

EXHIBIT - 7

**REPORT OF THE SELF EVALUATION COMMITTEE ON AUTONOMY IN
RESPECT OF S.P. MANDALI'S PRIN. L.N. WELINGKAR INSTITUTE OF
MANAGEMENT DEVELOPMENT & RESEARCH FOR AY 2015-16**

The 3-Member Self-Evaluation Committee, constituted under the Statute 634.1 of the University of Mumbai, with the approval of the Academic Board, in its meeting held on 21st November, 2016, reviewed the function under Autonomy the AY 2015-16 on 12th June, 2017 and submitted its report as below:

1. Perused letters received from UGC concurring the Autonomy on 29th July, 2015 and that of University of Mumbai notifying conferment of the Autonomy on 31st July, 2015. Thus, the Academic Year under review i.e. 2015-16 was the first year of grant of Autonomy.
2. During this first academic year of Autonomy, the Institute required to approach the UGC, State Govt., DTE, University, Shikshan Prasarak Mandali – Sponsoring body, Subject Experts and Professional Experts to complete the process of external nominations for constituting of various Boards/Committees, which the Institute has done on priority basis.
3. Committee observed that on conferment of autonomous status, the Institute made request external stakeholders for nominations on Statutory Boards/Committees and received confirmation regarding external nominations from State Govt. & University for Board of Management on 4.1.2016 & 14.3.2016, respectively and that of DTE for Academic Board on 12.4.2016. Also, the conformation regarding University Nomination/s for Finance Board, Examination Committee and those for Subject Boards received on 11.12.2015. Accordingly, the all Statutory Boards /Committees have been constituted as given in para 4 below:
4. It is evident from the record that the Institute has constituted the following Boards/Committees with all stakeholders including the faculty and students to ensure proper management of academic, financial and general administrative matters.

The following are Statutory Boards/Committees:

- i. Board of Management (Constituted on 14th March, 2016)
 - ii. Academic Board (Constituted on 20th April, 2016)
 - iii. Subject Boards -per Specialization (25th August, 2016)
 - iv. Finance Board (Constituted on 23rd December, 2015) &
 - v. Examination Committee (Constituted on 8th February, 2016)
5. During this first year of Autonomy, the Institute admitted first Batch of 2 Year Full-Time University Course of MMS Students (2015-17) and first Batches of 3 Year Part-Time University Courses in MMM, MHRDM, MFM & MIM Students (2015-18). The Institute was the part of Centralized Admission Process Rounds of DTE/State Govt for selection of MMS students. For 3 Year Part-Time Courses, the Institute followed usual practice of short-listing the candidates through Common Written Test and GD & PI process.

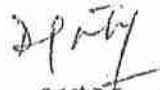


6. Since the Autonomy was granted on the eve of Academic Year, the Institute imparted teaching to newly admitted students, as per the University laid down syllabus.
7. State-of-the-art physical facilities in the form of infrastructure building, libraries, IT Labs., administrative area and amenities are available and good educational ambience is maintained.
8. Faculty members have continued to sustain reputation, in terms of good academic qualifications, performance in teaching, research, research publications and extension activities. Used of ICT in teaching is discernible. Utilization of non-conventional methods of teaching as clicker method, flip-classroom sessions, wherein students have the opportunity to view lectures / talks on a topic before the classroom session, which is more focused on the application and assimilation of knowledge are noticeable.
9. Faculty (in all the cadres viz. Head of Depts, Deans, Professors, Asso. Professors, Asst. Professors) are either de-facto or nominated members of statutory bodies viz. Board of Management, Academic Board, Subject Boards, Examination Committee and Finance Board. Thus, the Institute provides administrative set up and pattern of governance involving faculty, which are conducive to academic innovations and development.
10. The Institute has already informed vide its letter dated 4th July, 2016 to the Examination Section, University of Mumbai that it would act as the sub-set of University Examination function. Accordingly, the Institute conducted the Examinations of University Assessment (UA) papers in full-time and part-time programmes, for the batches started from academic year 2015-16 on University (CBCGS) pattern and assessment & evaluation work was also done at Institute level.
11. The Academic Results for the batches passed out in 2016 Examinations in MMS, MMM, MHRDM, MFM & MIM are in consistent with preceding records. During the Examinations held in April/May 2016, out of the total 110 students appeared for MMS Course, 106 are passed; 31 placed in 'A', 53 in 'B' and 22 'C' Grades. In MMM Course, out of the 92 total students appeared, 67 are passed; 3 placed in 'A', 19 in 'B', 32 in 'C', 3 in 'D' Grades and 10 'RLE'. In MHRDM Course, out of the 70 total students appeared, 42 are passed; 5 placed in 'A', 14 in 'B', 20 in 'C' and 3 in 'D' Grades. In MFM Course, out of the 48 total students appeared, 39 are passed; 7 placed in 'A', 16 in 'B', 13 in 'C', 1 in 'D' Grades and 2 'RLE'. In MIM Course, out of the 74 total students appeared, 59 are passed; 6 placed in 'A', 26 in 'B', 22 in 'C', 2 in 'D' Grades and 3 'RLE'.
12. Out of the total 106 students passed in MMS Course, 95 students were placed in different sectors. Students pursuing part-time courses viz. MMM, MHRDM, MIM & MFM obviously being in employment are only aspiring key transition in career.
13. During the year under reference, four Scholars awarded Ph.D., three registered for Ph.D. and Institute is having two Research Guides. The Institute has continued to maintain the reputation of high standards.

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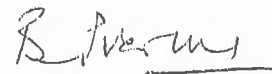
14. Being Un-aided/Self-Financed in nature, the Institute is not recognized under the Section 12(B) of UGC Act, 1956 to receive the UGC academic financial assistance. However, the Institute has conducted the meeting of its duly constituted Finance Board on 23rd March, 2016 to take stock of the utilization of receipts of financial year i.e. 2015-16 & to discuss the budgetary estimates of next year i.e. 2016-17. In this meeting of the Finance Board, the Budget Estimates for 2016-17 were duly considered and further resolved to place before the Board of Management for its consideration, approval and adoption. The Institute also conducted the meeting of the Board of Management on 29th March, 2016 to consider the budgetary estimates placed before it by the Finance Board and the Board of Management has approved and accepted the same. The Committee perused the Minutes of both of these Meetings and found to be in order.
15. In the concluding meeting, the Group Director of the Institute expressed confidence in making meaningful contribution in the forthcoming years to utilize the academic freedom to the fullest extent.

All in all, during the academic year under review, the Institute has initiated all the necessary steps towards implementation of Autonomy.



Signature of 1st Member

Dr. D.Y. Patil



Signature of 2nd Member

Dr. Bigyan Verma



Signature of Convener

Dr. Vijay Page

EXHIBIT - 8

**REPORT OF THE SELF EVALUATION COMMITTEE ON AUTONOMY IN RESPECT
OF S.P. MANDALI'S PRIN. L.N. WELINGKAR INSTITUTE OF MANAGEMENT
DEVELOPMENT & RESEARCH FOR AY 2016-17**

The 3-Member Self-Evaluation Committee, constituted under the Statute 634.1 of the University of Mumbai, with the approval of the Academic Board, in its meeting held on 21st November, 2016, reviewed the Autonomy function for the AY 2016-17 on 8th January, 2018 and submitted its report as below:

The Committee evaluated the efforts made by the Institute in improving the standards. During the period under review, the Institute has made arduous efforts to create improved quality benchmarks and utilized status in developing modernized curricula which are globally competent, locally relevant and skilled oriented to promote employability.

Head of each Specialization undertook extensive study and proposed the changes in syllabi of 2-Year Full-Time MMS Course and 3-Year Part-Time MMM, MHRDM, MIM & MFM Courses and their contents, which were considered by the Subject Boards per Specialization and approved by the Academic Board.

The semester-wise features of improvement in academic standards of each programme are as below:

- **Revised Syllabus of MMS- Semester I**

1. Total 9 Full Credit Core Subjects, as against 8 Full Credit Subjects of University (5Core + 3 Electives),
2. While retaining 5 Core subjects of University, 3 more Core subjects are added; viz., by bringing in 1 Semester II Core Subject Viz. Marketing Management and selecting 2 Electives - 1. Effective Business Communication & 2. Organizational Behaviour from University basket as Core Subjects,
3. Besides, Design Thinking & Innovation Subject of Full Credit status is introduced as additional Core subject and Global Citizen Leadership Subject (GCL-I) has been introduced as an additional Non-Credit Subject &
4. Certain changes in Contents of Subjects have been made.

