

EXHIBIT – 24

**S.P. Mandali's,
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019**

**Minutes of 1st IQAC Meeting dated 25.11.2016
Venue: Conference Room at First Floor Level**

Quarter: II/2016-17

First/Introductory Meeting of constituted IQAC with the approval of Academic Board in its meeting dated 21.11.2016 was called on 25th November, 2016. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Shri Suresh Deole, Member of Management
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Mrs. Rekha Shah, Local Society Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Deepa Dixit, Coordinator

Faculty Prof. Swapna Pradhan, Co-coordinator intimated regarding her absence and leave of absence was granted to her.

Following Agenda points were discussed:

1. To introduce members of IQAC
2. To discuss roles & functions of IQAC
3. To discuss any other point with the permission of Chair

Discussed and recorded/resolved that:

AGENDA

MINUTES

Agenda Point No. 1

Formal introduction of Internal Quality Assurance Committee (IQAC) members was made by Group Director, Chairperson, IQAC


Agenda Point No. 2

Presented Paper on expected role and function of IQAC for perusal of members by Coordinator, IQAC. After participating in discussion initiated by the Coordinator, Committee members resolved unanimously that IQAC shall undertake all necessary steps/initiatives towards curriculum, design and academic excellence

Agenda Point No. 3

Committee Members highlighted the need of allocating resources for orderly functioning of IQAC and resolved unanimously that "designated space, adequate furniture, administrative staff and requisite stationery be made available to IQAC on priority"

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

**S.P. Mandali's,
Prin. L. N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019**

**Minutes of 2nd IQAC Meeting dated 11th April, 2017
Venuc: Conference Room at First Floor Level**

Quarter: III/2016-17

Second Meeting of IQAC was called on 11th April, 2017. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Dr. Sandeep Bhavsar, Librarian
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Members Shri Suresh Deole, Mrs. Rekha Shah and Mr. Pramod Mulik, CFO and Mr. Pradeepkumar Remanan, Sr. GM-HR Faculty intimated regarding their absence and leave of absence was granted to them.

Following Agenda points were discussed:

1. To confirm the Minutes of Meeting of previous meeting held on 25.11.2016
2. To receive Action taken report on minutes of past meeting held on 25.11.2016 and take the same on record
3. To discuss Vision Statement and Objectives to be adopted at IAQC level
4. To discuss the constituted Statutory bodies & Other committees
5. To discuss the decisions of Statutory & Other bodies taken before constituting IQAC in maintaining quality standards
6. To discuss post-autonomy examination related activities
7. To note/discuss/suggest measures/activities for enhancement of quality in academic and administrative activities
8. To chart Action Plan for 2017-18
9. To discuss any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES****Agenda Point No. 1**

Minutes of previous meeting dated 21.11.2016 were confirmed

Agenda Point No. 2

Received the action taken report on minutes of past meeting and taken on record that working space for IQAC has been provided

Agenda Point No. 3

Committee members after deliberation, at length, unanimously adopted:

Vision:

- To transform Institute to cope with global competence through long-term quality standards

Objectives:

- To act as significant administrative body responsible for all quality matters
- To initiate, plan and supervise various activities which are necessary to increase the quality of the education imparted in Institute
- To promote and determine quality related activities and issues through various programmes and activities such as seminars, workshops, symposia, conference, panel discussions, academic meetings and any such kind of event or programme for all the stakeholders of Institute

Agenda Point No. 4

Placed on record that:

- i. UGC has conferred the autonomous status on Institute on 28.7.2015
- ii. Noted that all the necessary steps towards implementation of autonomy were initiated.
- iii. Statutory bodies viz. Board of Management (BoM-14.3.2016), Academic Board (AB-20.4.2016), Subject Boards/Specialization, (SBs-25.8.2016), Finance Board (FB-23.12.2015) & Examination Committee (EC-8.2.2016) were constituted as per the University Statutes on Autonomy, 2001, with

representation of Management, State Govt., UGC/University, External Experts, Alumni and Students, appropriately. The meetings of these statutory bodies were held and recorded.

- iv. It was also noted that Academic Board in its 2nd Meeting held on 21.11.2016 accorded approval, in principle, to constitute Other Committees viz. Self-Evaluation Committee, Planning & Evaluation Committee, Academic Audit Committee, Gender Audit Committee and Internal Quality Assurance Committee and Board of Management in its 3rd Meeting held on 25.11.2016 ratified the same.

Agenda Item No. 5

Placed on record the important decisions taken by Statutory bodies under Autonomy, before constituting of IQAC for maintaining quality standards

- Discussed academic reforms to be introduced in University programmes to enhance the rigour of University programs and additional resources required thereof (*BoM-20.8.2016*)
- Proposed to hold meeting/s with the Chairman and Secretary of Shikshana Shulka Samiti (SSS), by utilizing good offices of Hon'ble Chairman of Board & through the Forum of Un-Aided Management Institutions and persuade the authorities to consider the increased cost of education on this count while fixing tuition fee per student in respect of University programmes to raise the additional resources. (*BoM-20.8.2016*)
- Discussed, at length, various features of the issue including placement preparedness, incentive scheme and concerns regarding the attendance, global impact, compact batch-size, holistic development of students & talent retention and unanimously decided to bring in the academic reforms in phased manner once the additional resources are raised (*BoM-20.8.2016*)
- Discussed the status of the research activities and suggested to rejuvenate Research Committee by incorporating external members along with internal members (*BoM-20.8.2016*)
- Discussed the alarming rate of exodus of faculty and suggested to implement salary in approved cases as retention measure (*BoM-20.8.2016*)

- Reviewed the status of proposal of building two additional floors on existing structure and suggests to hire services of Architect to expedite getting regularized internal additions & alterations from MCGM, CFO etc. in the existing building of Institute (**BoM-20.8.2016**)
- Discussed the issues related to energy consumption saving and other environment friendly issues and suggests to conduct Green Energy Audit to identify and address these issues(**BoM-20.8.2016**)
- Considered the proposed changes in curricula of full-time and part-time programmes and also the proposed academic reforms, pedagogic tools and evaluation methods per Specialization (**SBs-30.8.2016**)
- Approved the proposal regarding adoption of re-structured syllabus of MMS, MMM, MHRDM, MIM and MIM and also Specialization-wise academic reforms, pedagogical tools, evaluation methods, research-based case-writings, essay competitions (**AB-21.11.2016**)
- Decided to place the findings of study undertaken re: attrition of faculty and benchmarking exercise of salary package to the Board of Management for its approval, quantifying its impact on budgetary provisions (**FB-21.11.2016**)
- Decided to pursue the proposal with S.P. Mandali, Trust, regarding matter of constructing additional two floors, quantifying the budgetary impact before the Board of Management, as the Institute is facing acute shortage of accommodation/space for innovation and other developmental activities (**FB-21.11.2016**)
- Decided to take up the matter with S.P. Mandali, Trust of creating additional hostel facilities for students, quantifying impact on budgetary provisions (**FB-21.11.2016**)
- Discussed the issue of instituting Medals/Scholarship for top scorer of MMS programme (**BoM-25.11.2016 & FB-20.4.2017**)
- Perused the findings of study undertaken by HR Dept. regarding benchmarking exercise of Salary

structure of Institute with reference to attrition of faculty during last three years and suggests to accept the same. *(BoM- 25.11.2016)*

- Reviewed the compliances status post-autonomy and noted that there is no change in compliances with rest all regulators except the University and suggest to intimate University for getting validation thereof. *(EC- 24.8.2016)*

Agenda Point No. 6

Noted that:

- prepare fresh panel of paper-setters, examiners and moderators *(EC- 24.8.2016)*
- create a scientifically developed Question Bank database/repository *(EC- 24.8.2016)*
- conduct Workshop on development of Question Bank *(EC- 24.8.2016)*
- mechanism with quality-based parameters to evaluate the paper-setters, examiners and moderators *(EC-24.8.2016)*
- appoint Sub-Committee of three members to viz. (i) Prof. Dr. S.R. Tendulkar, (ii) Maj. Vasant Jadhav & (iii) Prof. Mohana Raje dealt with examination related malpractices *(EC- 24.8.2016)*
- fixation of Examination Fee (Examination Fee of Rs. 10,000/- is being charged along with annual tuition fee) *(EC-24.8.2016)*
- awarding the Degrees to the Students evaluated and recommended by the Autonomous College to the University *(EC- 24.8.16)*

Agenda Point No. 7

Also noted that:

- Noted that funds of Rs. 25 Lakh generated through projects during the academic year 2016-17
- Noted that 12 National-level Conferences held during the academic year 2016-17
- Noted that students participated in large number in co-curricular, sports and other activities during the academic year 2016-17 and achieved/bagged 14 prizes/medals

- iv. Considered Academic Calendar for 2017-18 and recommended for approval
- v. Committee discussed that admission related procedure to be followed for 2017-18 and noted that the Admin Dept. would observe the admission rules of DTE/ARA and UoM in respect of full-time and part-time University Courses scrupulously and Marketing & Admin Dept. that of AICTE Courses as per the AICTE Calendar & Rules, under advice of the Admission Committee at SPM level
- vi. Prof. Vijayan Pankajakshan suggested to explore organising research based national conference with focus on qualitative/quantitative balance research & incubation centre for *HR (accepted in PGDM-HR Academic Board /22.6.2017-ATR)*
- vii. Committee considered and suggested to include in Syllabus - Economic Survey & Impact of Environment Changes in Business (*accepted in PGDM-Economics Advisory Board /26.7.2017*)
- viii. Committee considered and suggested to introduce Operations LAB, consider concepts of GT/Lean Manufacturing, IOT etc., introduce concepts of Create, Enhance & Disrupt, shifting focus from Efficiency to Effectiveness, Disruptive Innovation (*accepted in PGDM-Operations Advisory Board-17.3.2017*)
- ix. Committee considered and suggested to rationalize entire course curriculum, define PEO & PO clearly and seek support of Board members for Agri Lab (*accepted in PGDM-Rural Academic Board / 8.5.2017*)
- x. Committee considered and suggested to organize conferences on Design Thinking, create awareness on Technology & Social Consciousness (*accepted in PGDM-BD-Academic Board /16.6.2017*)
- xi. Committee discussed the pre-requisite for seeking equivalence to AICTE approved Post-Graduate Diploma Programmes and suggested to seek equivalence of Association of Indian Universities (AIU) for NBA accredited Courses) (*AB dated 28.8.2017*)

- xii. Committee discussed issue of promoting research and felt it necessity of framing the Research Promotion Policy and suggested to act upon it and seek approval of statutory bodies. (*AB dated 28.8.2017 & BoM dated 9.6.2018*)
- xiii. After deliberation, Prof. Pendse suggested changes in the Selection Process of 3-Year Part-time Courses to revive the Criteria viz. (i) Entrance Test Marks from 100 to 50 & (ii) Personal Interview Marks from 50 to 100 (out of which 50 Marks for knowledge of General Management, 35 Marks for Course-specific Management & 15 Marks for Work Experience from 2018-21 Batch, to make it contemporary (*AB dated 28.8.2017*)
- xiv. Committee reviewed the research activities and in order to boost it further suggested to enhance strength of Ph.D. faculty & Ph.D. Guides (*BoM dated 8.9.2017*)
- xv. Committee discussed and suggested to organise training programme for in-service staff
- xvi. Committee discussed and suggested to participate in NIRF ranking initiative
- xvii. Committee considered and suggested to conduct Self-Evaluation through External Members of constituted Self-Evaluation Committee for 2015-16
- xviii. Committee considered and suggested to draw Perspective Plan/Strategic Plan through constituted Planning & Evaluation Committee
- xix. Committee discussed and suggested to focus on global economy-research work (*PGDM- Economics Advisory Board /23.11.2016*)
- xx. Committee considered and suggested to reduce no. of Courses, 75% weightage to Marketing subjects & 25% weightage to General Management, replace trimester by semester system, merge courses to reduce overlaps in PGDM Marketing Syllabus (*PGDM-Marketing-Advisory Board/16.11.2016*)
- xxi. Committee considered and suggested to focus on Cyber security, leverage technology to connect with Alumni (*PGDM-eBiz Advisory Board /29.8.2016*)


