program</p> <p>Perused Minutes of Meeting dated 23.3.2016:</p> <ul style="list-style-type: none"> Noted the terms of reference of Core Team <p>Perused Minutes of Meeting dated 13.7.2016:</p> <p>Perused Minutes of Meeting dated 13.7.2016:</p> <ul style="list-style-type: none"> Noted and considered the rationale of adding two new courses in I & II Semesters and adding new courses (elective/major per semester) & revising existing courses in each Specialization of MMS Program (Annexure) Noted and considered Program Vision & Mission Statements, Program Educational Objectives (PEOs), Program Outcomes (POs) and Course Outcomes (COs) <p>Actions involved:</p> <ul style="list-style-type: none"> To place the above considered points before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>

Item No. 4	<p>To discuss and consider in this meeting the revised/new syllabi with detailed pedagogy, framed by the respective Subject Board for Subject papers under its purview for the University program viz. MMS and submit the same for the approval of Academic Board.</p> <p>Having considered PEOs, POs & Cos and the addition of new courses & revision in existing courses of the MMS Program, the Subject Board decided to adopt the re-structure Syllabus of Systems Management subjects of MMS Program and other Part-time Programs.</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 5	<p>To undertake evolving of various methodologies to be adopted while imparting the teaching vis-à-vis the topics/chapters to be covered under the respective course and evaluation techniques for internal assessment.</p> <p>Noted</p> <p>It was decided to adopt following tools to make class-room / teaching effective:</p> <ul style="list-style-type: none"> • Case-based • Activities & Simulation Games <p>It was also decided to follow Evaluation pattern as below:</p> <ul style="list-style-type: none"> • 40/20 marks (Internal Evaluation):60/30 marks (Written Exam) pattern for 100/50 Mark subject • Standard Question Paper Pattern • Representation to most broad topics of Syllabus • Written Exam: Duration –2 hours & 1.25 hours for 60 Marks & 30 Marks subjects • Random distribution of Answer Books to Examiners <p style="text-align: right;">[Action: CoE & Dean/HoD concerned]</p> <p>Actions involved:</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>

Item No.5	<p>To deliberate on coordinating the research activities</p> <p>Noted</p> <p>It was decided to encourage the faculty members and students to undertake/participate in</p> <ul style="list-style-type: none"> • Research Projects • Research-based Case writing • Research-based Competitions <p>Action involved:</p> <ul style="list-style-type: none"> • To provide the faculty and students research related guidelines/promotion policy issued by the UGC/AICTE/University • To frame draft research promotion policy • To monitor these activities in line with the Guidelines of UGC/AICTE/University <p style="text-align: right;">[Action: Dean WRC /HoD concerned]</p> <ul style="list-style-type: none"> • To place the above decision before the Academic Board for approval <p style="text-align: right;">[Action: Dean/HoD concerned/GM-N/Is & Admin]</p>
Item No. 7	Any other point/s discussed with the permission of Chair
	<ul style="list-style-type: none"> • To hold session on CV Writing, GD and Grooming for Placement <p style="text-align: right;">[Action: Dean/HoD concerned & Head-CMC]</p> <ul style="list-style-type: none"> • To maximize the use on on-line dashboard <p style="text-align: right;">[Action: Mentoring Faculty & Dean/HoD concerned]</p> <ul style="list-style-type: none"> • To conduct AC-DC Development Action Plan (DAP process before summer placement)

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



Prof. Dr. Pradeep Pendse
Head of Dept.
Chairman, Subject Board-Systems Management
WeSchool

Date: 20th June, 2018

Draft Minutes of Second Meeting of Subject Board – Systems Management held on 13th June, 2018 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Members of Subject Board (Systems Management)

1. Prof. Dr. Pradeep Pendse, HoD, Systems Mgt.
2. Prof. Dr. C.R. Chavan, Chairman, Ad-hoc BoS-Systems Mgt., UoM
3. Dr. Nitin Patwardhan, Professional Expert
4. Prof. Dr. Vaishali Patil, Teacher-Member
5. Prof. Girish Yadav, Teacher-Member
6. Mr. Bazil Aga, Student-Member
7. Miss Roshni Pawar, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting commenced at 11.00 A.M.