- **Revised Syllabus of MMS- Semester II**

1. Total 9 Full Credit (6 Core + 3 Electives per Specialization) Subjects, as against 8 Full Credit (5 Core + 3 Electives) of University. Thus, in MMS-Semester II, one additional Core subject is introduced,
2. Specialization subjects are introduced in Semester II itself, in the form of Electives.



3. Specialization Electives are to be selected from the basket of 4 Electives. Thus, besides 6 Core subjects irrespective of Specialization, 3 Electives are introduced for respective stream of Specialization,
4. Global Citizen Leadership Subject (GCL-II) introduced as additional Non-Credit Subject & certain changes in Contents of Subjects have been made.

• **Revised Syllabus of MMS- Semester III**

1. Total 10 Full Credit Subjects as against 9 Full Credit Subjects of University,
2. All 4 Specializations have 2 Core Subjects and Summer Internship Project in line with University,
3. Marketing, Finance & Human Resource Management Specializations have 5 Major Subjects with Full Credit and Operations Specialization has 3 Majors with Full Credit & 4 Majors with Half Credit, in line with University,
4. Finance Specialization is having 2 Electives of Full Credit, Marketing & Human Resource Management Specializations are having 4 Electives of Half Credit and Operations Specialization is having 1 Elective of Full Credit & 2 Electives of Half Credit (as against 1 Elective of Full Credit of University per Specialization),
5. While University has laid down a structure of limiting Subjects of Semester III to total 9 Full Credits, the Institute has kept it as 10 Full Credits, so as to experiment whether a Semester with 10 Full Subjects can be administered. Particularly, this has been done because we have reduced the classroom hours of Semester IV, enabling them to spend more time in the field working on the Final Year Specialization Project. Hence for this particular Academic Year 2017-18, we have adopted the existing Mumbai University syllabus (with certain changes in Strategic Management subject) and added one extra Elective per Specialization & certain changes in Contents of Subjects have been made.

• **Revised Syllabus of MMS Semester IV**

- i. All 4 Specializations have Project Management Subject of Full Credit in line with University,
- ii. All 4 Specializations have Final Year Projects of 2 Full Credit as against Final Year Projects of 3 Full Credit of University. We have reduced the Final Year Projects from 300 to 200 Marks, so that students can spend more time in preparing for placement, by utilizing this released available time to pick up industry, sectoral trends, participate in mock GD & PI sessions, introspect on learning and hone their communication skills,
- iii. Marketing & Finance Specializations are having 2 Electives of Full Credit and HRM & Operations Specializations are having 1 Elective each of Full Credit & 2 Electives Subjects each of Half Credit, as against 1 Elective of University of Full Credit and certain changes in Contents of Subjects have been made.

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Revised Syllabi of part-time MMM, MFM, MHRDM & MIM - Semester IV, V & VI, effective from January, 2018 for Batch 2016-19)

Three Year Part-Time Courses – Semester I, II & III

University Syllabi of First, Second and Third Semesters (viz. Semester- I, II & III) across all the four 3 Year Part-Time Specialization Courses consists of six, six and five common underpinning subjects, respectively; (each carrying Full Credit) have been adopted in toto, to begin with.

Revised Syllabus of Three Year Part-Time MMM Course – Semester IV, V & VI

Keeping scheme of the total number of five subjects each in IV, V & VI Semesters, carrying Full Credit of University, following changes are brought in:

• **Semester IV**

Changed nomenclature of 3 subjects viz. (i) Consumer & Industrial Buyer Behaviour to 'Buyer Behaviour', (ii) Distribution & Supply Chain Management to, 'Supply Chain Management' and (iii) Financial aspects of Marketing to 'Marketing Finance'.

Revised contents of 3 subjects viz.,

- (i) Sale Promotion & Sales Management to include impact of GST, Sales Force Automation, Negotiation & Conflict Management, Models –SPANCO, SPIN, BATNA, ZOPA models.
- (ii) Product & Brand Management to include Brand equity and Building models.
- (iii) With the change in nomenclature as 'Supply Chain Management, included new contents as Impact of GST and New concepts of SCM.

• **Semester V**

Changed nomenclature of 1 subject viz. (i) Marketing Research & Analytics to 'Marketing Analytics'.

Revised contents of 3 subjects viz.:

- (i) Consumer Relationship Management to include handling software packages viz. Siebel, Quantitative models to measure CRM and CLTV
- (ii) Services Marketing to include Customer Mapping and Relevance to emerging sectors viz. Healthcare and e-Commerce
- (iii) Retail Management to include e-Retail, Modern Trade, Shopper Insight, Omni Channel

*Dr. Prady
B. V. Rao*

- **Semester VI**

Introduced 2 new subjects, by discontinuing 2 obsolete subjects viz.:

- (i) Introduced 'Industry Vertical', by replacing Media Planning & Strategy
- (ii) Introduced 'e-Commerce Marketing' to focus on digital/emerging economy, by replacing Strategic Marketing Management.

Introduced 1 Elective (from option of 2 Electives viz.: (i) Selling & Negotiation and (ii) Cross Functional Management) against Event Management subject,

Revised contents of 2 subjects viz.:

- (i) Strategic Management to include – use of Data & technology ^{along with} ~~in~~ Design Thinking ^{making}, Focus on crisis Management, Managing complexities, Design thinking and Disruptive thinking
- (ii) IMC & Digital Marketing to focus on Digital & Social Media Marketing

Revised Syllabus of Three Year Part-Time MHRDM Course – Semester IV, V & VI

- **Semester IV**


- (i) Introduced subject 'Human Resource Planning & Audit' by combining contents of two subjects viz. Human Resource Planning & Human Resource Audit.
- i) Changed nomenclature with marginal changes in contents of 2 subjects viz. (i) Employees Relations & Labour Law to 'Human Capital Management & Green HR and (ii) Training & Development to 'Training & Development/Organisational Development'.
- ii) Introduced 1 New Subject viz. HR & Economic-Policies

- **Semester V**

- i) Changed nomenclature of one subject from, i) Compensation Benefit to 'Reward Management'.
- ii) Competency based HRM and PMS has been combined and created new one Full Credit Course 'Competency & Performance Based HRM'.
- iii) Introduced new subject 'Extended HR-Services' covering Outsourcing, Shared Services, Business Partnering, Consulting.

- **Semester VI**

- i) Contents of subject 'Management of change' has been revised and introduced new subject "Management of Agility and change", covering adaptability and flexibility.
- ii) Two subjects - Building Learning Organization & Role of HR in Knowledge Management combined together and introduced new subject 'Role of HR in Learning Organization & Knowledge Management'
- iii) Introduced new subject 'Role of HR in Mergers and Acquisition'.

2/1/14  *R. P. Sharma*

Revised Syllabus of Three Year Part-Time MIM Course – Semester IV, V & VI

• Semester IV

Redesigned contents of all 5 subjects with new nomenclature:

- i) Subject 'Business Analysis includes IIBA Framework for Business Analysis, BA Tools and techniques, Enterprise Analysis, Enterprise Architecture etc.
- ii) Subject 'Introduction to e-commerce & Digital Marketing' – includes e-Commerce transaction cycle, e-Commerce Business models, visibility on the web, driving traffic, platform play, SEO/SEM, web content, social media, digital marketing metrics etc.
- iii) Subject 'Business Intelligence and Data Warehousing'- includes Dashboards, Visual Analytics, Data Warehousing Concept, Schemas, ETL Transformation, Information Management, Intro to Data Mining
- iv) Subject 'Managing Software Process and products' – includes Application Development Lifecycles, Agile and Dev. Ops, Software & Process Quality, Metrics, IT Project Management
- v) Subject 'Digital Infrastructure and platforms' -includes Typical Infra in a large corporate, Server, Network, Internet and Telecom Infra, Cloud Infra, Technology Platforms

• Semester V

Redesigned contents all 5 subjects with new nomenclature:

- i) 'Enterprise and Cognitive Applications'- ERP, CRM, SCM, Portal solutions, Enterprise Mail and Collaboration tools. What is a digital business, Platform based businesses, Transformation from Brick and mortar to click, Digital payments, Applications of cognitive technologies such as Chatbots, Robotic process Automation, IOT, AI etc.
- ii) 'Business Analytics & Machine learning'- includes Advanced Analytics techniques such as Logistics Regression, Basics of Machine Learning etc.
- iii) 'Information & Cyber Security' - Risks to Information, Risks posed by each Device, Point Solutions for device level risks, ISO 27000 & formal Info Security processes.
- iv) 'Managing IT Projects' - The course takes an integrative view of managing the IT function and hence the role of the CIO in contemporary context - the COBIT framework is taken as the base to cover, various IT processes and the KRAs and KPIs for these processes. In addition, specific aspects of Managing IT such as Technology Forecasting, Long range planning of systems, Financial Budgeting, Managing Outsourcing / Vendor Management etc. need to be covered under this course.
- v) Research Project-Opportunity to do research on any topic of their interest.