- xxii. Committee considered and suggested to introduce financial depth knowledge for function of hospitals effectively; Survey at least 50 Companies to pick up suggestions on specializations to be introduced (*Healthcare Advisory Board / 22.11.2016*)
- xxiii. Committee considered and suggested to focus on new areas like GIG Economy, Liquid Workforce & POSH and introduce sessions on Write Analysis & Communication (WAC) (*PGDM-HR Academic Board /15.3.2017*)

Agenda Point No.8

Coordinator initiated the discussion on Action Plan for next academic year and after deliberation at length, the Committee resolved to adopt the following Action Plan for academic year 2017-18:

- To conduct quarterly meetings on regular basis
- i. To review all the criteria in-depth from present level of attainment & quality assurance point of view
- ii. To review quality initiatives and implementation of Committee's suggestions
- iii. To make statutory compliances on time
- iv. To prepare AQAR on time (although required only after NAAC accreditation)
- v. To conduct Self-Evaluation for academic year 2016-17
- vi. To Academic & Administrative Audit & Gender Audit for academic year 2016-17

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


Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 3rd IQAC Meeting dated 28th August, 2017
Venue: Conference Room at First Floor Level

Quarter IV: 2016-17

The Third Meeting of IQAC was called on **28th August, 2017**. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Shri Suresh Deole, Member of Management
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Sujatha Natarajan, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Dr. Swapna Pradhan, Co-Coordinator

Member Mrs. Rekha Shah and Faculty Prof. Dr. Pradeep Pendse, Prof. Vijayan Pankajakshan, Prof. Vanita Patel, Prof. Smeeta Bhatkal, Dr. Rajesh Aparnath & Prof. Deepa Dixit, Coordinator intimated regarding their absence and leave of absence was granted to them. Shri Suresh Deole made his presence in virtual mode through conference call.

Following Agenda points were discussed:

1. To confirm the Minutes of previous meeting held on 11th April, 2017
2. To receive Action taken report on past minutes of meeting held on 11th April, 2017 and take the same on record
3. To discuss Pre-qualifiers for NAAC & NBA
4. To discuss the procedures & modalities to collect data/information regarding key quality indicators of the Institute
5. To fix parameters for academic, administrative and financial activities
6. To note, discuss and suggest measures/ activities for enhancement of quality academic and administrative activities
7. To discuss any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES****Agenda Point No. 1**

Minutes of previous Meeting dated 11.4.2017 were confirmed

Agenda Point No. 2

Perused and taken on record the action taken report on past minutes of Meeting dated 11.4.2017 that consequent upon the approval of AB the other bodies viz. Academic Audit Committee & Gender Audit Committee constituted, conducted Self-Evaluation for academic year 2015-16 (12.6.2017), drawing Perspective Plan for 2017-22 prepared (28.8.2017), defining and adopting Vision & Objectives of IQAC, Charting Action Plan for 2017-18 (Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as marked against the respective suggestion)

Agenda Point No. 3

Co-coordinator apprised Committee of the pre-qualifiers for NAAC & NBA accreditations and members discussed and noted the same

Agenda Point No. 4

Suggested to keep on record, minutes of Statutory bodies, reports of various committees and data submitted to authorities including in AISHE for reference and utilization of IQAC

Agenda Point No. 5

Deliberated & resolved unanimously that "key indicators for different criteria under NAAC be considered/adopted as the parameters for academic, administrative & financial activities of Institute".

Agenda point No. 6

Co-coordinator initiated discussion on various academic & administrative activities as a quality initiatives and Committee members noted/suggested to adopt following measures/activities for enhancement of quality academic and administrative activities

vii. Committee suggested to strengthen research activities (*BoM dated 8.9.2017*)

viii. Committee suggested to pursue international collaboration activities (*BoM dated 8.9.2017*)

- ix. Committee suggested to bring in competitive element in Part-time Programmes, Executive Education and Consultancy (*BoM dated 8.9.2017*)
- x. Committee suggested to re-construct website of Institute (*BoM dated 8.9.2017*)
- xi. Committee suggested to introduce Green Campus measures (*BoM dated 8.9.2017*)
- xii. Committee suggested to promote gender sensitization measures and organize One-day Seminar on POSH (Prevention of Sexual Harassment) on campus
- iii. Committee suggested to pay regular visits to various leading B-Schools & Universities in various different corners of Globe to get a feel of current trends in professional management education and adapt the same in Indian context (*CDC/14/4/2017*)
 - Suggested by Alumni nominee to strengthen overseas alumni network by organizing alumni meet in different parts of foreign nations (*CDC/14/4/2017*)
 - Committee suggested to introduce the Medi-claim welfare measure to employees of Institute (*CDC/14/4/2017*)
 - Suggested by Student member to introduce the gender-specific facility in gymnasium. Management member advised Facility Dept. & CFO to see the feasibility and put-up proposal along with estimated expenditure in next meeting
 - Committee noted the 3-day visit of external experts performed for the period from 14.4.2017 to 16.4.2017, to adjudge the NBA accreditation status upon MMS, PGDM, PGDM-eBiz & PGDM-BD Courses (*CDC/14/4/2017*)
 - Committee noted that Institute imparted Training & Development Programme for the Head Masters/Principals/Directors of 40+ associated Schools/Colleges/Institutes and

Local Society nominee appreciated the initiative (CDC/14/4/2017)

- Committee noted initiatives in terms of internationalization, global benchmarking & partnership. Employer nominee lauded the efforts made. (CDC/14/4/2017)
- Committee noted initiative of Innovation, Start-up, Entrepreneurship & Incubator Centre and representative of Employer appreciated the same. (CDC/14/4/2017)
- Committee noted the Convocation of PGDM Courses for 2014-16 batch & Degree Distribution Ceremony of University Courses (2014-16 batch of full-time & 2013-16 batch of part-time held on 16.3.2017 & 3.4.2017, respectively (CDC/14/4/2017)

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson

9 WeSchool/IQAC

**S.P. Mandali's,
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019**

**Minutes of 4th IQAC Meeting held on 22nd September, 2017
Venue: Conference Room at First Floor Level**

Quarter IV/2016-17

Fourth Meeting of IQAC was called on 22nd September, 2017. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Members Shri Suresh Deole & Mrs. Rekha Shah were absent and granted leave of absence.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 28th August, 2017
2. To receive Action taken report on past minutes of meeting held on 28th August, 2017 and take the same on record
3. To discuss quality enhancement/sustenance activities internalized and institutionalized/ to be internalized and institutionalized by Institute
4. To seek equivalence of AHU for NBA accredited PGDM programmes
5. To institutionalize ISO Certification (21001:2018-EOMS) as quality sustenance measure
6. To prepare Action Plan for 2017-18
7. To receive the Self-Evaluation Report for 2015-16
8. To discuss the criterion related to curricular aspects
9. Any other point with the permission of Chair

Discussed & Recorded/Resolved:**AGENDA****MINUTES****Agenda Point No. 1**

Minutes of past meeting were confirmed

Agenda Point No. 2

Perused and taken on record the Action Taken Report on minutes of Meeting that - AISHE Report for AY 2015-16 kept on record, key indicators for different criteria under NAAC to be considered/adopted as the parameters for academic, administrative & finance activities of Institute

Agenda Point No. 3

Committee discussed that Institute has internalized and institutionalized quality enhancement/sustenance activities viz:

- Self-Governance Mechanism for implementation of autonomy
 - Self-Evaluation Mechanism for monitoring of autonomy through External Experts,
 - Timely Statutory Compliances,
 - Bi-annual Academic & Administrative Audit through External Experts,
 - Bi-annual Gender Audit through External Experts,
 - Participation in NIRF &
 - 4th Cycle of NBA accreditation
- (Committee noted that Institute is in 4th Cycle of NBA accreditation for its University affiliated MMS Course, and AICTE approved PGDM, PGDM e-Biz, PGDM BD Programmes)

Agenda Point No. 4

Certification Equivalence of PG Diploma Courses, as PG Degree Courses through Association of Indian Universities (AIU),

Agenda Point No. 5

Also, decided to internalize and institutionalize quality enhancement/sustenance activities viz.

- ISO Certification (21001:2018-EOMS)

Agenda Point No. 6

Coordinator initiated the discussion on Action Plan for next academic year and after deliberation at length, the Committee resolved to adopt the following Action Plan for academic year 2017-18:

- To conduct quarterly meetings on regular basis
- i. To review all the criteria in-depth from present level of attainment & quality assurance point of view in first 4/5 meetings till 2017-18
 - ii. To review quality initiatives and implementation of Committee's suggestions

- iii. To make statutory compliances on time
- iv. To prepare AQAR on time (Required to submit the AQAR after one year from date of Accreditation every year as its submission is part of the post accreditation module, .)
- v. To conduct Self-Evaluation for academic year 2016-17
- vi. To Academic & Administrative Audit & Gender Audit for academic year 2016-17

Agenda Point No. 7

Committee considered the Report of Self-Evaluation submitted by the External members conducted on 12th June, 2017 regarding monitoring of autonomy function for academic year 2015-16 and suggested Statutory body to accept the same with its suggestions

Agenda Point No. 8

While discussing on the criteria related to curricular aspects:

- i. Committee noted that the autonomous status was conferred almost at the stroke of commencement of first/odd semester and as such, Institute followed the University syllabi of full-time and part-time courses for the batches enrolled in academic year 2015-16
- ii. Committee noted that WeSchool is running 10 AICTE approved PGDM Courses in different verticals viz PGDM (core), PGDM-eBiz, PGDM-BD, PGDM-Retails, PGDM-Rural, PGDM-HC, PGDM Exec, PGDM-FMB, PGDM-R&BA & PGDM-M&E.
- iii. Committee noted that admission of students for PGDM Exec & PGDM-R&BA are at declining rate
- iv. Committee noted that the syllabi of Courses were re-structured and revised with outcome-based learning framework.
- v. Introduced two PGDM Courses viz. Media & Entertainment & Business Research & Analytic commenced in academic year 2016-17
- vi. Committee observed that being the professional management institution, all the Programmes run by Institute lead to employability, including entrepreneurship & skills development and while designing and developing Courses, the focus is squarely on employability/entrepreneurship/skill development

- vii. Committee noted that Institute has already introduced Choice Based Credit System/Elective Course System
- viii. Noted that Institute has already integrated element of cross-cutting issues relevant to Gender, Environment & Sustainability, Universal Human Values & Professional Ethics in curriculum
- ix. Committee noted that the practical aspects viz. Field Visits/Internships taken care of properly, being an integral part of curriculum
- x. Committee considered and suggested to introduce International Retail & Strategy Course and Field Immersion in PGDM-Retail (*PGDM-Retail-Advisory Board -6.1.2018*)
- xi. Committee considered and suggested to add Algorithm in ML & Deep Learning, rework on Business Component & Analytics Component, Business Design in Analytics Course and introduce Python (*Business Analytics – Advisory Board /1.12.2017*)

Having noted the above, the Committee resolved that:

- i. To review value-added modules with transferable & life skills
- ii. To develop robust feedback system including parent-stakeholder and its effective utilization

Agenda Point No. 9

With the permission of Chair –

- i. Committee discussed the annual results of examinations for the academic year 2016-17 and expressed satisfaction about conducting of examinations & declaring results on time
- ii. Committee also considered the placement record for the academic year 2016-17 and expressed satisfaction
- iii. Prof. Pendse reiterated need of updating the present website and Committee suggested again to re-structure it in to more interactive and responsive way (*CDC/13.1.2018*)

- iv. Sr. GM-HR discussed the latest amendment made in the Payment of Gratuity, 1972 and Committee suggested that the said amendment be brought to the notice of S.P. Mandali/Trust, from implementation point of view *(CDC/13.1.2018)*
- v. Faculty members apprised the Committee that the Institute offers the management programmes under different verticals. While discussing these programmes, the Committee suggested that there is an imperative need of bringing in contemporary changes in syllabi and suggested to include niche courses, such as, Innovation, Entrepreneurship, AI, Digital & Social Media across different verticals *(CDC/13.1.2018)*
- vi. Prof. Natarajan apprised the present status of research activities and the Committee expressed the need of gaining momentum in publications, projects funding, PhD scholars and give further impetus to its research, innovation and start-up activities. Committee also suggested to explore the possibility of trademark registration in India & Overseas with Design & Copyright of Logo in the name of Institute. The Committee further suggested to file provisional patents applications in respect of the products developed in RedeX Lab of Institute *(CDC/13.1.2018)*
- vii. Faculty members briefed on the after-effects of digital transformation vis-a-vis the consistent lowering of enrolment ratio in part-time & autonomous courses and while noting the same, Committee suggested to take appropriate corrective action *(CDC/13.1.2018)*
- viii. Faculty members also discussed that the student enrolment ratio in respect of 2 Year Part-time PGDM-FMB Course started in 2017 & 11 Months' Full-time PGDM Executive started in 2010 is very low and Committee suggested to close these Courses with the approval of Regulators *(CDC/13.1.2018)*
- ix. Committee discussed about the continuous support by the stakeholder-alumni association (Alumni Network-WAN) and Alumni nominee suggested its registration to create a legal entity with the permission of Trust

- x. Committee considered the directives of AICTE to appoint the Ombudsman, as additional step to provide independent/third-party transparent grievance redressal mechanism and suggested to make an appointment of Ombudsman *(CDC/13.1.2018)*
- xi. Committee considered enhancing the contents of e-Commerce Course in PGDM-Retail, looking at dimensions of off & on-line business to be introduced in curriculum & importance of negotiation skills *(Retail Academic Board – 19.4.2018)*
- xii. Committee discussed the initiative pertaining gender sensitivity and suggested to conduct gender audit through the constituted Gender Audit Committee

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

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S.P. Mandali's,
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 5th IQAC Meeting held on 9th October, 2017
Venue: Conference Room at First Floor Level

Quarter I/2017-18

Fifth Meeting of IQAC was called on 9th October, 2017. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Shri Suresh Deole, Member of Management
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Mrs. Rekha Shah, Local Society Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM -New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Faculty Prof. Vijayan Pankajakshan intimated regarding his absence and leave of absence was granted to him

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 22.9.2017
2. To receive action taken report on previous minutes meeting held on 22.9.2017
3. To discuss the criterion related to teaching, learning & evaluation
4. To conduct the Self-Evaluation for the academic year 2016-17
5. To conduct the Academic & Administrative Audit for the academic year 2016-17
6. To peruse the Gender Audit Report for the academic year 2016-17
7. Any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

Agenda Point No.1

Minutes of previous meeting dated 22.9.2017 were confirmed

Agenda Point No.2

Received action taken report on past meeting and taken on record that – internalization & institutionalization of quality enhancement/sustenance activities, discussion on preparation of AQAR, considering self-evaluation report for monitoring autonomy function of 2015-16, discussing criteria on curricular aspects and giving suggestions thereof, giving suggestions on other matters discussed/reviewed

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No.3

While discussing criteria related to teaching, learning and evaluation

- Perused the academic calendar and teaching plan placed by the Academic Deliverable Cell (ADC).
- Committee noted the various tools applied in enhancing learning experience depending upon topics covered, such as:
 - Interactive & participative learning
 - experiential learning,
 - problem solving-case studies
 - e-learning resources &
 - ICT enabled
- Committee discussed the usefulness of adopting a very unique mode of Assessment Centre – Development Centre (AC-DC) Process, by identifying the required skill-sets versus possessed, so as to cater to diversity of students in terms of slow and advanced learners and ultimately to become successful management professional/entrepreneur. The Assessment Centre assesses student's skill-sets and identifies gaps and Development Centre sets the goals for individual student to bridge the gap through personal mentoring by faculty and industry experts. This takes care of advanced and slow learners as well, to

bring them on par with each other in terms of basic skill-sets for management professionals.

- Committee observed that the ratio of student to faculty is well maintained, so also sanctioned v/s actual strength in the context of regulator i.e. AICTE. The faculty cadre ratio is maintained properly. The faculty is a good mix with Ph.D. qualification, teaching experience, reorganizations received, & faculty from other States.
- Committee noted the pattern of evaluation i.e. mid & term-end written examination & evaluation through-out the term on need-based techniques like class participation, quizzes, surprise tests, assignments/field work & presentations, viva-voce/oral tests, real-world case studies, CASE Tools-based exercises in 60:40 proportions, respectively. Committee also noted that declaration of results of all term-end examination during the Academic Year 2016-17 on time and found that neither any grievance registered related to evaluation.

Committee suggested:

- i. To go for automation of examination gradually, assessing its impact and then go for 100% automation (*Retail Advisory Board – 16.1.2019*)
- ii. To assess level of attainment of POs & COs in term of learning outcome i.e. the results
- iii. To consider electives with more focus on practical work, introducing data analytics, soft skills to be introduced as core subject and Entrepreneurship in PGDM-Media & Entertainment (*Media & Entertainment Advisory Board – 4.2.2018*)
- iv. To weave technology in curriculum & pedagogy and focus on experiential learning in PGDM Retail (*PGDM Retail Advisory Board – 16.1.2019*)

Committee also considered and suggested:

To introduce International Retail & Strategy Course and Field Immersion (*PGDM-Retail/Advisory Board - 6.1.2018*)

- Agenda Point No.4 Committee unanimously suggested to conduct self-evaluation for monitoring autonomy function for the academic year 2016-17 through the constituted Self-Evaluation Committee of External Members and submit report thereof (*SE conducted on 8.1.2018*)
- Agenda Point No.5 Committee unanimously suggested to conduct academic & administrative audit for academic year 2016-17 through the constituted Academic & Administrative Audit Committee of External members and submit report thereof (*AAA conducted on 5.12.2017*)
- Agenda Point No.6 Committee considered report of Gender Audit conducted by the constituted Gender Audit Committee of External Members on 22.9.2017 for academic year 2016-17 and unanimously suggested statutory body to accept the same with its recommendations.

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson

9 WeSchool/IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 6th IQAC Meeting held on 19th March, 2018
Venue: Conference Room at First Floor Level

Q-II/2017-18

Sixth Meeting of IQAC was called on 19th March, 2018. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director – Chairperson
Shri Suresh Deole, Member of Management
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Mrs. Rekha Shah, Local Society Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Members Mr. Pradeepkumar Remanan intimated regarding absence and leave of absence was granted to him. Shri Suresh Deole and Mrs. Rekha Shah made their presence in virtual mode through conference call.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 9th October 2017
2. To receive action taken report on minutes of past meeting held on 9th October 2017 and take the same on record
3. To discuss criterion Research, Innovation & Extension activities
4. To peruse the AISHE Report for academic year 2016-17
5. To peruse the Academic Audit Report for academic year 2016-17
6. To peruse the Self-Evaluation for academic year 2016-17
7. To discuss activities of Planning & Evaluation Committee
8. To discuss the quality enhancing matter placed before IQAC
9. Any other point with the permission of chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

Agenda Point No.1

Minutes of past meeting were confirmed

Agenda Point No.2

Received action taken report and taken on record that - automation in examination implemented gradually, connecting course outcome with attainment level of learning outcome is in progress, student feed-back conducted, Academic Administrative Audit conducted on 5.12.2017, recommendations of Gender Audit to be accepted by BoM/GB

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No.3

Reviewed status of research, innovation and extension activities

- i. Committee noted that the research facilities available at the Institute viz. Recognized Research Centre of Affiliating University and Recognized Research Guides However, in order to promote research culture, the Committee suggested to introduce facilities such as seed money, fellowship for advanced studies/research
- ii. Committee also noted the eco-system provided by Institute for transfer of knowledge by providing innovation centre, 3-D printer, prototype lab, innovative practices, start-ups incubated and seminar held on IPR and suggested to intensify the efforts, individually as an Institute and collaboratively through other institutions, industry, Regulators/Govt.
- iii. Librarian briefed the need of checking the malpractices & plagiarism in research and Committee suggested to outline code of ethics to check the same
- iv. Committee observed that although few senior faculty doing consultancy, suggested to frame policy in this regard

- v. Committee reviewed the MDP activities and suggested to identify measures to accelerate business
- vi. Local Society nominee and Management member lauded all-out efforts made by the Institute in undertaking extension activities from the point of view of sensitizing students on social issues being a citizen & holistic development and acknowledging society the same on number of occasions. Committee also noted outreach programmes conducted by Institute in collaboration with industry, community & NGOs and participating in these activities with Govt., NGOs
- vii. Faculty members apprised the collaborative activities for faculty exchange, student exchange, linkages with institutions/industries for internship, project work, functional MoUs with institutions of national, international importance, other institutions, industries, corporate houses of ongoing activities and Committee suggested to utilize these connects for enhancing research output
- viii. Committee suggested to review the activities on academic year/need basis

Agenda Point No.4

Perused the AISHE Report for 2016-17 and kept on record for perusal of reviewing purpose

Agenda Point No.5

Committee perused the Academic & Administrative Audit Report submitted on 5.12.2017 by the External Experts of Academic & Administrative Audit Committee for academic year 2016-17 and unanimously suggested statutory body to accept the same with its recommendations. considered it with suggestions/recommendations

Agenda Point No.6

Committee considered the Report of Self-Evaluation submitted by the External members conducted on 8.1.2018 regarding monitoring of autonomy function for academic year 2016-17 and unanimously suggested Statutory body to accept the same with its suggestions

Agenda Point No.7

Committee perused the activities of constituted Planning & Evaluation Committee that the Opening meeting of it held on 20.4.2017 and subsequent meeting dated 28.8.2017 presented the draft Perspective/Strategic Plan

and having considered it suggested Statutory body to approve the Perspective Plan for 2017-22 by Statutory body.