As two-third members were not present, the Chairman adjourned meeting for want of quorum and decided to meet again after 30 minutes. The meeting so adjourned, then commenced at 11.30 A.M., without quorum.

Dr. C.R. Chavan & Dr. Nitin Patwardhan made their presence using virtual mode through conference call. Dr. Anala Pandit, Mr. Vikram Patil, Mr. Atul Patankar, Mr Shreyas Dulke were absent and granted leave of absence. Having completed their PG Degree, the Student-members of AY 2016-17 are replaced with the meritorious Student-members of AY 2017-18. The Chairman introduced these two new Student-members Mr. Bazil Aga, & Miss. Roshni Pawar to the Board members.


The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of first meeting of Subject Board (Systems Management) held on 30th August, 2016.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 30th August, 2016
	Noted

<u>Item No. 3</u> <u>(Board</u> <u>Specific Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program in respect of Operations Management related Subjects, made/to be made effective from AY 2017-18 and 2018-19 (Appendix 1) and submit the same for the approval of Academic Board.
	Discussed & considered updating of Syllabus from 2017-18 & 2018-19 and adding new courses (electives/major per semester) & revising existing courses in concerned Specialization of MMS Program. (Appendix 1)). Further, resolved that it be submitted to Academic Board for its approval.
<u>Item No. 4</u> <u>(Common</u> <u>Agenda)</u>	To deliberate on current market trends, its effect on over-all Higher Education and its relevance to Professional/Management Education in our Country, with specific reference to evolving Full-time &/or Part-time PG level Degree/Diploma Courses & Certificate Courses under autonomous status
	Deliberated and resolved to undertake detailed study of introducing new Courses in line with current market trends and submit report thereof for consideration
<u>Item No. 5</u> <u>(Common</u> <u>Agenda)</u>	To discuss issue regarding re-registration of students failed in trimester/semester end examination/supplementary examination.
	Discussed, considered and resolved that it be placed before Academic Board for approval "that student has to pass in all the head of subjects before s/he is allowed to move to the next trimester/semester. If student fails in any head of subjects even after appearing for supplementary examination, s/he shall not be allowed to keep term (ATKT) in the next trimester/semester and be declared as FAIL. In such case, the student shall have to reappear and pass the examination with the next batch, and then register in the subsequent academic year for completion of Course. Proportionate tuition fees shall be payable for the academic year in which student seeks re-registration".
<u>Item No. 6</u> <u>(Common</u> <u>Agenda)</u>	To peruse the correspondence with the parent University to re-nomenclate the University Courses as per the UGC Notification and Specification of Degrees, 2016
	Noted

0343

<u>Item No.7</u> <u>(Common</u> <u>Agenda)</u>	To peruse for information, the implementation of on-line assessment reform on experimental basis from Even Semester of AY 2017-18.
	Noted



Prof. Dr. Pradeep Pendse
Head of Dept. &
Chairman, Subject Board - Systems Management
WeSchool

Draft Minutes of Third Meeting of Subject Board – Systems Management held on 30th April, 2019 at 11.30 A.M. at WeSchool, Matunga, Mumbai 400 019.

1. Prof. Dr. Pradeep Pendse, HoD, Systems Mgt.
2. Prof. Dr. C.R. Chavan, Chairman, Ad-hoc BoS-System Mgt., UoM
3. Mr. Shreyas Dulke, Professional Expert
4. Prof. Dr. Vaishali Patil, Teacher-Member
5. Prof. Girish Yadav, Teacher-Member
6. Mr. Bazil Aga, Student-Member
7. Miss Roshni Pawar, Student-Member

Special Invitees of WeSchool:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Following Officers of WeSchool attended the meeting:

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
 Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
 Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

The meeting adjourned for want of quorum commenced at its scheduled time i.e. at 12.00 Noon. Prof. Dr. C.R. Chavan and Mr. Shreyas Dulke made their presence using virtual mode through conference call. Dr. Nitin Patwardhan, Dr. Anala Pandit, Mr. Atul Patankar were absent and granted leave of absence.