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• Semester VI

Redesigned semester VI with one Core subject viz., “Governance Risk and Compliance” and Introduced 2 Elective tracks each permitting 2 Electives subjects. The two tracks are

- i) Digital Enterprise track (which prepares a student for a CIO career),
- ii) Tech Business track (which prepares a student in managing technology based Businesses – i.e. service provider or vendor perspective)

Revised Syllabus of Three Year Part-Time MFM Course – Semester IV, V & VI

• Semester IV

- i) Content of subject Corporate Valuation has been revised and changed nomenclature of subject as 'Corporate Finance'.

• Semester V

- i) Content of 'Management of Banks & Financial Services' has been changed.
- ii) Subject Corporate Valuation has been removed from Semester IV and added few contents of it in subject 'Mergers, Acquisitions & Corporate restructuring'.

• Semester VI

- i) New subject Corporate Tax Planning has been introduced in place of “Project Finance”.
- ii) Revised contents of 'Treasury Management'.
- iii) Introduced one non-credit subject “Emerging Trends in Finance” wherein industry guest sessions would be conducted.

Besides, the Institute has made following improvement in Evaluation standards:

- i. CBGCS pattern of evaluation adopted for Full Time & Part Time Courses.
- ii. Duration of Theory papers of 60 Marks is 2 Hours & that of 30 Marks is 1&1/4 Hours as against University of 3 Hours & 2 Hours, respectively in respect of Full-Time MMS Programme.
- iii. Results of term-end examinations have been declared as per the Examination Calendar approved and perused by the Board of Management.

During the period under evaluation of second year of autonomy, the self-governing mechanism under Autonomy held number of meetings. The Boards and Committees performed their duties and functions related to academic, administrative and financial matters pertaining to Institute, as specified in University Statutes so as to ensure that the autonomous status is being utilized in its best possible manner and expectations concerning objective of Autonomy are fulfilled.

The number of meetings held of these Statutory Boards/Committees is as shown below:

Boards/Committee	AY 2016-17	
	No. of Meetings held with dates	
Board of Management	2	20.8.2016 & 25.11.2016
Academic Board	2	13.7.2016 & 21.11.2016
Subject Boards	1	30.8.2016
Finance Board	2	21.11.2016 & 20.4.2017
Examination Committee	1	24.8.2016

After perusing the records concerning the meetings of the Statutory bodies viz. Notices, Agendas, Attendance Register and Minutes of Meeting, the Committee is of the view that the duties casted upon the Institute while granting freedom of self-governance under Autonomy are diligently met with.

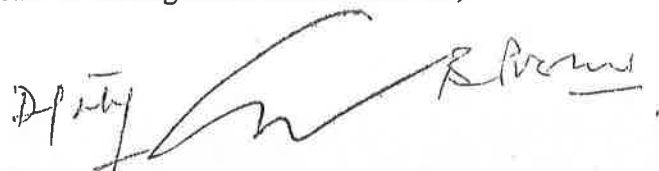
During the academic year under review of Autonomy, some of the prominent decisions on academic, financial and administrative matters taken in meetings of these statutory bodies are as below:

Academic matters:

1. Considered the proposed changes in curricula of full-time and part-time programmes (Subject Board dated 30.8.2016)
2. Considered the proposed academic reforms, pedagogic tools and evaluation methods per
3. Specialization (Subject Board dated 30.8.2016)
4. Noted and approved the proposal regarding adoption of re-structured syllabus of MMS, MMM, MHRDM, MIM and MIM (Academic Board dated 21.11.2016)
5. Noted and approved Specialization-wise academic reforms, pedagogical tools, evaluation methods, research based case-writings, essay competitions (Academic Board dated 29.11.2016)
6. Discussed further academic reforms to be introduced in University programmes to enhance the rigour of University programs and additional resources required thereof (Board of Management dated 20.8.2016)
7. 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 (Board of Management dated 20.8.2016)
8. 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. (Board of Management dated 20.8.2016)

Financial matters

9. Considered and accepted the Budget Estimates for the Financial Year 2016-17 (Finance Board dated 23.3.2016)
10. Considered and accepted the Financial Statements viz. Annual Accounts & Audited Statements, placed before the Finance Board and recommended to the Board of Management for its consideration & approval and also for its submission to the University, State Govt., and UGC along with the Financial Estimates approved in the First Meeting of Board of Management held on 20.8.2016. (Finance Board dated 21.11.2016)
11. Perused Fee Fixation proposal filed for F.Y. 2016-17 & F.Y. 2017-18, and accord post-facto approval for submission of the same to Fee Regulating Authority (Finance Board dated 21.11.2016)
12. 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 (Finance Board dated 21.11.2016)
13. 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 (Finance Board dated 21.11.2016)
14. Also decided to take up the matter with S.P. Mandali, Trust of creating additional hostel facilities for students, quantifying impact on budgetary provisions. (Finance Board dated 21.11.2016)
15. Considered and accepted the Budget Estimates of WeSchool for the Financial Year 2017-18 (Finance Board dated 20.4.2017)
16. Resolved to keep the corpus of Rs. 5 Lakh (Rupees Five Lakh only) and institute the Medals from earnings on its investment for the first three top scorers of the two batches of MMS programme. (Finance Board dated 20.4.2017)
17. Resolved to (i) take up the issue with Fee Regulation Authority (FRA) to recall its decision of declaring the final Fee in respect of MMS Course for AY 2017-18 and (ii) place the proposal of proposed Tuition Fees of Rs. 4,10,000/- (Rupees Four Lakh Ten Thousands only) in respect of University Affiliated MMS Course for AY 2017-18 before the Academic Board for consideration and further recommending the same to Board of Management for approval (Finance Board dated 20.4.2017)
18. Considered, approved and adopted the Budget Estimates of the Institute for the FY 2016-17 (Board of Management dated 29.3.2016)
19. Discussed the proposed amendment in "Maharashtra Non-aided, Private Professional Educational Institutions (Admission & Fee Regulation) contemplating five-times more Fee for institute-level seats than the Open seats. (Board of Management dated 20.8.2016)
20. Decided to rejuvenate Research Committee by incorporating external members along with internal members (Board of Management dated 20.8.2016)



21. Considered, approved and adopted the Audited Financial Statement in respect of University Programs for FY 2015-16 (Board of Management dated 25.11.2016)
22. Discussed issue of submitting proposal regarding Fee to be charged for Institute level seats, in line with the Draft Amendment Bill "Maharashtra Non-aided, Private Professional Educational Institutions (Admission & Fee Regulation), 2015 (Board of Management dated 25.11.2016)