Agenda Point No.8


8. IQAC discussed & considered issues placed before it and suggested:

- i. to augment facilities of Innovation, Enterprise & Start-ups Project & such similar projects by making available 10000 Sq. Ft. space
- ii. to register Incubation Centre of Institution as 'Special Purpose Vehicle – SPV under Section 8 or as Private Limited Company under the Companies Act, 2013 to become beneficiary under initiative – Incubation & Enterprise of Maharashtra State
- v. to update all statutory compliance pertaining to facilities viz. Building, Fire & Safety Inspection
- vi. to help develop young & prospective manpower in making-up/scaling up of Institute by arranging FDPs
- vii. to make efforts to obtain funded research projects, induct research-based and professional approach oriented faculty and faculty of national and international stature
- viii. to augment/update audio-visual system
- ix. to promote Green Environment – as non-negotiable national objective & complimentary environmental structure
- x. to adopt measures/initiatives of enhancing learning experience (Financial literacy module introduced in collaboration with NISM, NSE Academy & Fintex
- xi. to consider virtual factory tour, importance of safety at workplace & WeSchool, to focus on environment stability, disruption caused by technology in curriculum (*Operations-Advisory/27.8.2018*)
- xii. to include entrepreneurship segment, consider courses tie-up with Coursera, create buzz word

of Rural Programme on social media, study tours in PGDM-Rural (*Rural Academic-23.8.2018*)

- xiii. to consider enhancing e-Commerce Course, look at dimensions of off & on-line business to be introduced in curriculum & importance of negotiation skills in PGDM-Rural (*Retail Academic Board – 19.4.2018*)
- xiv. to update syllabi of autonomous Courses affiliated to University to be made effective from AY 2018-19 (*considered in SB dated 13.6.2018*) (*approved in AB dated 21.6.2018*)
- xv. to consider proposal regarding re-structuring of 3 Year Part-time Courses (*SB dated 13.6.2018*)
- xvi. to evolve full/part-time PG level Degree/Diploma/Certificate Courses (*SB dated 13.6.2018*)
- xvii. to decide on issue of re-registration of failed students (*SB dated 13.6.2018 & dated 21.6.2018*)
- xviii. to discuss re-nomenclature of University affiliated 3-Year Part-time Courses (*SB dated 13.6.2018*)
- xix. to accept online evaluation reforms on experimental basis (*SB dated 13.6.2018 & AB dated 21.6.2018*)

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 7th Meeting of IQAC held on 13th August, 2018
Venue: Conference Room at First Floor Level

Quarter III/2017-18

Seventh Meeting of IQAC was called on 13th August, 2018. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Members Shri Suresh Deole and Mrs. Rekha Shah were absent and granted leave of absence.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 13th August, 2018
2. To receive action taken report on minutes of past meeting held on 13th August, 2018 and take on record the same
3. To discuss criterion re: student support & progression
4. To pursue short-term and long-term goals set in Perspective/Strategic Plan of 2017-22
5. To chart Action Plan for 2018-19
6. Any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

Agenda Point No. 1

Minutes of previous meeting were confirmed

Agenda Point No. 2

Received action taken report and taken on record that: Research Promotion Policy, Consultancy Policy and Ethic Plagiarism to be framed, efforts are being made to undertake more funded research projects, formed ecosystem for creation of innovation & transfer of knowledge, conducted workshop/seminar on IPR, won awards for innovation, start-ups incubated

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No. 3

Committee discussed and noted that:

- a. Institute offers Govt. scholarships & freeships to students of University full-time programme and 'Protsahan' scholarship to the students of other programmes
- b. Capability assessment & development centre in place. anti-ragging, atrocities, sexual harassment, grievance redressal mechanism in place
- c. Counselling & mentoring to students in place
- d. Students participates in University level, State, National & International level co-curricular activities and competitions
- e. Students provided representation on various students' committees, and on the statutory bodies as students' council, CDC, and other statutory bodies including the grievance redressal committees
- f. Excellent examination results
- g. Excellent placement record for full-time University degree programme and AICTE approved PG Diploma programmes as excellent

- h. Institute is having strong alumni network /connects for mutual benefits and alumni meets in India and overseas happened regularly

Committee unanimously suggested that:

- To provide Scholarship/Freeship to more number of students
- To explore the feasibility of offering guidance for competitive examinations

Agenda Point No. 4

Committee noted that short-term and long-term goals pursued/to be pursued and suggested:


To review the implementation status of Perspective/Strategic Plan through the External Members of constituted Planning & Evaluation Committee

Agenda Point No. 5

After deliberation at length, the Committee resolved to adopt the following Action Plan for academic year 2018-19:

- vii. To conduct quarterly meetings on regular basis
- viii. To review implementation of its suggestions with respect to quality initiatives
- ix. To prepare AQAR on time (only in case NAAC accreditation)
- x. To conduct Self-Evaluation for academic year 2017-18
- xi. To make regulatory compliances on time

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

S.P.Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 8th IQAC Meeting held on 21st January, 2019
Venue: Conference Room at First Floor Level

Quarter IV/2017-18

The 8th Meeting of IQAC was called on 21st January, 2019. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. SubhasBhosle, GM –New Initiatives & Admin
Mr. Gajanan Ganage, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Faculty Prof. Vijayan Pankajakshan and Members Shri. Suresh Deole & Mrs. Rekha Shah intimated their absence and leave of absence was granted to them.

Following Agenda points were discussed:

1. To confirm the Minutes of previous Meeting dated 13.8.2018
2. To receive Action taken report on past minutes of meeting dated 13.8.2018 and take on record the same
3. To take stock of academic & administrative facilities of Institute
4. To review present feedback system
5. To peruse the report on results for previous year
6. To peruse the report on students' placement for previous year
7. To peruse the status of NIRF ranking
8. To discuss any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

Agenda Point No. 1

Minutes of previous meeting were confirmed

Agenda Point No. 2

Perused the Action Taken Report on past minutes of meeting dated 13.8.2018 and taken it on record that all possible assistance in academic and co-curricular activities is being provided to students and their results & placements are excellent, and best practices as assessment & development centre, green concepts, energy & green audit, disabled friendly facilities and waste management, charted Action Plan for 2018-19

Agenda Point No. 3

Noted the status of academic activities viz. mentorship, student progression, infrastructure & resources, teaching, learning & evaluation, extension activities, internships & placements, consultancy services, e-library resources, environment & green audit

Agenda Point No. 4

Decided to make feedback system more comprehensive by including stakeholders viz. alumni & parent in existing system

Agenda Point No. 5

Noted that the results of students during the 2016-18 batches of two-year courses and 2015-18 of three-year courses as quite satisfactory

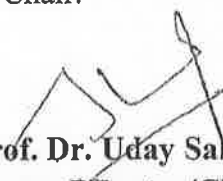
Agenda Point No. 6

Noted that the report of students' placement during the 2016-18 as quite satisfactory

Agenda Point No. 7

Noted that Institute participated in NIRF ranking and its rank ranges between 51-75 for academic year under reference i.e. 2017-18

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


Prof. Dr. Uday Sahunkhe
Group Director/Chairperson

 **WeSchool/IQAC**

**S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019**

**Minutes of 9th IQAC Meeting held on 30th March, 2019
Venue: Conference Room at First Floor Level**

Quarter I/2018-19

Ninth Meeting of IQAC was called on 30th March, 2019. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Swati Sethi, Faculty
Prof. Sujatha Natarajan, Faculty
Dr. Bhagwati Prasad, Faculty
Prof. Smeeta Bhatkal, Faculty
Prof. James Anand, Faculty
Prof. Piyush Goghari, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Jatin Aggarwal, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator

Members Shri Suresh Deole & Mrs. Rekha Shah and Faculty Prof. Vanita Patel, Dr. Archana Ghatule, Exam. Cell, Prof. Dr. Swapna Pradhan, Coordinator and Dr. Sandeep Bhavsar, Librarian intimated their absence and leave of absence was granted to them.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 21st January, 2019
2. To receive action taken report on minutes of past meeting held on 21st January, 2019 and take on record the same
3. To prepare draft AQAR for academic year 2017-18
4. To discuss criterion re: infrastructure & learning resources
5. To conduct the Self-Evaluation for the academic year 2017-18
6. To peruse the AISHE Report for the academic year 2017-18
7. To discuss the quality enhancing matters placed before IQAC
8. Any other point with the permission of chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

Agenda Point No.1

Minutes of previous meeting held on 21st January, 2019 were confirmed

Agenda Point No.2

Perused the action taken report on minutes of past meeting held on 21st January, 2019 and taken on record that academic and administrative facilities as adequate, students provided with required assistance for their progression in studies and career and results & placements are excellent, quality initiatives as AISHE, NIRF, SE, AAA, Perspective/Strategic Plan pursued during the academic year 2017-18

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No.3

Draft AQAR for academic year 2017-18 is under preparation

Agenda Point No.4

After deliberation at length, the Committee resolved to adopt the following Action Plan for academic year 2018-19:

- xii. To conduct quarterly meetings on regular basis
- xiii. To review implementation of its suggestions with respect to quality initiatives
- xiv. To prepare AQAR on time (only in case NAAC accreditation)
- xv. To conduct Self-Evaluation for academic year 2017-18
- xvi. To make regulatory compliances on time
- xvii. To review the implementation status of Perspective/Strategic Plan through the External Members of constituted Planning & Evaluation Committee

Agenda Point No.5

While reviewing the criterion infrastructure & learning resources:

- i. GM-New Initiatives & Admin briefed about the present physical infrastructure admeasures 125000 sq. ft. and Committee discussed its adequacy in terms of academic, administrative & amenities activities from AICTE point of view. It is unanimously suggested that in order to cope with increasing academic activities, the proposal put forth of building additional two floors on the existing structure be pursued vigorously.

- ii. Committee noted and discussed on available IT infrastructure as below and found it quite adequate:
 - a. updated IT facilities, including *wifi* campus,
 - b. computers in line with the prescribed ratio,
 - c. dedicated leased line for internet,
 - d. e-Content-Media Centre, recording facility, lecture computing system (LCS)
 - e. licensed softwares
 - f. Committee further observed that IT Dept. of the Institute has developed e-modules for managing academic, library, administrative and accounts activities. However, integrated approach in this respect to the control the entire activities of Institute and from various accreditations point of view is desirable. It is therefore unanimously suggested that the Institute should go for integrated module of ERP
- iii. Committee noted that the availability of learning resources viz. atomized LRC through Integrated Learning Management System, besides required books in terms of titles & volumes, rare books, manuscripts, special reports, other knowledge reports are available, e-resources viz. e-journals, e-shodhsindhu, shodhagana membership, e-books & remote access thereof and database available, record of attendance of teachers & students as more than adequate
- iv. Committee noted the separate budgetary provision has been made to meet the expenses incurred on maintenance of physical facilities & academic support establishing systems
- v. Standard operating procedures for maintaining & utilizing academic related support facilities are in place

Agenda Point No.6

Committee unanimously suggested to conduct self-evaluation for monitoring autonomy function for the academic year 2017-18 through the constituted Self-Evaluation Committee of External Members and submit report *thereof (SE conducted on 21.1.2019)*

Agenda Point No.7

Perused the AISHE Report for the academic year 2017-18 and suggested to keep on record for perusal of reviewing authorities

Agenda Point No.8

Discussed and suggested following measures/activities to bring in quality in education for consideration of Statutory bodies

IQAC suggested:

- i. Committee deliberated at length PGDM admission process 2019-20 and details, such as, schedule of admission process, uploading merit list, selection criteria for ILS & allotment of ILS across PGDM programs and suggested the management to constitute 3-Member Admission Committee
- ii. Committee discussed the reported deficiency of faculty & staff and suggested to make good the same
- iii. Committee reviewed the nominations on various statutory and non-statutory committees and their tenure with respect to changes in regulations/statutes and suggested the management to take the note of the same and re-constitute these bodies accordingly
- iv. Committee reviewed the present status of the Executive Education/Management Development Programmes and suggested also to start programmes in technology disruption area in collaboration with the industry
- v. Committee reviewed the progress made on account of NBA & NAAC accreditations and suggested the management to address the challenges faced in sub-criteria viz. teaching learning resources, research & professional practices, graduation outcome, outreach and inclusivity & perception
- vi. Committee noted the Convocation (for PGDM Courses 2016-18 Batch) & Degree Distribution Ceremony (for University MMS Course 2016-18 & Part-time Management Courses 2015-18, held on 30.3.2019 & 16.3.2019, respectively
- vii. Committee noted bestowing of the BMA Academic Award for the year 2019 on WeSchool on 15.3.2019 for outstanding contribution in the field of management education and Employer nominee lauded the efforts of Institute
- viii. Committee noted the BMA Awards bestowed on Kum Alisha Maheshwari, PGDM-2nd Year – 1st Runner Up Award & Kum Sweta Basu, PGDM-