The following business was transacted:

<u>Item No. 1</u>	To approve the minutes of second meeting of Subject Board (Systems Management) held on 13 th June, 2018.
	Approved
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of past meeting held on 13 th June, 2018
	Noted
<u>Item No. 3</u> <u>(Common Agenda)</u>	To discuss and consider in this meeting the updation of Revised Syllabi of MMS Program to be made effective from AY 2019-20 and submit the same to Academic Board for its approval

	<p>Discussed and considered to introduce 3 additional Courses Viz. Business, Environment & Society (Core Course-Semester II), Business Ethics & Corporate Governance (Core Course for All Specializations-Semester III) and Entrepreneurship & New Venture Planning (Core Course for All Specializations-Semester IV) of MMS Program, effective from Academic Year 2019-20, so as to integrate cross-cutting issues relevant to Gender, Environment and Sustainability, Human Values & Professional Ethics in Programme.</p> <p>Further, resolved that it be submitted to Academic Board for its approval.</p>
Item No. 4 (Common Agenda)	To initiate measures to enhance Research output of faculty
	<p>Discussed and suggested that faculty be encouraged to undertake more Externally funded projects by earmarking more funds on research activities and providing Seed money to them, so as to increase publication output in indexed journals. Resolved to put the same for the approval of Academic Board</p>
Item No. 5 (Common Agenda)	To start other PG Diploma Courses & PG Certificate Courses of shorter duration
	<p>It was discussed to introduce following Courses with the approval of Academic Board</p> <p>Other New PG Programs (11 Months' duration)</p> <ul style="list-style-type: none"> • PG Program in HR • PG Program in Finance • PG Program in Supply Chain <p>Other New Certificate Programs (6 Months' duration)</p> <ul style="list-style-type: none"> • Import & Export • Taxation • Advertisement & Public Relations



Prof. Dr. Pradeep Pendse
Head of Dept.
Chairman, Subject Board – Operations Management
WeSchool

Draft Minutes of Fourth Meeting of Subject Board Systems Management held on 16th September, 2019 at 11.00 A.M. at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof. Dr. Pradeep Pendse, HoD, Systems Mgt.
2. Prof. Dr. C.R. Chavan, Chairman, Ad-hoc Board of Studies-Systems Mgt., University of Mumbai
3. Mr. Vikram Patil, Subject Expert
4. Mr. Atul Patankar, Subject Expert
5. Dr. Nitin Patwardhan, Professional Expert
6. Prof. Dr. Vaishali Patil, Teacher-Member
7. Prof. Girish Yadav, Teacher-Member
8. Mr. Bazil Aga, Student-Member
9. Miss Roshni Pawar, Student-Member

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. Rupal Chaudhari
3. Mrs. Suvarna Moghe
4. Mrs. Shruti Mangaonkar

Officers of WeSchool

Mr. Pramod Mulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. Sita Ramanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Prof. Dr. Anala Pandit & Mr. Shreyas Dulke, were absent and granted leave of absence. Dr. Nitin Patwardhan, Mr Atul Patankar, Mr. Vikram Patil & Prof. Dr. CR. Chavan made their presence using virtual mode through the conference call during the course of meeting.

Attached are the Minutes of the business transacted during the course of meeting.

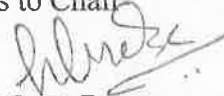
MINUTES OF THE FOURTH MEETING OF THE SUBJECT BOARD (SYSTEMS MANAGEMENT) SCHEDULED HELD ON 16th SEPTEMBER, 2019