Administrative matters

23. Co-opted another member on Academic Board as 'Professional Expert' (Academic Board dated 13.11.2016)
24. Implemented Salary revision in approved case. (Board of Management dated 20.8.2016)
25. Decided and hired services of Architect for getting regularized internal additions & alterations from MCGM, CFO etc. in the existing building of Institute (Board of Management dated 20.8.2016)
26. Proposed to rejuvenate Research Committee by incorporating external members along with internal members. (Board of Management dated 20.8.2016)
27. Conducted Green Energy Audit. One of the identified potential saving areas is changing over Electrical Connection from Commercial category to Education Institutes category (Board of Management dated 20.8.2016)
28. Placed 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 for acceptance (Board of Management dated 25.11.16)
29. Reviewed the progress of proposal regarding construction of additional two floors on existing structure of the Institute as discussed in meeting of Board of Management dated 20th August, 2016. (Board of Management dated 25.11.2016)
30. Decided to establish the 'Building & Works Committee' for S.P. Mandali, Pune Trust, to oversee the construction activities (Board of Management dated 25.11.2016)
31. Approved the proposal to institute merit-based scholarship for the students of MMS Program (Board of Management dated 25.11.2016)
32. Perused that there are no changes in compliances with rest all statutory bodies after conferment of autonomous status except that of University. Hence, decided to submit the list of compliances to be made with University for validation purpose. (Examination Committee dated 24.8.2016)
33. Decided to prepare fresh panel of paper-setters, examiners and moderators for AY 2017-18 (Examination Committee dated 24.8.2016)
34. Decided to create a scientifically developed Question Bank database/repository (Examination Committee dated 24.8.2016)
35. Decided to conduct Workshop on development of Question Bank (Examination Committee dated 24.8.2016)
36. Developed a mechanism with quality based parameters to evaluate the paper-setters, examiners and moderators (Examination Committee dated 24.8.2016)

37. Appointed Sub-Committee of three members to viz. (i) Prof. Dr. S.R. Tendulkar, (ii) Maj. Vasant Jadhav & (iii) Prof. Mohana Raje to deal with malpractices related to examinations (Examination Committee dated 24.8.2016)
38. Considered the issue of fixation of Examination Fee (Examination Fee of Rs. 10,000/- is being charged along with annual tuition fee) (Examination Committee dated 24.8.2016)
39. Taken up the matter with University in regard to awarding the Degrees to the Students evaluated and recommended by the Autonomous College by the University in a common format devised by the University, with the name of Institute mentioned in the degree certificate. (Examination Committee dated 24.8.2016)

Committee also perused the Action Taken Report embedded in the Minutes of Meetings and barring few items either the action has been completed or being pursued.

Having considered the criteria of improvement of standards, we perused the academic performance of the students of full-time and part-time programmes affiliated to the University and observe as below:

That during the second year of Autonomy, the Institute admitted Batch of 120 students of two years' full-time University programme of MMS Students (2016-18) and Batches of 109 students of MMM, 58 students of MHRDM, 53 students of MFM & 57 students MIM Students of three years' part-time University programmes (2016-19).

Being the part of Centralized Admission Process, the selection of MMS students was made through the rounds conducted by DTE/State Govt. For three years' part-time programmes, the Institute followed its usual practice of short-listing the candidates through Common Written Test and GD & PI process.

Eligibility for the admissions to Ph.D. Courses is the qualifying common PET entrance examination conducted by the University of Mumbai. The selection of the eligible students is done on the basis of a panel interview. During the year under reference, one Scholar awarded Ph.D. and Institute is having three Research Guides.

Committee reviewed the academic performance on two counts – viz. (i) results of students and (ii) placements:

During the Examinations held in April/May 2017, out of the total 112 students appeared for MMS Course all are passed; 1 placed in 'O', 52 in 'A', 44 in 'B', 14 in 'C', 1 in 'D' and Nil in 'E' Grades.

As regards the Part-time Courses, out of the 78 total students appeared for MMM Course, 65 are passed; 2 placed in 'A', 21 in 'B', 17 in 'C', 3 in 'D' Grades and 22 'RLE'. Out of the 49 total students appeared for MHRDM Course, 45 are passed; 6 placed in 'A', 7 in 'B', 14 in 'C', 3 in 'D' Grades and 15 'RLE'. Out of the 48 total students appeared for MFM Course, 33 are passed; 5 placed in 'A', 15 in 'B', 3 in 'C' Grade, Nil 'D' and 9 'RLE'. Out of the 52 total students appeared for MIM Course, 39 are passed; 3 placed in 'A', 14 in 'B', 10 in 'C', 4 in 'D' Grades and 8 'RLE'.

Out of the total 112 students passed in MMS Course, 93 students have been placed in different sectors and 11 opted for further studies, family business and start-up. The issue of placement does not arise in case of students pursuing part-time courses viz. MMM, MHRDM, MIM & MFM, as they are already in employment.

Although, state-of-the-art infrastructure has already been in place and squarely meets the requirements of Statutory Professional Regulatory Council i.e. AICTE, the Institute has planned to construct two additional floors on existing structure to provide additional space for innovation and other developmental activities.

The Institute in its endeavour to strive for upgrading the subject knowledge and allowing the exposure to the recent developments in the respective courses/subjects amongst the faculty members encourages their participation in national and international seminars, conferences, workshops, faculty development programmes, etc. This not only enriches their knowledge but, in turn, helps translate the same into a learning process of students.

One of major thrust area has also been on uplifting the research and consultancy services by promoting undertaking of minor and major research projects by faculty. Postgraduate research has also started gaining ground after the conferment of autonomy by UGC and NBA accreditation to its prime programmes.

The Institute has established Innovation, Incubation and Design Lab. It supports technological innovations and incubates prospective business ideas.

The Committee observed that at the beginning of academic year an academic calendar of all the activities for the year is planned. Academic Plan for entire academic year is prepared by all the departments and displayed on the Institute's website, before the academic year commences. Time-table of classes for the year is finalized by the Academic Deliverable Cell (ADC) in consultation with departments. ADC then assigns the class rooms and distributes the time-table to the departments after which it is displayed on the notice boards and e-portal for the students. Monthly reports of the academic activities of the departments are submitted in the prescribed format to the Group Director. Discrepancies, if any, are discussed, in detail, in order to suggest remedial measures in the weekly faculty meetings. Based on the inputs received from the Part-Time Courses students, lectures are scheduled on 3 days of week viz. Friday, Saturday & Sunday.

Apart from classroom interactions, a number of learning experiences are provided to the students based on Out-bound programme, Industrial visits, Internships, Experiential learning, Learning from stalwarts, Project-based learning, Workshops and seminars, Presentation Competitions and Mini Projects. The Institute has made available the latest technologies and facilities for the faculty for effective teaching. The faculty uses the latest methods of teaching learning wherever possible.

All the departments are provided with computers with LAN facilities. Internet access is available to all the departments. The Central Library has a computer and internet facilities which can be used by students as well as faculty. Library conducts database training sessions annually and during the period under review 12 such sessions were found to be conducted, through expert speakers concerning the said database.



The Institute adopted the policy of continuous evaluation throughout the semester. 40% marks are earmarked for the internal evaluation and 60% marks for the semester end examination. Tentative dates of commencement of Examinations are announced in the beginning of the year. A detailed time table is displayed on the Website, Information Display System, and Notice Boards well in advance informing the students. Centralized Assessment of Papers (CAP) is carried out for all the examinations.

Internal Examinations are conducted as a part of continuous evaluation system and students are tested on the conceptual understanding of the topics being dealt with.

The Institute has linkages/collaborations with renowned academic institutions and industries in India and abroad. These contacts help the institution and the students for their overall development.

The Institute has Local Alumni Network (LAN). There is a fair representation of the alumni on various statutory bodies. They actively contribute in academic endeavours of the Institute. They also support by sponsoring students for internship. Enriching experience is a platform where eminent alumni interact with students. The Institute regularly organizes Alumni Meet and all such alumni meets are well attended.

Observations:

1. In the context of changing global scenario, the Institute has gone all out to design innovative learning to meet the demands of the time. The programme offered range from global perspective to the need-based for region and country.
2. Before drafting the outline of the syllabus, University Syllabi, a model UGC syllabi and syllabi of various National and International premier institutes were collected, complied and compared.
3. Entire faculty members were involved in the preparation of draft revised outline syllabus and a well-defined mechanism was developed to draft new syllabus.
4. Aspects such as employability, innovation, research orientation are considered while designing and developing curricula
5. Use of newer methods of students' evaluation, use of ICT & ITES (IT Enabled Services).