R&BA-2nd Year-2nd Runner Up Award and Committee members unanimously lauded the students for their efforts

- ix. Committee noted the remarkable contribution made by WeSchool while acting as Nodal Centre for Smart Hackathon 2019 initiative of AICTE on 2&3rd March, 2019 and the Management member praised the initiative on part of Institute
- x. Committee noted the remarkable contribution of WeSchool as an outreach activity to impart training to the winner-students of Smart Hackathon 2018 for participating in Bharat-Singapore Hackathon competition 2018 in October 2018, jointly organized by India & Singapore and the Local Society member applauded it
- xi. Noted that beside Ph. D programme, the Institute is running 5 University Affiliated PG Programmes and 8 AICTE Approved PGDM Programmes during the academic year 2018-19
- xii. Noted that total no. of students enrolled in all programmes during the academic year 2018-19 are 2114, out of which 46 are SC, 10-ST, 193-OBC, 4-PWD, 57 -Minority (Muslim) & 176-Other Minority and no. of girl-students enrolled are 974 & boy-students 1140
- xiii. Noted that out of the total 111 non-teaching staff, total female staff is 57 & male staff 54 on roll during the academic year 2019-20
- xiv. xv. Noted that out of 81 faculty members on roll during the academic year 2018-19, 26 are Ph. D, 2 M. Phil & 53 Post-Graduates
- xv. Noted that out of intake capacity of 36 & 112 hostel facility, 24 girl-students & 106 boy-students are utilizing the facility during the academic year 2018-19
- xvi. Noted that 3 teaching & 2 non-teaching staff provided with staff accommodation during the academic year 2018-19

As there was other point to be discussed, the meeting concluded with vote of thanks to the Chair.



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
2 **WeSchool/IQAC**

**S.P. Mandali's
Prin. L.N. Welingkar Institute of Management
Development & Research, Matunga, Mumbai 400 019**

**Minutes of 10th IQAC Meeting held on 12th April, 2019
Venue: Conference Room at First Floor Level**

Quarter II/2018-19

Tenth Meeting of IQAC was called on 12.4.2019. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Swati Sethi, Faculty
Prof. Sujatha Natarajan, Faculty
Dr. Bhagwati Prasad, Faculty
Prof. Vanita Patel, Faculty
Prof. Smeeta Bhatkal, Faculty
Prof. James Anand, Faculty
Prof. Piyush Goghari, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Archana Ghatule, Exam Committee
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Jatin Aggarwal, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Leave of absence was granted to Members Shri Suresh Deole and Mrs. Rekha Shah.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 30th March, 2019
2. To receive action taken report on minutes of previous meeting held on 30th March, 2019 and take on record the same
3. To discuss criterion re: student support & progression
4. To peruse the Self-Evaluation for academic year 2017-18
5. To discuss the quality enhancing matter placed before IQAC
6. Any other point with the permission of chair

Discussed and recorded/resolved that:

AGENDA

MINUTES

Agenda Point No. 1

Minutes of previous meeting held on 30th March, 2019 were confirmed

Agenda Poin No. 2

Perused the action taken report and taken on record that – Action plan for 2018-19 rolled out, reviewed criterion– infrastructure & learning resources in threadbare AISHE Report 2017-18 as received, Admission Committee formed, received, discussed the criterion – infrastructure & learning resources in threadbare and action plan for 2018-19 rolled-out for implementation

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No. 3

While reviewing the student support, progression, participation & activities and alumni, Committee noted that following support services are extended to students:

- b. Personal Counselling
- c. Career Counselling
- d. Mentoring service
- e. Govt. scholarships & freeships to students of full-time University course & Institute-level scholarship for PGDM students
- f. Assessment and Development of global managerial capabilities
- g. Teaching & Learning with modern techniques
- h. Participating in student activities through council
- i. Participating in working of Statutory & Non-statutory bodies
- j. Participating in curricular & extra-curricular activities
- k. Provisions for differently abled students
- l. Providing educational loan facility
- m. Mechanism for Grievance Redressal, Anti-Ragging, Sexual Harassment, Atrocities
- n. Placement offering
- o. Alumni network WAN
- p. Alumni representation on Statutory bodies
- q. Alumni participation in academic activities
- r. Alumni meetings

While appreciating range of student services, Committee unanimously suggested to increase Institute-level scholarship, facility of guidance for competitive examinations and registration of Alumni forum.

Agenda Point No. 4

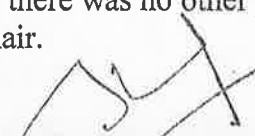
Committee considered the Report of Self-Evaluation submitted by the External members conducted on 21.1.2019 regarding monitoring of autonomy function for academic year 2017-18 and unanimously suggested Statutory body to accept the same with its suggestions

Agenda Point No. 5

Discussed and suggested following measures/activities to bring in quality in education for consideration of Statutory body

- i. To provide Scholarship to meritorious students by offering bridge courses with IVY League Institutions viz. Harvard, Stanford, MIT, Wharton etc. Besides, academic tie-up with these prestigious institutions would give weightage in ranking and survey and edge in NIRF & NAAC accreditation
- ii. While discussing the issue of promoting Ministry of HRD, Govt. of India's initiative regarding innovation & entrepreneurship, suggested management to provide the space & infrastructure
- iii. To make efforts in obtaining funded research projects, induct research-based and professional approach-oriented faculty of national and international stature for further impetus on this score
- iv. Observed that students enrolled through institute level quota are not on par with students of general merit in academic progression & placement and suggested to bring the issue to the notice of admission committee of management
- xiv. Committee noted the results of Even Semester of 2016-17 & that of Odd Semester 2017-18 are 97.76% and 42% students passed 60% or more marks
- xv. Committee noted that 7 students of SC category & 7 students of ST category received Govt. Scholarship and 19 students of OBC category received Govt. Freeship for the academic year 2018-19
- xvi. Noted that total Rs. 25,79, 228/- received during financial year 2018-19 as grants from Local Bodies (Rs. 25,24,228/- from IIT Bombay-Gates Foundation Project + Rs. 55,000/- AIMS Research Grant (AIRF Grant)

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


Prof. Dr. Uday Salunkhe
 Group Director/Chairperson
 WeSchool/IQAC

2

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 11th IQAC Meeting held on 16th September, 2019
Venue: Conference Room at First Floor Level

Quarter III/2018-19

Eleventh Meeting of IQAC was called on 16th September, 2019. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
 Mr. Sameer Tamhane, Alumni Nominee
 Dr. Rajesh Ambekar, Employer Nominee
 Prof. Dr. Pradeep Pendse, Faculty
 Prof. Vijayan Pankajakshan, Faculty
 Prof. Swati Sethi, Faculty
 Prof. Sujatha Natarajan, Faculty
 Dr. Bhagwati Prasad, Faculty
 Prof. Vanita Patel, Faculty
 Prof. Smeeta Bhatkal, Faculty
 Prof. James Anand, Faculty
 Prof. Piyush Goghari, Faculty
 Dr. Rajesh Aparnath, Faculty
 Mr. Pramod Mulik, Chief Finance Officer
 Dr. Archana Ghatule, Exam Committee
 Dr. Sandeep Bhavsar, Librarian
 Mr. Pradeep Kumar Remanan, Sr. GM-HR
 Mr. Subhash Bhosle, GM –New Initiatives & Admin
 Mr. Jatin Aggarwal, Student Nominee
 Prof. Dr. Deepa Dixit, Coordinator
 Prof. Dr. Swapna Pradhan, Co-Coordinator

Leave of absence was granted to Members Shri Suresh Deole & Mrs. Rekha Shah.

Agenda points to be discussed:

1. To confirm the minutes of previous meeting held on 12th April, 2019
2. To receive action taken report on minutes of past meeting held on 12th April, 2019 and take on record the same
3. To receive the Self-Evaluation Audit for academic year 2017-18
4. To discuss the quality enhancing matter placed before IQAC
5. To chart Action Plan for 2019-20
6. To discuss any other issue with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

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|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Point No. 1 | Minutes of past meeting were confirmed |
| Agenda Point No. 2 | Perused the Action Taken Report on minutes of Meeting and given suggestions on admission, academic, research & innovation issues for consideration/approval of statutory bodies |
| Agenda Point No. 3 | Received the Self-Evaluation Report for academic year 2017-18 and suggested to consider recommendations |
| Agenda Point No. 4 | Decided to organize one-day workshop on new NAAC-SAR Manual for Autonomous Institution |

Discussed and suggested following measures/activities to bring in quality in education for consideration of Statutory body

IQAC suggested:

- i. Committee suggested to focus on collaborative activities on technology and social innovation from NIRF ranking and NBA point of view
- ii. Committee while reviewing research output, suggested to hold national/international research conferences, as Futuristic initiatives of NBA, NAAC, and NIRF ratings
- iii. Committee discussed Scholarship issue of PGDM students in detail and suggested to find ways & means to introduce scholarship linked with merit and through the value adding activities
- iv. Committee deliberated on need of intensifying the research activities and suggested to address the issue by developing international tie-ups
- v. Committee while reviewing research output, suggested to organise national/international research conferences
- vi. Committee reviewed the regulatory compliances pertaining to building, fire and safety provisions and suggested to keep on record all the update Govt. Approvals/Certificates thereof
- vii. Committee discussed common issue of shortage of Ph.D faculty faced nation-wide and suggested to intensify efforts to enrol Ph D faculty with skill


competencies of handling research funding projects
and also from regulatory & accreditation point of view

Agenda Point No. 5

On deliberation, in detail, the Committee resolved to adopt the following action plan for academic year 2019-20:

- a. to conduct meetings on regular basis
- b. to make statutory compliance on time
- c. to review quality initiatives & implementation of its suggestions
- d. to prepare AQAR on time (only in case NAAC accreditation)
- e. to conduct Peer Team Review to monitor the function for academic year 2018-19

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

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S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research, Matunga,
Mumbai 400 019

Minutes of 12th IQAC Meeting held on 19th December, 2019
Venue: Conference Room at First Floor Level

Quarter IV/2018-19

Twelfth Meeting of IQAC was called on 19th December, 2019. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
 Mr. Sameer Tamhane, Alumni Nominee
 Dr. Rajesh Ambekar, Employer Nominee
 Prof. Dr. Pradeep Pendse, Faculty
 Prof. Swati Sethi, Faculty
 Dr. Bhagwati Prasad, Faculty
 Prof. Smeeta Bhatkal, Faculty
 Prof. James Anand, Faculty
 Prof. Piyush Goghari, Faculty
 Dr. Rajesh Aparnath, Faculty
 Mr. Pramod Mulik, Chief Finance Officer
 Dr. Archana Ghatule, Exam Committee
 Dr. Sandeep Bhavsar, Librarian
 Mr. Pradeep Kumar Remanan, Sr. GM-HR
 Mr. Subhash Bhosle, GM –New Initiatives & Admin
 Mr. Jatin Aggarwal, Student Nominee
 Prof. Dr. Deepa Dixit, Coordinator
 Prof. Dr. Swapna Pradhan, Co-Coordinator

Members Shri Suresh Deole, Mrs. Rekha Shah & Faculty Prof. Vijayan Pankajakshan, Prof. Sujatha Natrajan, and Prof. Vanita Patel reported their absence and leave of absence was granted to them.