<u>Item No. 1</u>	To approve the Minutes of Third Meeting of Board of Studies (Systems Management) held on 30 th April, 2019
	Confirmed Minutes of previous meeting unanimously.
<u>Item No. 2</u>	To ratify action taken on the minutes of the Third Meeting of Board of Studies (Systems Management) held on 30 th April, 2019
	Ratified Action Taken Report on previous meeting unanimously.
<u>Item No. 3</u> <u>(Specialization Specific)</u>	To deliberate and nominate one representative from industry/corporate sector/allied area relating to placement
	On deliberation, members unanimously resolved to nominate Mr.. Nikhil Sawant as a representative from industry/corporate sector relating to placement.
<u>Item No. 4</u> <u>(Specialization Specific)</u>	To discuss on the provision of nominating one External Expert when special courses of studies to be formulated
	Members discussed regarding the provision of nominating one External Expert and decided unanimously that as & when special courses of studies to be formulated depending upon specialty of such course, the external expert be nominated under Specialization.
<u>Item No. 5</u> <u>(Specialization Specific)</u>	To nominate one staff member on Board
	Resolved to nominate Mrs. Rupal Choudhary as a staff member
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse IQAC Minutes till II/2019
	Members perused the activities of IQAC till the Second Quarter of 2019 and noted that suggestions made by the IQAC from quality improvement & sustenance are implemented by Statutory bodies.
<u>Item No. 7</u> <u>(Common Agenda)</u>	To take stock of revision in curricula of University Programmes
	Members reviewed the revision/updation made in curricula since 2016-17 till 2019-20 and found it relevant with reference to profession, society and global requirement.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To review present process of obtaining feedback

	Members discussed present process of obtaining feedback and felt it necessary to integrate the same with new ERP system (JUNO) for obtaining feedback at multiple levels and its effective analysis and better utilization.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To review mechanism to assess learning levels of students after admission and organizing special programmes for developing professional competencies
	Members discussed present mechanism adopted by WeSchool through its Assessment Centre & Development Centre - as an individual development plan for developing professional skill-sets, by identifying gaps & setting developing goals and looking at the pointers of degree results & placement ratio, members viewed mechanism as deliverable.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To review presently employed teaching-learning methods
	<p>Members discussed learning ecosystem employed for students as:</p> <p>Class-room teaching, experiential learning, engaging with professional societies/chapters, engaging with peer through competitive & collaborative platforms.</p> <p>Encouraging to participate in activities through seminars, presentations, article reviews, sports, cultural activities & competitions, so as to help develop in them life-time skills of negotiation, communication, conflict management & leadership. Engaging in group work, such as, group presentation, seminars, journal publishing, club work and sports & cultural activities, so as to help develop team-work skills.</p> <p>Volunteering to organize events, help teach them how to lead & manage others, how to develop objectives, plan, raise and manage budget spends, how to work with others manage crisis & manage multiple talks concurrently.</p> <p>Members opined that presently employed teaching-learning techniques are appropriate for holistic development of students.</p>
<u>Item No. 11</u> <u>(Common Agenda)</u>	To suggest the names on panel of question paper-setters, evaluators, moderators to Examination Committee
	Suggested names of faculty on panel of question paper-setters, evaluators, moderators to Examination Committee

0349

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



Prof. Pradeep Pendse
HoD/Chairman

WeSchool / BoS(Systems Mgt.)

2

Draft Minutes of Fifth Meeting of Board of Studies-Systems Management held on 27th July, 2020 at 11.00 A.M., at WeSchool, Matunga, Mumbai 400 019.

Following members were present:

1. Prof.Dr.PradeepPendse, HoD -System Management, Chairman
2. Prof. Girish Yadav, Specialization Faculty
3. Prof. ViplavKambli, Specialization Faculty
4. Dr. M.M. Ali, Subject Expert
5. Dr. C.R. Chavan, University Nominee
6. Mr. Nitin Sawant, Placement Representative
7. Mr. SachinShanbhag, Alumnus
8. Mrs. RupalChoudhari, Staff Member.

Special Invitees:

1. Prof. Dr. S.R. Tendulkar
2. Mrs. RupalChaudhari
3. Mrs. SuvarnaMoghe
4. Mrs. ShrutiMangaonkar

Officers of WeSchool

Mr. PramodMulik, AGM-Fin./Asst. Professor, Finance Dept.
Prof. SitaRamanan, CoE, Exam. Cell, WeSchool
Mr. Subhash Bhosle, GM (New Initiatives & Admin.)