Suggestions:

1. In its remaining period of autonomous status, the Institute should look for designing new programmes
2. The Part-Time Courses should look at revamping the curricula from Semesters I, II & III, to be made effective from 2018-21 batches onwards, subject to consideration of Subject Boards and approval of Academic Board
3. The Institute should look for digitalizing the Examination process
4. Credits transfer be allowed for outside courses, training carried out in recognized institutions/reputed centres like DISQ Centre of TCS at Nashik
5. Applicable provisions of Latest UGC Guidelines 2017 be followed



In our opinion, during the academic year under review the Institute has made sincere efforts to achieve higher academic performance and improvement in standards through the self-governing mechanism established under Autonomy.



Signature of 1st Member
Dr. D. Y. Patil



Signature of 2nd Member
Dr. Bigyan Verma



Signature of Convener
Dr. Vijay Page

EXHIBIT - 9

Exhibit

**REPORT OF THE SELF EVALUATION COMMITTEE ON AUTONOMY IN
RESPECT OF S.P. MANDALI'S PRIN. L.N. WELINGKAR INSTITUTE OF
MANAGEMENT DEVELOPMENT & RESEARCH FOR AY 2017-18**

The 3-Member Committee, constituted under the Statute 634.1 of University of Mumbai for evaluating of autonomy function of the Institute, with the approval of the Academic Board in its meeting held on 21st November, 2016. The Committee evaluated the function for AY 2017-18 on 21st January, 2019 and submitted this report, as below:

Background:

S.P.Mandali's Prin. L.N. Welingkar Institute of Management Development & Research, Matunga, Mumbai 400 019 is a autonomous standalone recognized institution and affiliated to University of Mumbai for MMS and MMM, MHRDM, MFM & MIM programmes.. It has a standing of 34 years as affiliated, out of which 13 years as permanently affiliated and 3 years as autonomous institution. Institute is self-financing in nature and provides co-education in single domain i.e. Professional management by running post-graduate courses, and Ph.D. programme.

Autonomous Status:

Institute has been conferred with autonomy by University Grants Commission for 6 years i.e. 2015-16 to 2020-21 and the University of Mumbai granted the same for 5 years i.e. 2015-16 to 2019-20, under then prevailing Statutes on autonomy.

Accreditation Status:

Full-time Course Master of Management Studies affiliated to University has been accredited by NBA and 3 other PGDM Courses, approved/offered by AICTE are also accredited by NBA for the period of two years, till academic year 2018-19.

Infrastructure Facilities:

We perused the land related documents and confirmed that the Institute is having 1.1 acres of land. The land belongs to the promoter trust viz. S.P. Mandali, Pune and it is observed from the Resolution passed by the said trust that the same is allotted to the Institute for its educational activities.

Institute has adequate and required infrastructure facility viz. class-rooms, tutorial rooms, and seminar halls etc. as specified by AICTE.

Institute also has other facilities in terms of administrative block, principal's office, staff room, common room, canteen, auditorium, internet facilities, medical facilities etc. in line with Regulator's requirement.

Total constructed and furnished area available at the Institute is 125000 Sq. fts.



Learning Resource Centre:

It has Central Library admeasuring 6690.78 Sq. fts. Area, besides the Corporate Library admeasuring 4815.07 Sq. fts. with adequate reading facilities. It is worth mentioning here that Institute is having special reading facility for Ph. D scholars. Details of library treasures for academic year under review are as below:

Sr. No.	Treasure	No.
1.	Books	107788
2.	Titles	55939
3.	Journals (National/International)	155 (142/13)
4.	CDs	2550
5.	e-resources	15
6.	e-journals	10028
7.	Theses etc.	40

Hostel facilities:

Institute caters to the need of up-country students (both girls and boys) by providing exclusive hostel facilities (owned and on rental basis as well) in and around the vicinity of the Institute. During the year under reference, the Institute provided hostel facility to 98 girls & 114 boys.

Recreational facilities

Institute has adequate sport facilities, in terms of indoor/outdoor games, and its indoor sports/recreation facilities include common/rest rooms for girls & boys provided with table tennis & carom board, yoga & meditation hall and well-equipped gymnasium. It has common/shared out-door sport facilities with its adjoining colleges of the same trust.

Courses:

The Institute offers 5 PG Courses & One Doctoral Programme affiliated to University and 8 PGDM Courses approved by AICTE; the details of which are as below:

Sl. No.	Course	Affiliated to/ Approved by	Date of Commencement	Present Intake
University Affiliated Courses				
1	MMS	University of Mumbai	1984	120
2	MMM	University of Mumbai	1988	120
3	MHRDM	University of Mumbai	1988	120
4	MIM	University of Mumbai	2002	120
5	MFDM	University of Mumbai	2002	60
6	Ph.D	University of Mumbai	2005	15

R. P. V. M. E.

2/1/21



AICTE Approved Courses				
1	PGDM	AICTE, New Delhi	1994	180
2	PGDM-eBiz	AICTE, New Delhi	2007	60
3	PGDM-BD	AICTE, New Delhi	2008	60
4	PGDM-HCM	AICTE, New Delhi	2011	60
5	PGDM Retail	AICTE, New Delhi	2012	60
6	PGDM Rural	AICTE, New Delhi	2012	60
7	PGDM R&BA	AICTE, New Delhi	2016	60
8	PGDM M&E	AICTE, New Delhi	2016	60
9	PGDM Exec	AICTE, New Delhi	2010	60
10.	PGDM FMB	AICTE, New Delhi	2007	30

Regarding starting diploma/certificate after grant of autonomy the Director has put his views that Institute runs all the five post-graduate degree courses in management domain as specified in the UGC Notification of 2014 and most of the innovative post-graduate courses in management domain offered by AICTE. As such, there is little scope to promote new innovative self-financing courses having nomenclatures as specified by UGC and AICTE. Promoting Self-financing courses, leading to professional management Degree/Diploma, not having nomenclatures as specified by UGC /AICTE will raise issue of equivalence in seeking jobs and further studies, as well. As a result, it is apprehended that there will few takers. The Committee observes that there is no gainsaying in these views.

It is observed that the Institute has done the spade work in this regard and proposed to make the courses of short duration functional, after getting the same approved through the statutory bodies viz. Subject Boards & Academic Board under self-mechanism under autonomy.

Faculty strength

Institute has 70 Regular & Contractual Faculty and 39 Guest Lecturers. It is observed that 18 faculty members are Ph. D qualified, 2 M. Phil. and 50 possessed Post-Graduate Degree. Institute squarely meets the statutory norms related to the required strength of faculty.

Non-teaching staff

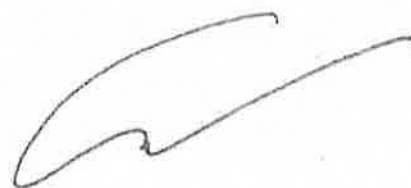
Required no. of non-teaching staff is 96 and Institute has adequately met the same.

Research Profile

No. of Publications in Referred Journals - 6
 No. of Books and Chapters - 1
 No. of Case Studies in Public Domain - 1
 No. of Faculty Awarded Ph. D while working - 1
 Funded Research Projects undertaken - 1
 Consultancy/Assignments with Major Clients - 6

R. S. Srinivas

Deputy



Admissions

TWO YEARS FULL-TIME MASTERS IN MANAGEMENT STUDIES COURSE (AFFILIATED TO UNIVERSITY)

Pursuant to powers conferred under Section 23 of the Maharashtra Unaided Private Professional Educational Institutions (Regulation of Admissions and Fees) Act, 2015, every year the Higher & Technical Education Dept., Govt. of Maharashtra/Admission Regulatory Authority notifies the rules for admissions of the Course and the Competent Authority under the said Act regulates the admissions through Centralized Admission Process. Being highly rank among the institutes in Mumbai, institute gets its students from the top-notch successful candidates at the 'Common Entrance Test' (CET).

THREE YEARS PART-TIME COURSES (AFFILIATED TO UNIVERSITY)

Bachelor's Degree (10+2+3) from a recognized University and minimum 2 years of work experience of supervisory cadre after completion of graduation on or before 30th June of the year in which selection is done.

All eligible candidates applying to the Institute are subjected to comprehensive evaluation comprising of Written Test, Group Discussion and Personal Interview.