Following Agenda points were discussed:


1. To confirm the minutes of previous meeting held on 16th September, 2019
2. To receive action taken report on minutes of past meeting held on 16th September, 2019
3. To prepare draft IQAR for academic year 2018-19
4. To conduct Academic Administrative Audit Report for the academic year 2018-19
5. To conduct Gender Audit Report for the academic year 2018-19
6. To discuss the quality enhancing matter placed before IQAC
7. To discuss any other issue with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

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|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Point No. 1 | Minutes of past meeting held on 16 th September, 2019 were confirmed |
| Agenda Point No. 2 | Perused the Action Taken Report on minutes of Meeting and reports of AISHE & SE for 17-18 taken on record and suggestions on research & collaborative were given from NAAC, NBA & NIRF point of view, |
| Agenda Point No. 3 | For preparing AQAR-NAAC SAR Template for 2018-19 to be used |
| Agenda Point No. 4 | Decided to conduct Academic Administrative Audit Report for academic year 2018-19 |
| Agenda Point No. 5 | Decided to conduct Gender Audit Report for academic year and requested the Statutory authorities to accept the same. |
| Agenda Point No. 6 | Committee discussed the matters placed before it and suggested: <ul style="list-style-type: none"> i Committee discussed the requirement of Ministry of HRD, Govt. of India to provide 10000 Sq.ft space for setting up of Innovation, Enterprise & Start-ups Project and such similar projects and suggested the management to provide the same. ii. Committee discussed promoting of the Green Environment objective and suggested to appoint agency to promote initiative iii. Committee reviewed the enrolment ratio of University Affiliated Part-time Courses MIM & MHRDM and suggested to reduce intake from 120 to 60 from academic year 2019-20 iv. Committee discussed sub-criterion – curriculum aspect and suggested that value added course module on financial literacy in collaboration with NISM, NSE Academy & Fintex be offered v. Noted that Institute's NIRF ranking ranges between 75-100 for academic year under reference i.e. 2018-19 vi. Noted that 8 national conferences were held vii. Noted that students participated in co-curricular activities on regular basis and received 6 prizes during period under reference viii. Noted that the results of students during the 2017-19 batches of two year courses and 2016-19 of three year courses as quite satisfactory |

- viii. Noted that the results of students during the 2017-19 batches of two year courses and 2016-19 of three year courses as quite satisfactory
- ix. Noted that the report of students' placement during the 2017-19 as quite satisfactory

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research,
Matunga, Mumbai 400 019

Minutes of 13th IQAC Meeting held on 6th January, 2020
Venue: Conference Room at First Floor Level

Quarter I/2019-20

Thirteenth Meeting of IQAC was called on 6th January, 2020. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Swati Sethi, Faculty
Prof. Sujatha Natarajan, Faculty
Dr. Bhagwati Prasad, Faculty
Prof. Anand James, Faculty
Prof. Piyush Goghari, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Archana Ghatule, Exam Cell-Faculty
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Jatin Aggarwal, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Faculty Prof. Vijayan Pankajakshan, Prof. Vanita Patel, Prof. Smeeta Bhatkal and Members Shri Suresh Deole & Mrs. Rekha Shah intimated regarding their absence and leave of absence was granted to them.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 19th December, 2019
2. To receive action taken report on previous minutes of meeting held on 19th December, 2019 and
3. To conduct the External Peer Team Review for 2018-19
4. To peruse the decisions of Statutory body on academic matters and enhancement of quality
5. Any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES****Agenda Point No.1**

Minutes of previous meeting held on 19th December, 2019 were confirmed

Agenda Point No.2

Perused the Action Taken Report on minutes of past meeting held on 19th December, 2019 and taken on record that action plan for 2019-20 rolled out, considered value added module on financial literacy, reduced in intake by one division in part-time courses viz. MHRDM & MIM and agency for green environment to be finalized

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No.3

Committee noted that instead of yearly External Self-evaluation, the review of function is to be done through External Peer Team as per the latest guidelines on autonomy and decided to conduct the External Peer Team Review for academic year 2018-19

Agenda Point No.4

Committee perused the decision of Statutory body that:

- Approval accorded to Merit List including merit list of Institution Level seats (16.9.2019 CDC)
- Approval granted for revision in fees from Rs. 11 to 13 Lakh for PGDM Programmes run in Mumbai campus, effective from academic year 2020-21 (16.9.2019 CDC)
- Considered initiation of certificate courses/programmes with corporates and collaborate with corporates in the area of certification arrangement for new programmes, executive education to leverage domain expertise of industry corporates (16.9.2019 CDC)
- Considered, in principle, issue of making available space of 4000 sq. ft. for Atal Community Innovation Centre (ACIC) activities (16.9.2019 CDC)
- Considered, in principle, to purchase leading/preferred Bloomberg Software (16.9.2019 CDC)

- Considered, in principle, to procure ERP System and Learning Platform (16.9.2019 CDC)
- Noted that Institute awarded with "Best Performing Institution Innovation Council of West Zone (WRO) during IIC Calendar 2018-19 by Ministry of HRD Innovation Cell (MIC) in co-ordination with AICTE. (16.9.2019 CDC)
- Noted that the Faculty Development Programme held on 30.9.2019 & 1.10.2019
- Noted that beside Ph. D programme, the Institute is running 5 University Affiliated PG Programmes and 8 AICTE Approved PGDM Programmes during the academic year 2019-20
- Noted that total no. of students enrolled in all programmes during the academic year 2019-20 are 2147, out of which 69 are SC, 9-ST, 216-OBC, 4-PWD, 60-Minority (Muslim) & 253-Other Minority and no. of girl-students enrolled are 1031 & boy-students 1116
- Noted that out of the total 127 non-teaching staff, total female staff is 68 & male staff 59 on roll during the academic year 2019-20
- Noted that out of 80 faculty members on roll during the academic year 2019-20, 33 are Ph. D, 2 M. Phil & 45 Post-Graduates
- Noted that out of intake capacity of 22 & 112 hostel facility, 15 girl-students & 106 boy-students are utilizing the facility during the academic year 2019-20
- Noted that 5 teaching & 5 non-teaching staff provided with staff accommodation during the academic year 2019-20

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson

 **WeSchool/IQAC**

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research,
Matunga, Mumbai 400 019

Minutes of 14th IQAC Meeting held on 11th March, 2020
Venue: Conference Room at First Floor Level

Quarter II/2019-20

Fourteenth Meeting of IQAC was called on 11th March, 2020. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Dr. Pradeep Pendse, Faculty
Prof. Vijayan Pankajakshan, Faculty
Prof. Swati Sethi, Faculty
Prof. Sujatha Natarajan, Faculty
Dr. Bhagwati Prasad, Faculty
Prof. Vanita Patel, Faculty
Prof. James Anand, Faculty
Prof. Piyush Goghari, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Archana Ghatule, Exam Committee
Dr. Sandeep Bhavsar, Librarian
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Mr. Jatin Aggarwal, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Faculty Prof. Smeeta Bhatkal and Members Shri Suresh Deole & Mrs. Rekha Shah reported absent and leave of absence was granted to them.

Following Agenda points were discussed:


1. To confirm the minutes of previous meeting held on 6th January, 2020
2. To receive action taken report on past minutes of meeting held on 6th January, 2020
3. To peruse the AISHE Report for the academic year 2018-19
4. To receive the Academic & Administrative Report conducted by the constituted Committee of External Members
5. To peruse the Gender Audit Report conducted by the Constituted Committee of External Members
6. To discuss the quality enhancing matter placed before IQAC
7. Any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

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| Agenda Point No.1 | Minutes of previous meeting held on 19 th December, 2019 were confirmed |
| Agenda Point No.2 | Perused the Action Taken Report on minutes of past meeting held on 19 th December, 2019 and taken on record that conducted PTR and report awaited. |
| Agenda Point No.3 | Perused the AISHE Report for the academic year 2018-19 and suggested to keep on record for perusal of reviewing authorities |
| Agenda Point No.4 | Received the report of Academic & Administrative Audit for the academic year 2018-19 by the External Experts of constituted Committee on 24.10.2019 and Committee unanimously suggested to accept its recommendation |
| Agenda Point No.5 | Received the report of Gender Audit for the academic year 2018-19 by the External Experts of constituted Committee on 24.10.2019 and Committee unanimously suggested to accept its recommendation |
| Agenda Point No.6 | <p>Committee noted the MIT India Initiative in collaboration with WeSchool and organized 5-day Workshop on Design, Technology & Social Innovation 2020 from 12st to 25th January, 2020</p> <ul style="list-style-type: none"> • Committee also noted that International Conference on Future of Work, Workforce & Workplace on 13th & 14th January, 2020, being research work, futuristic initiatives of NBA, NAAC and NIRF rating • Committee noted hosting of First Pan-India Management Quiz Festival 'WeBizFest20' to enhance Industry-Academic interface for mutual value creation and improving the standards of future business leaders – 7th & 8th February, 2020 • Committee noted the efforts made by Institute with respect to Start-up initiative and its outstanding outcome as scoring 24.99/25 Points • Committee noted the results of Even Semester of 2017-18 & that of Odd Semester 2018-19 are 100% and 37% students passed with 60% or more marks |

- Committee noted that 8 students of SC category & 6 students of ST category received Govt. Scholarship and 23 students of OBC category received Govt. Freeship for the academic year 2019-20
- Committee discussed the matters placed before it and suggested:
 - i. Committee deliberated various initiatives pursued by Institute regarding Global Linkages and suggested to continue its effort in this direction
 - ii. Committee deliberated at length PGDM admission process 2019-20 details and suggested management to constitute 3-Member Committee
 - iii. Committee reviewed the nominations on various statutory and non-statutory committees and their tenure with respect to changes in regulations/statutes and suggested management to take note of the same and reconstitute these bodies accordingly

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson
WeSchool/IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research,
Matunga, Mumbai 400 019

Minutes of 15th IQAC Meeting held on 6th August, 2020
Venue: Conference Room at First Floor Level

Quarter III & IV/2019-20

Fifteenth Meeting of IQAC was called on 6th August, 2020. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Swati Sethi, Faculty
Prof. Sujatha Natarajan, Faculty
Prof. James Anand, Faculty
Prof. Piyush Goghari, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Jatin Aggarwal, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator

Members Shri Suresh Deole & Mrs. Rekha Shah and Faculty Prof. Dr. Pradeep Pendse, Prof. Vijayan Pankajakshan, Dr. Bhagwati Prasad, Prof. Vanita Patel, Prof. Smeeta Bhatkal, Dr. Archana Ghatule, Coordinator Prof. Dr. Swapna Pradhan, Dr. Sandeep Bhavsar and Mr. Subhash Bhosle reported absent and leave of absence was granted to them.

Meeting was adjourned for want of quorum for half-an hour and the same re-started with the members present at 2.30 PM.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 11th March, 2020
2. To receive action taken report on minutes of previous meeting held on 11th March, 2020
3. To discuss the academic & administrative activities at Institute-level in pandemic situation and take a stock of it
4. To discuss criterion related to institutional values and best practices
5. To chart Action Plan for 2020-21
6. Any other point with permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES****Agenda Point No.1**

Minutes of previous meeting held on 11th March, 2020 were confirmed

Agenda Point No.2

Perused the Action Taken Report on minutes of previous meeting held on 11th March, 2020 and taken on record that received AISHE Report, Academic & Administrative Audit Report and Gender Audit Report for academic year 2018-19.