Dr. Ajay Tiwari was absent and granted leave of absence. Dr. M.M. Ali, Dr. C.R. Chavan, Mr. Nitin Sawant& Mr. SachinShanbhag made their present in virtual mode through conference call.

Attached are the Minutes of the business transacted during the course of meeting for approval.



Prof. Dr. Pradeep Pendse
Head of Systems Dept., WeSchool&
Chairman, Board of Studies –Systems Management


MINUTES OF THE FIFTH MEETING OF THE BOARD OF STUDIES
(SYSTEMS MANAGEMENT) SCHEDULED TO BE HELD ON 27th JULY, 2020

0351

<u>Item No. 1</u>	To approve the minutes of fourth meeting of Board of Studies (Marketing Management) held on 16 th September, 2019
	Minutes were confirmed unanimously
<u>Item No. 2</u>	To receive the Action Taken Report on the minutes of previous meeting held on 26 th September, 2019
	Perused nominations of placement representative & staff member and co-opting of meritorious PG alumnus per Specialization of Board of Studies.
<u>Item No. 3</u> <u>(Specialization specific)</u>	To co-opt one Post Graduate Meritorious Alumnus approved by the Group Director
	Resolved to co-opt Mr. Sachin Shanbhag as Post Graduate Meritorious Alumnus member with the approval of Group Director.
<u>Item No. 4</u> <u>(Common Agenda)</u>	To consider ISO-21001:2018 Series (EOMS) Standards
	Members of Board of Studies across specialization deliberated, in depth, new standards promoted by ISO viz. Management System for Educational Organizations (EOMS)- Series 21001:2018 and observed that these standards are useful in curriculum to support development of competence through teaching, learning or research regardless of the type, size or method of delivery and from quality assurance point of view and unanimously considered & recommended to AC for its initiation at WeSchool.
<u>Item No. 5</u> <u>(Common Agenda)</u>	To examine draft Perspective/Strategic Plan from implementation point of view
	Members of Board of Studies across specialization reviewed the progress made in implementation of Perspective/Strategic Plan and unanimously decided to put in concerted efforts for its further implementation.
<u>Item No. 6</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Academic & Administrative Audit 2018-19 for implementation
	On perusal of report by Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.

<u>Item No.7</u> <u>(Common Agenda)</u>	To peruse the suggestions in report of Gender Audit 2018-19 for implementation
	Members of the Board of Studies across specializations unanimously decided to consider the suggestions therein from implementation point of view.
<u>Item No. 8</u> <u>(Common Agenda)</u>	To strengthen institutional governance through e-Governance by use of ERP
	Members examined ERP tool - JUNO, and found it as fully integrated end-to-end automation system for academic & administrative functions and its use to capture, consolidate & generate data with reports for various regulators and also found useful for NAAC, NBA, SAQS and AACSB accreditations and unanimously recommended AC to adopt this e-governance tool to strengthen institutional governance.
<u>Item No. 9</u> <u>(Common Agenda)</u>	To consider the proposal put forth by Library Committee regarding augmentation of Library resources
	Members of Board of Studies across specialization examined the proposal for augmentation of the library resources, in detail, and unanimously recommended AC to consider purchases of (i) Dedicated Server for Library Software, (ii) Library E-textbook Database, (iii) Discovery Search, AI Chatbot & Mobile App, (iv) Case Study Databases Subscription, (v) e-Newspaper/Magazine Subscription, (vi) Research Tools, (vii) Radio Frequency Identification (RFID) and (viii) Infrastructure costing Rs. 89 Lakh.
<u>Item No. 10</u> <u>(Common Agenda)</u>	To discuss measures to be initiated for grooming faculty for online teaching & exposure to various tools
	Members of Board of Studies across specializations considered measures of grooming faculty for online teaching & exposure to multiple tools and unanimously suggested AC to conduct Faculty Development Programme (FDPs) involving agencies of national & international repute.

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


Prof. Dr. Pradeep Pendse
 Head of Systems Dept., WeSchool &
 Chairman, BoS –Systems Mgt.