Fee Structure

Course-wise Fee Structure for year under reference, as approved by State's Shikshan Shulka Samiti is as appended below:

SR. NO.	NAME OF THE COURSE	AY 2017-18 (IN RUPEES)
1	MASTERS IN MANAGEMENT STUDIES	3,15,000/-
2	MASTERS IN MARKETING MANAGEMENT	44,000/-
3	MASTERS IN HUMAN RESOURCE DEVELOPMENT MANAGEMENT	44,000/-
4	MASTERS IN FINANCIAL MANAGEMENT	44,000/-
5	MASTERS IN INFORMATION MANAGEMENT	44,000/-

Fee for All PGDM Courses approved by the College Management is Rs. 5,50,000/- for year under review.

Teaching Learning Method

Committee expresses the view that the Institute has employed all modern tools & teaching learning methods.

Appropriate methodologies such as participative learning, experiential learning and collaborative learning modes, facilitate effective learning. Teachers provide a variety of learning experience, including individual and collaborative learning. Interactive and participatory approaches employed, create a feeling of responsibility in learners and makes learning a process of construction of knowledge. Digital resources used for learning makes learning more individualised, creative and dynamic.

Examination & Evaluation

Institute has also adopted On-line Evaluation System on experimental basis and Committee expresses its satisfaction with regard to examination reforms.

Achievement of Students**Placements:**

Out of the 112 passed out students, 95 have been placed in different sectoral employments and one prosecutes higher studies.

In Examination:**Full-time Course****MMS**

No. of Students passed 112 v/s No. of Students appeared 113 (99.11%)

No. of Students passed in 'A+' Grade: 3 & 'A': 25

Percentage of students securing these highest grades is 25%

Part-time Courses**MFM**

No. of Students passed 59 v/s No. of Students appeared 59 (100 %)

No. of Students passed in 'A' Grade: 4

Percentage of students securing the highest grade is 7 %

MHRDM

No. of Students passed 43 v/s No. of Students appeared 44 (97.73%)

No. of Students passed in 'A' Grade: 2

Percentage of students securing the highest grade is 5 %

MMM

No. of Students passed 76 v/s No. of Students appeared 78 (97.44%)

No. of Students passed in 'O' Grade: 1 & 'A' Grade: 6

Percentage of students securing these highest grades is 9 %

MIM


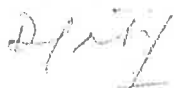
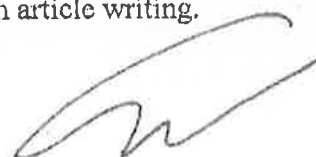
No. of Students passed 34 v/s No. of Students appeared 37 (91.89 %)

No. of Students passed in 'O' Grade: 1 & 'A' Grade: 8.

Percentage of students securing these highest grades is 27%

In Co-curricular activities:

It is observed that during the academic year under reference, students won 19 awards in competitive group presentations and 9 by individual students, in case study, business plan, ad making, video making, debate, quiz. etc. Also, won one prize in article writing.

In Extra-curricular activities:

Institute won the IMPACT –Inter B-School Cricket tournament.

Meetings of Statutory Boards/Committees:

All the Statutory Bodies are in place for AY 2017-18.

Sl. No.	Boards/Committees	No. of Meetings held	Dates
1	Board of Management	2	08.09.2017 & 09.06.2018
2	Academic Board	2	28.08.2017 & 21.06.2018
3	Subject Board	1	13.06.2018
4	Finance Board	2	05.12.2017 & 27.02.2018
5	Examination Committee	2	22.09.2017 & 09.06.2018

It is observed that the meetings of these bodies held regularly It is further observed that important financial, academic & administrative issues discussed in the appropriate forum and resolutions to that effect have been passed. Also, observed that these resolutions are put into action.

After perusing the records concerning the meetings of the Statutory bodies, the Committee is of the view that the duties casted upon the Institute while granting freedom of self-governance under Autonomy are diligently met with.

Interaction with Stakeholders:

Committee interacted with Faculty, Students & Non-teaching Staff and found that all are involved in autonomy function, actively participating in it and expressed satisfaction.

Utilization of UGC funds:

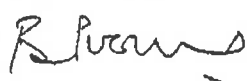
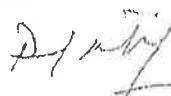
Institute is self-financing in nature and being only approved under Section 2(f) and not eligible for financial aid under Section 12B.

Observations

- Restructured/revised/updated syllabi on regular basis
- Adopted new method of assessment & evaluation
- Excellent results of examinations
- Notable placement record
- IQAC under MPU Act, 2016 in place and functional

Suggestions

- The Institute may intensify efforts on research activities, funded projects and consultancies
- Committee noted the contents of the latest UGC Regulations, 2018 dated 18th February, 2018. The revised mechanism of monitoring and review of autonomy function may be established thereunder.


- It is suggested to align the monitoring function of Autonomy with IQAC and that of evaluation of progress through the External Peer Team on yearly basis for the remaining period of 1st Cycle of Autonomy
- Since the University Statutes on autonomy have ceased to exist and so also the Self-Evaluation Committee, mid-term & final year review under the same, on notifying the UGC Regulation, 2018 and accepting the same through the Statutes published by State Govt. in 2019, required mechanism may be put in place.


Sum-up

In view of the evaluation of different aspects of autonomous function as above, the Committee is of the opinion that the Institute is implementing autonomy very diligently and to the utmost satisfaction of the External Self-Evaluation Committee. It may further adopt the performance review mechanism of External Peer Team in line with the UGC Regulations, 2018.

Finally, the Committee takes this occasion to thank the management of Institute to have given this opportunity to evaluate the academic functioning of the Institute.



Dr. Vijay Page, Director, Convener



Dr. D.Y. Patil, Director, Member



Dr. Bigyan Verma, Director, Member

Place: Matunga, Mumbai 400 019

Date: 21st January, 2019

EXHIBIT - 10

EXHIBIT

PERFORMANCE REVIEW REPORT OF THE EXTERNAL PEER TEAM
IN RESPECT OF
S.P. MANDALI'S PRIN. L.N. WELINGKAR INSTITUTE OF MANAGEMENT
DEVELOPMENT & RESEARCH
FOR AY 2018-19

S.P. Mandali's, Prin. L.N. Welingkar Institute of Management Development & Research, Matunga, Mumbai 400 019 is an autonomous standalone recognized institution and affiliated to University of Mumbai. As per the Uniform Statute of State Govt. of Maharashtra dated 14th January, 2019 on Autonomy, the Institute has constituted 3-Member External Peer Team under IQAC, with the approval of Governing Body in its meeting held on 16th April, 2019. External Peer Team paid a visit to Institute on 19th November, 2019 & reviewed the autonomy function for academic year 2018-19 and submits its performance report, as below:

Introduction:

The team noted that prior to the academic year 2017-18, the function of autonomy was evaluated by the External Self-Evaluation Committee as per the then prevailing Statute 634.1 of University of Mumbai on autonomy and Reports thereof for the academic years 2015-16, 2016-17 & 2017-18 are on record.

With the new UGC Regulations, 2018 and the Uniform Statute of State Govt. of Maharashtra, 2019, the function of autonomy is now to be monitored through IAQC and performance to be reviewed by External Peer Team on yearly basis.

Background:

Institute runs University affiliated 2-Year Full-time Post Graduate Degree Program - Master of Management Studies and 3-Year Part-time Post Graduate Programmes – Master of Marketing Management, Master of Human Resource Management, Master of Financial Management & Master of Information Management and Ph.D. Program in Management. It has a standing of 35 years as affiliated, out of which 14 years as permanently affiliated and 4 years as autonomous institution. Institute is self-financing in nature and provides co-education in single domain i.e. Professional management.

Autonomous Status:

Institute has been granted autonomy by UGC for 6 years i.e. from academic year 2015-16 to 2020-21, vide letter No. F.22-1/2015(AC) dated 29th July, 2015 and the status is conferred by University of Mumbai for 5 years i.e. from academic year 2015-16 to 2019-20 under the University Statutes 2001 on autonomy.