(Suggestions made for consideration of the Statutory & other bodies by IQAC were approved in the meetings, as shown against the respective suggestion)

Agenda Point No.3

- i. Committee discussed that COVID-19 pandemic situation has created an unprecedented challenge to public health and particularly has affected all education and administrative activities in general in colleges /Institutions /Universities. Committee also discussed that the prolonged lockdown period and severe workplace restriction on teaching and non-teaching employees hampered the functioning at the Institute and created need of change in teaching-learning approach.
- ii. Committed noted that Institute has ensured safety and health of all stakeholders viz. students, faculty members, non-teaching staff and others by taking necessary precautions and providing required support, as per the advisory of appropriate Govt./competent authority, UGC, & AICTE.
- iii. Committee noted that in order to cope with this unprecedented challenge the Institute has swiftly embraced virtual learning platform and digital learning pedagogy.
- iv. Committee also noted that the Institute has accepted the online mode of teaching activities and procured essential WebEx Licenses, Google Licenses, Microsoft 365 Licenses, Special Devices which enable Interactivity, and Cloud Based Laboratories Online Platform which enhances online learning experience of the Students.
- v. Committee further noted that the Institute has made investment for conducting Faculty Development Programmes (FDPs), towards grooming Faculty for 'On-line teaching' & exposure to various tools to enhance student learning & engagement involving agencies of national & inter-national repute and provided additional support staff to aid On-line teaching".

- vi. Committee noted that the online Examinations of Final Year & First Year students of AICTE approved PGDM Courses held in April/May 2020
- vii. Committee noted that psychological concerns and well-being of students are being regularly monitored and managed by Counsellor & faculty members
- viii. Committee noted that the Institute has formed Help Group consisting of HR-Head, Finance-Head, Security-Head and Facility-Head for well-being of students, faculty members and non-teaching staff
- ix. Committee noted the Societal Initiatives/Contribution made by the Institute and Employees during the present pandemic COVID-19 situation.
- x. Committee noted organizing of 5-day Design, Technology & Social Innovation Workshop 2020 for the period from 21st January to 25th January, 2020 in collaboration with MIT. Committee noted that the Workshop aimed to bring 30+ MIT researchers, faculty members, alumni, staff members from MIT & Harvard and leaders from top organizations to connect with 300 students from, India spread across 10 tracks. 300 participants across India to work on solutions that cut across boundaries of culture, disciplines and institutions. MIT and Harvard mentors worked in teams on problems that relate to their expertise for a week with Indian students, directed them to potential solutions, and run sessions that challenged workshop participants to think out of box.
- xi. Committee noted that the admission process for PGDM Courses for 2020-22 batches was completed in online mode and classes of senior students and students enrolled during the year started as per the AICTE calendar. Process of admission of University affiliated MMS Course is yet not initiated by DTE/ARA
- xii. Noted that Institute's NIRF rank as 68 for academic year under reference i.e. 2019-20

IQAC suggested following in view of pandemic situation:

That students be given online internships and home assignments

That post Order to be passed by the Hon'ble Supreme Court regarding conducting examinations of Terminal/Final Year Students of University affiliated courses, the examinations are to be

carried out as per the guidelines/directives issued by the UGC/AICTE/H&TE Dept., Govt. of Maharashtra/UoM

That students be allowed to pay the Fees of Second/Third/Final Year, by Instalments/Deferment/Partial Fee Waiver, on case-to-case basis"

That students accommodated at Mumbai Campus (in Hostels and Rented Flats) be charged with the Hostel Fees, only for the period of students actually occupying the Hostel premises and physically attend class.

That the process of obtaining feedback from students regarding on On-line teaching process, also be obtained of the present pandemic period of COVID-19".

Other suggestions:

That Library resources be augmented/reinforced with (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; together costing Rs. 89 Lakh as proposed".

Agenda Point No. 4

Committee noted and discussed the core values of Institute & following best practices:

- Institutionalized Assessment Centre & Development Centre to develop global professional competencies
- Internalized Global Citizen Leadership concept
- Internalized Ideation, Incubation and Start-up for Innovation & Entrepreneurship
- Practised Hackathons to boost Innovation & Entrepreneurship
- Energy & Green Audit Initiatives
- Constituted Gender Audit Committee and conducting Gender Audits in 2017 & 2019
- Organized number of Societal Initiatives
- Internalized green practices such as plastic free campus, paperless office, go green campus and waste management
- Disabled friendly Campus

Committee discussed and suggested:

To develop best practices describing Institute's performance in areas distinctive to its vision, priority and trust

Agenda Point no. 5

After deliberation at length, the Committee resolved to adopt the following Action Plan for academic year 2020-21:

- i. To conduct quarterly meetings on regular basis
- ii. To make statutory compliance on time
- iii. To review quality initiatives and implementation of its suggestions
- iv. To prepare AQAR on time (only in case NAAC accreditation)
- v. To conduct Peer Team Review for academic year 2019-20
- vi. To participate in NIRF ranking survey for 2019-20

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



Prof. Dr. Uday Salunkhe
Group Director/Chairperson

2 WeSchool/IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research,
Matunga, Mumbai 400 019

Minutes of 16th IQAC Meeting held on 4th December, 2020
Venue: Conference Room at First Floor Level

Quarter I & II /20-21

Sixteenth Meeting of IQAC was called on 4th December 2020. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Sujatha Natarajan, Faculty
Prof. Piyush Goghari, Faculty
Dr. Bhagwati Prasad, Faculty
Prof. Vaishali Patil, Faculty
Prof. Anand James, Faculty
Prof. Dr. Kavita Kalyandurgmath, Faculty
Prof. Vineel Bhurke, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Dr. Satarupa Nayak, Exam. Cell-Faculty
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Miss. Ameyaa Bagwe, Student Nominee
Prof. Dr. Swapna Pradhan, Co-Coordinator

Faculty Prof. Vijayan Pankajakshan, Prof. Smeeta Bhatkal, Mr. Sandeep Bhavsar, Librarian, Prof. Dr. Deepa Dixit, Co-ordinator and members Shri Suresh Deole & Mrs. Rekha Shah reported absent and leave of absence granted to them.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 6th August, 2020
2. To receive action taken report on minutes of past meeting held on 6th August, 2020
3. To discuss the compliance with reference to the provision of APH 2020-21 of AICTE and give effect to the Order dated 19th May 2020 passed by Bombay High Court
4. To discuss the compliance with respect to the progressive closure of 3-Year Part-time University Courses from AY 2020-21
5. To re-constitute IQAC and other statutory & non-statutory committees for the Institute of University Affiliated Courses
6. To review admission status in respect of University Course-MMS for 2020-22 Batch on the backdrop of Covid 19

7. To discuss Teaching-Learning and practical/on-field activated for 2018-20 & 2019-21 Batches of Full-time University Course and 2018-21 & 2019-22 Batches of Part-time University Courses, on the backdrop of Covid 19
8. To receive Report of External Peer Review Team for academic year 2018-19
9. To discuss the criterion related to governance, leadership and management
10. Any other point with the permission of Chair

Discussed and recorded/resolved that:

AGENDA

MINUTES

Agenda Point No. 1	Minutes of past meeting held on 6 th August, 2020 were confirmed
Agenda Point No. 2	Perused the Action Taken Report on minutes of previous meeting held on 6 th August, 2020 and taken on record that examinations of all classes of academic year 2019-20 due in second half of year conducted as per the relevant guidelines, requests of students re: payment of fees considered on case-to-case basis and allowed to pay fees in instalments/by deferment and partial waiver granted in specific cases, hostel students allowed to pay hostel charges when they actually occupy hostel room & attend classes physically and provision of augmenting learning resources approved
Agenda Point No. 3	Committee noted that as per the AICTE's mandate (APH 2020-21), the Existing Institute has been bifurcated into two separate Institutes viz. S.P. Mandali's, Prin. L.N. Welingkar Institute of Management Development & Research, Mumbai (for University Affiliated Courses) & S.P. Mandali's, Prin. L.N. Welingkar Institute of Management Development & Research (PGDM), Mumbai, (as Standalone Institute for AICTE approved PGDM Courses,) effective from Academic Year 2020-21.
Agenda Point No. 4	Committee also discussed that as per the AICTE Mandate (APH-20-21), the Part-time Management Courses are now ceased to exist and to be considered as Full-time MBA Courses with respective specialization in parenthesis. Being considered as Full-time Courses, these Courses require additional infrastructure. Since, these Courses are no more remained economically viable due to 3-year duration and significant drop in number of admissions, the Management/Trust has closed down the same, effective for Academic Year 2020-21. The batches inducted in Academic Years 2018-19 & 2019-20 are under closure in progressive manner. It is suggested that action of closure of these courses at the university-level be initiated

Agenda Point No. 5

Committee further discussed that the function of constituted IQAC and statutory & other non-statutory committees, was common for both the Institutes i.e. Existing Institute & New Standalone PGDM Institute till the year 2019-20, and suggested that the IQACs to be established separately for both the Institutes and statutory & non-statutory committees, as required necessary, effective from year 2020-21.

Agenda Point No. 6

Committee noted that, although the MH-CET for MMS Course held, the admission process is likely to be completed in January, 2021, on the backdrop of Covid 19. Also, decided that after giving first preference to candidates who have appeared in any of the CETs mentioned in APH 2020-21 and if seats are still vacant, candidates be selected based on merit in the qualifying under-graduate examinations by preparing a merit list in transparent manner only for academic year 2020-21 (In view of the AICTE's Circular dated 19th August, 2021)

Agenda Point No. 7

Committee noted that Institute has continued the activities of teaching learning & evaluation in online mode, including 100% online engagement of students for the Summer Internship Projects (SIPs) & Summer Research Internship Projects (SRIPs), which would provide competitive edge to them from placement point of view.

Agenda Point No. 8

Received the External Peer Team Review Report for academic year 2018-19 and suggested to consider recommendations

Committee wishes to place on record that the current pandemic situation has forced to reduce/curtail the quarterly frequency of IQAC meeting & its agenda and every possible effort are being made to review the core activities of Institute and give the suggestions wherever required, till normalcy is restored.