Accreditation Status:

It is observed that the University affiliated Full-time Course MMS accredited by NBA consecutively for fourth cycle effective from academic year 2005 and the accreditation was valid till academic year 2018-19. Besides, 3 other AICTE approved PGDM Courses were also valid NBA accreditation till academic year 2018-19. The accreditation of these 4 programmes

was valid up to 30th June, 2019. Further, as per the NBA's new Pre-Qualifier, 2017 the Institute has submitted the proposal for extension of one more year i.e. up to academic year 2019-20.

IQAC Cell:

Committee noted that the IQAC Cell has been established on 25.11.2016. Committee also noted that the structure of IQAC is in line with the provision under Section 95 of Maharashtra Public Universities Act, 2016 & prevailing IQAC Guidelines for Autonomous Colleges. The Minutes of IQAC for the earlier academic years 2016-17 & 2017-18 are on record. Institute is not yet accredited with NAAC. The preparation of AQAR and its submission to NAAC authorities is, however, mandatory only after 1st Cycle of accreditation under NAAC.

Infrastructure Facilities:

Confirmed from available documents that the Institute has 1.1 acres of land. It has adequate total constructed & furnished area of 125000 sq. fts.

Institute has adequate and required infrastructure facility viz. class-rooms, tutorial rooms, seminar halls etc. as specified by AICTE.

Institute also has other facilities in terms of administrative block, principal office, staff room, common room, canteen, auditorium, internet facilities, medical facilities etc. in line with Regulator's requirement.

It is noticed that the Institute requires additional space to increase its instructional and other related activities.

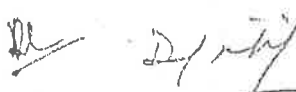
Learning Resource Centre:

It has Central Library admeasuring 6690.78 Sq. Mtrs. area, besides the Corporate Library admeasuring 4815.07 Sq. Mtrs. with adequate reading facilities. It is worth mentioning here that Institute is having special reading facility for Ph.D. scholars. Details of library treasures are as below:

Sr. No.	Treasure	No.
1.	Books	114626
2.	Titles	62246
3.	Journals (National/International)	160 (147/13)
4.	CDs	2550
5.	e-resources	14
6.	e-journals	10028
7.	Theses etc.	40

Hostel facilities:

Institute caters to the need of up-country students (both girls and boys) students by providing exclusive hostel facilities (owned and on rental basis as well) in and around the vicinity of the Institute. During the academic year under review, the Institute has provided hostel facility to 100 girl-students & 128 boys-students.




Recreational facilities

Institute is having adequate sport facilities, in terms of indoor/outdoor games, and its indoor sports facilities include common/rest rooms for girls & boys provided with table tennis & carom board, yoga & meditation hall and well-equipped gymnasium. It has common/shared out-door sport facilities with its adjoining colleges of the same trust.

Courses:

The Institute offers 5 PG Courses & One Doctoral Programme affiliated to University and 8 PGDM Courses approved by AICTE; the details of which are as below:

Sl. No.	Course	Affiliated to/ Approved by	Date of Commencement	Present Intake
University Affiliated Courses				
1	MMS	University of Mumbai	1984	120
2	MMM	University of Mumbai	1988	120
3	MHRDM	University of Mumbai	1988	120
4	MIM	University of Mumbai	2002	120
5	MFM	University of Mumbai	2002	60
6	Ph.D	University of Mumbai	2005	15
AICTE Approved Courses				
1	PGDM	AICTE, New Delhi	1994	180
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3	PGDM-BD	AICTE, New Delhi	2008	60
4	PGDM-HCM	AICTE, New Delhi	2011	60
5	PGDM Retail	AICTE, New Delhi	2012	60
6	PGDM Rural	AICTE, New Delhi	2012	60
7	PGDM R&BA	AICTE, New Delhi	2016	60
8	PGDM M&E	AICTE, New Delhi	2016	60

The Institute has closed PGDM Exec & PGDM FMB Courses due to declining admissions.

FEEES FOR COURSES AFFILIATED TO UNIVERSITY

(AS APPROVED BY THE FEES REGULATING AUTHORITY, STATE OF MAHARASHTRA)

SR. NO.	NAME OF THE COURSE	AY 2018-19 (IN RUPEES)
1	MASTERS IN MANAGEMENT STUDIES	3,15,000/-
2	MASTERS IN MARKETING MANAGEMENT	52,000/-
3	MASTERS IN HUMAN RESOURCE DEVELOPMENT MANAGEMENT	52,000/-
4	MASTERS IN FINANCIAL MANAGEMENT	52,000/-
5	MASTERS IN INFORMATION MANAGEMENT	52,000/-

Fee for All PGDM Courses approved by the College Management is Rs. 5,50,000/- for year under review.

[Handwritten signatures]

Faculty strength

Institute is having 81 Regular and Contractual Faculty. It is observed that out of these faculty on roll 26 are Ph. D, 2 M. Phil & 53 Post-Graduates faculty. 35 Guest Lecturers visited during the year under reference.

Non-teaching staff

The Non-teaching staff is 111 and Institute has adequately met its requirement.

Academic Research:

Referred Journals: 2

Books: 1

Case Studies: 1

3 faculty awarded Ph.D. in Management Studies while working during the year under reference, out of which 2 were through institute's university affiliated research centre.

Funded Research:**Funded Research Projects**

Besides academic research, the Institute has also undertaken sponsored research from various companies. During the period under assessment, 9 such research projects were undertaken fetching Rs. 29, 99,000/-

Industry-Academia relations:

During the period under review, the Institute undertaken 6 consultancy assignments generating funds of Rs. 4,42,4,00/- and 2 consultancy projects undertaken by 9 faculty sharing the income of Rs. 32,400/-

It is observed that Institute organizes industry interaction through various platforms. It starts from the student selection process itself. Students and faculty get multiple opportunities to interact with and learn from the corporate practitioners.

Industry-academia linkage is an integral part of retaining and building the dynamic culture. Over the years, several corporate professionals have become important stakeholders and engage with Institute regularly.

Institute engages industry in learning, outreach, develop, showcase and action learning from guest, visiting faculty, leadership talks, roundtable conferences, internships & immersive experience, live projects, develop curriculum, assessment & development centre and placement.

Teaching Learning Method

The Institute continued to impart management education through deployment of innovative practices, methods and activities.

It has integrated many innovations in the course design, course delivery, instructional methods, assessment and evaluation to facilitate effective, efficient and interactive learning.

Additionally, the ICT enabled classrooms at the institute enable inclusive classrooms experience and the remote-access library provides a constant access to an extensive knowledge hub of educational resources to the students.

As the innovative institute, it has undertaken various initiatives to device pedagogical innovations such as

- collaborative teaching & learning,
- crafting cutting-edge market-driven courses,
- case studies,
- simulations, games and many more.
- supports and creates several opportunities for the faculty members to get acquainted with new teaching-learning activities.
- Some of our innovative ways of enhancing student learning's are GCL (Global Citizen Leadership), Industry Immersion, Immerging Technologies, Harvard Case Studies, WeSchool Start-ups Accelerator Program.

Examination & Evaluation:

Institute has adopted choice-based credit system since academic year 2017-18 and also adopted On Screen Method (OSM) and Committee expresses its satisfaction with regard to examination reforms.

Student Progression

Results of Final Examination for 2018-19

Full-time Course

MMS

No. of Students passed 117 v/s No. of Students appeared 117 (100%)

No. of Students passed 'A' Grade: 112 & 'B' Grade: 5

Part-time Courses

MFM

No. of Students passed 41 v/s No. of Students appeared 41 (100 %)

No. of Students passed in 'A' Grade: 5, 'B' Grade: 19, 'C' Grade: 21 & 'D' Grade: 5

MHRDM

No. of Students passed 52 v/s No. of Students appeared 52 (100%)

No. of Students passed in 'A' Grade: 8, 'B' Grade: 17, 'C' Grade: 19 & 'D' Grade: 8

MMM

No. of Students passed 88 v/s No. of Students appeared 88 (100%)

No. of Students passed in 'A' Grade: 8, 'B' Grade: 24, 'C' Grade: 38 & 'D' Grade: 18

Handwritten signatures and initials:

MIM

No. of Students passed 40 v/s No. of Students appeared 40 (100 %)

No. of Students passed in 'O' Grade: 2, 'A' Grade: 6, 'B' Grade: 14, 'C' Grade: 16 & 'D' Grade: 2

Placements:

Out of the 117 passed out students, 109 have been placed in different sectoral employments viz. BSFI, IT/ITES, Consulting, Manufacturing, FMCG/CD, Retail, Media, Research & Ratings, e-Commerce, Others and two have started own business/private enterprise.