Committee discussed with the permission of Chair and proposed that:

- As per the provision of AICTE the tenure of services of faculty to be increased from 60 to 65 and which is further extendable up to 70, whose services are required by Institute from quality, accreditation and ranking point of view
- Additional intake in lieu of the closure of part-time master programme be utilised in academic year 2021-22 & 2022-23 to increase intake in Core PGDM or start other PGDM programmes with verticals from sunrise industries and futuristic, such as, Data Science, Artificial Intelligence, Machine Learning Digital

Transformation, Digital Leadership, Block Chain,
Sports & Sustainability

- Additional infrastructure/faculty/other requirement, as per the Regulator's mandate for proposed additional intake
- Negotiations to be made with the private flat owners from whom flats have been acquired on rentals for hostel accommodation of students, to reduce the rent due to non-occupancy during pandemic situation
- Construction work of new hostel building be expedited
- Noted that Virtual Hackathon to be organized at Institute, as an initiative of Govt. of Maharashtra and MIT, USA in December 2020/January 2021
- Noted that the International Marketing Conference to be organized at Institute

Agenda Point No. 9

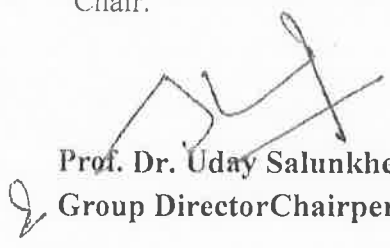
While discussing the Criterion on Governance, Leadership & Management:

- i. Committee members noted the adequacy of vision, mission statements and core values of Institute and its co-relation with planning & management/execution of educational activities and its governance in democratic and participative manner
- ii. It is evident that vision, mission statements & core values displayed prominently at various places of Campus for benefit of all stakeholders & visitors, published in brochure and handbook for information of students & parents and disseminated through website of Institute and portal meant for students. Also, newly joined faculty, staff and students oriented on core values during their induction programme and its importance reinforced during all the important internal deliberations
- iii. Observed that Programme Educational Objectives derived from vision statement
- iv. Committee members reviewed constituted statutory bodies and other committees and noted properly conducting of their business
- v. Committee members perused the organogram, noted its appropriateness and suggested to incorporate IQAC

as administrative set-up therein. Committee also perused the UGC Regulations on minimum qualification published from time to time & Notification of AICTE, Statutes of State Govt. & Directions of University in line therewith, and also procedure laid down by the Governing Body of Trust, applicable to Institute

- vi. While reviewing the HR policy and practices handbook, Committee members noted that the mechanism of grievance redressal system is objective and transparent. Also, noted the provision of statutory and non-statutory welfare measures extending to teaching & non-teaching staff
- vii. Noted the present e-modules on governance - ADC, Administration & Accounts and need of integrating different modules such as Academics, Administration, Finance & Accounts, Student Admission & Support and Examination by providing Employee Resources Planning (ERP) Software, from exclusive e-Governance point of view
- viii. Noted financial support provided to teachers to attend conferences/workshops & towards membership fee of professional bodies, organising professional development /administrative training programmes for teaching & non-teaching – orientation, refresher, short-term Faculty Development Programmes
- ix. Noted that internal & external financial audits carried out, revenue generated other than the fee receipts, strategies for mobilizing funds through executive education and utilization of resources
- x. Suggested unanimously to institutionalize quality assurance strategies & processes, reviewing teaching-learning process, structures & methodologies of operations & learning outcomes at periodical intervals
- xi. Suggested continue with its efforts to pursue quality initiatives for promoting quality culture, introducing quality assurance initiatives
- xii. Noted the representation and participation of faculty and staff on various statutory bodies and other committees and participative management decisions making through open democratic and transparent mechanism of weekly faculty meet

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



Prof. Dr. Uday Salunkhe

Group DirectorChairperson-IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research,
Matunga, Mumbai 400 019

Minutes of 17th IQAC Meeting held on 14th June, 2021
Venue: Conference Room at First Floor Level

Quarter III & IV/2020-21

Seventeenth Meeting of IQAC was called on 14th June, 2021. The following members were present:

Prof. Dr. Uday Salunkhe, Group Director - Chairperson
Mr. Sameer Tamhane, Alumni Nominee
Dr. Rajesh Ambekar, Employer Nominee
Prof. Sujatha Natarajan, Faculty
Prof. Anand James, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Mr. Pradeep Kumar Remanan, Sr. GM-HR
Mr. Subhash Bhosle, GM –New Initiatives & Admin
Miss. Ameyaa Bagwe, Student Nominee
Prof. Dr. Deepa Dixit, Coordinator
Prof. Dr. Swapna Pradhan, Co-Coordinator

Faculty Prof. Vijayan Pankajakshan, Prof. Smeeta Bhatkal, Prof. Piyush Goghari, Dr. Bhagwati Prasad, Dr. Vaishali Patil, Prof. Dr. Kavita Kalyandurgamath, Prof. Vineel Bhurle. Dr. Satarupa Nayak, Dr. Sandeep Bhavsar, Librarian and Members Shri Suresh Deole & Mrs. Rekha Shah intimated regarding their absence and leave of absence was granted to them.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 4th December, 2020
2. To receive action taken report on previous minutes of meeting held on 4th December, 2020
3. To conduct PTR for academic year 2019-20
4. To peruse the AISHE Report for the academic year 2019-20
5. To note/peruse decisions of Statutory body regarding quality enhancing academic initiatives and reinforcing/updating infrastructural facilities and to take the same on record
6. Any other point with the permission of Chair

Discussed and recorded/resolved that:**AGENDA****MINUTES**

Agenda Point No. 1

Minutes of past meeting held on 4th December, 2020 were confirmed

Agenda Point No. 2

Perused the Action Taken Report on minutes of previous meeting held on 4th December, 2020 and taken on record that as per the AICTE's mandate two distinctive Institutes, separately for University Affiliated Programmes & AICTE Approved PGDM Standalone Programmes created, separate IAQC and statutory & other non-statutory committees formed, teaching-learning continued in online mode, intermediate and final examinations held online, SIPs & SIRPs conducted online, opportunities for consultancy assignments explored and received & considered External Peer Team Review Report for academic year 2018-19

Agenda Point No. 3

Committee decided to conduct the External Peer Team Review for academic year 2019-20

Agenda Point No. 4

Committee perused and considered the AISHE Report for academic year 2019-20

- Committee noted that :

1. Received total grant of Rs. 21 Lakh during the academic year 2019-20 (CDC-11.3.2020)
2. Uploaded the Course "Consumer Buyer Behaviour" on SWAYAM Platform provided for online learning student support
3. Held Convocation of Batch 2017-19 of all PGDM Programmes on 27th March, 2020

Agenda Point No. 5


Committee perused approval of Statutory body for academic quality enhancing initiatives and infrastructure reinforcing initiatives :

- Being introduced in all functions across industries and services to increase efficiency & effectiveness, decided to explore the feasibility of introducing AI & ML based integrated software services in education through diagnostic testing and then developing customized product. (CDC-11.3.2020)
- Held interactive Workshop Session 'i2we Leadership Development Experience (STTP AICTE sponsored)' between 16th & 21st March, 2020 (CDC-11.3.2020)

- Signed MoU with MDH University, Sweden and WeSchool for the purpose of promoting understanding, strengthen cultural ties and broaden their students & staffs experience, affirming their intent to continue and pursue academic collaboration and exchanges as it would be of mutual benefit to their respective institutes(CDC-11.3.2020)
- Held World Design Talks 2020 by World Design Organization (WDO) on 3rd & 4th April, 2020 in association with WeSchool (CDC-11.3.2020)
- Sponsored E-World Marketing Summit, organized by Prof. Phillip Kotler, in November 2020 to seize the opportunity of excellent network from sourcing of Research Faculty Members' point of view and use the occasion effectively for Branding purpose
- Decided to replace AC Units, Water Coolers from creating proper learning environment (CDC-11.3.2020)
- Decided to replace Neon/Sodium Vapour Lights with LED Lights, in line with 'Conservation of Energy-A Global Agenda on Green Initiative' replacement of (CDC-11.3.2020)
- Decided to provide High Velocity Low Speed (HVLS) for effective air circulation at terrace covered with tensile roofing from point of view of conducting major events including open workshops (CDC-11.3.2020)

Committee wishes to place on record that the current pandemic situation has forced to reduce/curtail the quarterly frequency of meeting & its agenda and every possible efforts are being made to review the core activities of Institute and give the suggestions wherever required, till normalcy is restored.

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



Prof. Dr. Uday Salunkhe

Group Director/Chairperson-IQAC

S.P. Mandali's
Prin. L.N. Welingkar Institute of Management Development & Research,
Matunga, Mumbai 400 019

Minutes of 17th IQAC Meeting held on 14th June, 2021
Venue: Conference Room at First Floor Level

Quarter III&IV/2020-21

Seventeenth Meeting of IQAC was called on 14th June, 2021. The following members were present:

Prof. Dr. Pradeep Pendse, I/c Director - Chairperson
Mr. Sameer Tamhane, Alumni Member
Dr. Rajendra Ambekar, Employer Member
Prof. Dr. S.T. Gondhalekar, Faculty
Prof. Swar Kranti, Faculty
Dr. Rajesh Aparnath, Faculty
Mr. Pramod Mulik, Chief Finance Officer
Mr. Pradeep Kumar Remanan, Vice-President-HR
Dr. Kalpana Hans-Sr. G.M. (Regulatory Compliances)
Miss Purvi Mistry, Student
Prof. Vandana Sohoni, Asst. Professor - Co-Coordinator

Prof. Rutu Gujarathi, Dr. Satarupa Nayak, Mr. Sandeep Bhavsar, Librarian and Prof. Vanita Patel, Co-ordinator and Shri Suresh Deole & Mrs. Rekha Shah reported absent and leave of absence granted to them.

Following Agenda points were discussed:

1. To confirm the minutes of previous meeting held on 4th December, 2020
2. To receive action taken report on previous minutes of meeting held on 4th December, 2020
3. To conduct PTR for academic year 2019-20
4. To peruse the AISHE Report for the academic year 2019-20
5. To note/peruse decisions of Statutory body regarding quality enhancing academic initiatives and reinforcing/updating infrastructural facilities and to take the same on record
6. Any other point with the permission of Chair

Discussed and recorded/resolved that:

Discussed and recorded/resolved that:**AGENDA****MINUTES**

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|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Point No.1 | Minutes of past meeting held on 4 th December, 2020 were confirmed |
| Agenda Point No.2 | Perused the Action Taken Report on minutes of previous meeting held on 4 th December, 2020 and taken on record that as per the AICTE's mandate two distinctive Institutes, separately for University Affiliated Programmes created, University Part-time Programmes under progressive closure, separate IAQC and statutory & non-statutory committees formed, teaching-learning and practical training continued in online mode, intermediate and final examinations held in online mode as per the guidelines on subject issue, & considered External Peer Team Review Report for academic year 2018-19 |
| Agenda Point No.3 | Committee decided to conduct the External Peer Team Review for academic year 2019-20 |
| Agenda Point No.4 | <p>Committee perused and considered the AISHE Report for academic year 2019-20</p> <ul style="list-style-type: none"> • Committee noted that: • Received total grant of Rs. 21 Lakh during the academic year 2019-20 (CDC-11.3.2020) • Uploaded the Course "Consumer Buyer Behaviour" on SWAYAM Platform provided for online learning student support |
| Agenda Point No.5 | <p>Committee perused approval of Statutory body for academic quality enhancing initiatives and infrastructure reinforcing initiatives:</p> <ul style="list-style-type: none"> • Being introduced in all functions across industries and services to increase efficiency & effectiveness, decided to explore the feasibility of introducing AI & ML based integrated software services in education through diagnostic testing and then developing customized product • Held interactive Workshop Session 'i2we Leadership Development Experience (STTP AICTE sponsored)' between 16th & 21st March, 2020 (CDC-11.3.2020) |

- Signed MoU with MDH University, Sweden and WeSchool for the purpose of promoting understanding, strengthen cultural ties and broaden their students & staffs experience, affirming their intent to continue and pursue academic collaboration and exchanges as it would be of mutual benefit to their respective institutes(CDC-11.3.2020)
- Held World Design Talks 2020 by World Design Organization (WDO) on 3rd & 4th April, 2020 in association with WeSchool (CDC-11.3.2020)
- Decided to replace AC Units, Water Coolers from creating proper learning environment (CDC-11.3.2020)
- Decided to replace Neon/Sodium Vapour Lights with LED Lights, in line with 'Conservation of Energy-A Global Agenda on Green Initiative' replacement of (CDC-11.3.2020)
- Decided to provide High Velocity Low Speed (HVLS) for effective air circulation at terrace covered with tensile roofing from point of view of conducting major events including open workshops (CDC-11.3.2020)

Committee wishes to place on record that the current pandemic situation has forced to reduce/curtail the quarterly frequency of IQAC meeting & its agenda and every possible effort are being made to review the core activities of Institute and give the suggestions wherever required, till normalcy is restored.

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



Prof. Dr. Pradeep Pendse
I/c Director/Chairperson-IQAC

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