Student ParticipationIn Co-curricular activities:

Bagged the 'Munijan 2018' Award – an initiative of University of Mumbai

Won the State-level Strategy Competition 'ProAct' State-level held at XIM, Bhuvaneshwar

Won State-level Marketing Plan Competition 'MARKASTIC' held at IIT Roorkee

Won the State-level Competition 'Avenue Unnati 2018' organized by SJMSOM IIT Bombay

In Extra-curricular activities:

Won the CHUNAAV 2019 held at LBSIM, New Delhi

Won the Short-distance Sprint (100 m & 400 m) Athletics Competition 'Prithvi 18, organized by SJMSOM IIT Bombay

IQAC Activities:

External Peer Team perused the activities/Minutes of IQAC for the academic year 2018-19, interacted with members, inspected the records and observes that:

- **Charting out of Action Plan 2018-19**

Action Plan for academic year 2018-19 was charted for implementation in the meeting held on 13th August, 2018. (III/2017-18)

- **Action Taken Report 2018-19**

Action Plan for 2018-19 rolled out, meetings held regularly for each quarter, reviewed implementation of suggested quality initiatives, conducted Self-Evaluation of autonomy function for 2017-18 on 21st January, 2019 through External Members of constituted Self-Evaluation Committee, statutory compliances with respect to parent University, State Govt., DTE and AICTE made on time and reviewed implementation status of Perspective/Strategic Plan by the constituted Planning & Evaluation Committee

- **Review Action of Criteria**

External Peer Team observed that criteria – teaching, learning & evaluation (5th Meeting of IQAC), research, innovation & extension (6th Meeting of IQAC) and student support &

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progression (7th Meeting of IQAC) were reviewed by IQAC in 2017-18 and also reviewed the following two criteria in 2018-19:

While discussing criterion- infrastructure & learning resource in (9th Meeting of IQAC), in threadbare, noted adequacy of available infrastructure and suggested to put forth the proposal of building additional two floors on the existing structure to cope with increasing academic activities. As regards the IT and Learning resources, the facilities are quite adequate & in updated form and also found that there is a separate allocation for maintaining these facilities. **External Peer Review Team on inspecting the record, such as, land document, architect's certificate and visit to IT & LRC Sections, endorsed the views of IQAC.**

Further, while reviewing the criterion - student support, progression, participation & activities and alumni (9th Meeting of IQAC), in detail, IQAC noted few best practices/initiatives implemented for the benefit of students, such as, assessing and developing global managerial capabilities, promoting student activities through different councils, alumni network. **External Peer Review Team also found that the range of services offered to student community have cumulative effect on students' progression viz. results, placement and all-round development of students.**

- **Approval to Important Quality Related Suggestions**

During its visit External Peer Review Team observed that the IQAC has discussed following important issues:

I/2018-19

Admission process for 2019-20, short-fall of faculty, re-constituting of statutory bodies, starting programmes in technology disruption area in collaboration with industry in executive education/management development programmes and addressing challenges of NBA/NAAC

II/2018-19

Increasing institute-level scholarships, getting alumni forum registered, offering students bridge courses with IVY League institutions as a scholarship to meritorious students & from weightage point of view in ranking surveys and accreditations, raising 10000 Sq. ft. space & infrastructure for promoting Ministry of Human Resource Dept., Govt. of India's initiative regarding innovation & entrepreneurship, inducting research-inclined & professional approach oriented faculty of national & international stature for further impetus to funded research projects

III/2018-19

Focusing on collaborative activities on technology & social innovation, arranging national/international research conferences as futuristic initiatives from ranking surveys & accreditation point of view, finding ways & means for introducing scholarships linked with merit & value adding activities, intensifying research activities by developing international ties



IV/2018-19

Conducting Academic & Administrative Audit & Gender Audit, promoting Green Environment objective, reducing intake of 3-Year Part-time PG Courses MHRDM & MIM from 120 to 60 from academic year 2019-20 due to declining admissions

Quality Initiatives Pursued

- Updation of Syllabus regular basis
- NIRF Ranking (Range 75-100) for 2017-18
- Self-Evaluation of Autonomy function through External Members of Self-Evaluation Committee for 2017-18
- Organised One Day Workshop on new NAAC-SAR for Autonomous Institution
- Fetched Grants of Rs. 25,79,228/- from Local Bodies
- Submitted AISHE Report 2018-19
- Assessment Centre & Development Centre
- InnoWe Lab
- Institution Innovation Council (IIC)
- Pre-incubation Start-up Lab


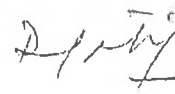
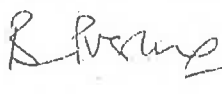
Implementation of Academic Autonomy

Institute has been conferred with autonomous status from academic year 2015-16. As per the then prevailing Statutes on Autonomy of University of Mumbai various Statutory Committees viz. Board of Management, Academic Board, Subject Board per Specialization, Finance Board and Examination Committee were formed for implementation of academic autonomy. The process of re-structuring started again in academic year 2018-19, in line with latest UGC Regulations, 2018. Syllabi of University courses were framed/revised first by Subject Boards in 2016-17 and further updated in 2017-18 with the approval of Academic Board. Teaching is as per the revised/updated syllabi.

Meetings of the Statutory Bodies/Committees

Sl. No.	Boards/Committees	No. of Meetings held	Dates
1	Board of Management	1	16.04.2019
2	Academic Board	1	17.05.2019
3	Subject Board	1	30.04.2019
4	Finance Board	2	10.01.2019 & 29.03.2019
5	Examination Committee	2	30.04.2019

After perusing the records concerning the meetings of the Statutory bodies, the Committee is of the view that the duties casted upon the Institute while granting freedom self-governance under Autonomy are diligently met with.

Interaction with Stakeholders:

Committee interacted with Faculty, Students & Non-teaching Staff and found that all are involved in autonomy function, actively participating it and expressed satisfaction.

Utilization of UGC funds:

Institute is self-financing in nature and being only approved under Section 2(f) and not eligible for financial aid under Section 12B.

Observations

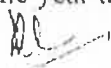
- Bestowed with BMA Best Institute Award
- 2-Faculty awarded with BMA Best Management Teacher Award
- Implemented Suggestions of IQAC
- Honoured repetitively for its best Industry Academia Linkage
- Updated syllabus regularly
- Adopted 10 Point GPA/CGPA System
- Excellent Results of Examinations
- Notable Placement Record

Suggestions

- Challenges of NBA/NAAC may be identified
- Efforts may be made to induct research-oriented & professional approach-oriented faculty of national & international stature for further impetus to funded research projects
- Attempt may be made to increase number of student scholarships
- To see feasibility of introducing value added course modules
- More constructed space may be made available for increasing academic & related activities

Conclusion:

It is observed that IQAC functions as the administrative body with its independent establishment. Further, in view of the evaluation of different aspects of autonomous function monitored by the IQAC, the External Peer Team with utmost satisfaction wish to place on record that the Institute is continuously endeavouring for betterment during the academic year under review.


Prof. K. Venkataramani
 Former Registrar, University of Mumbai
 Convener – External Peer Team


Dr. D.Y. Patil
 Director
 Guru Nanak Institute of Management Studies, Mumbai
 Member – External Peer Team

0052



Dr. Bigyan Verma,
SIES College of Management Studies, Navi Mumbai
Director, Member

Place: Matunga, Mumbai 400 019

Date: 19th November, 2019

EXHIBIT - 11

EXHIBIT

PERFORMANCE REPORT OF THE EXTERNAL PEER TEAM
IN RESPECT OF
S.P. MANDALI'S PRIN. L.N. WELINGKAR INSTITUTE OF MANAGEMENT
DEVELOPMENT & RESEARCH
FOR AY 2019-20

S.P. Mandali's, Prin. L.N. Welingkar Institute of Management Development & Research, Matunga, Mumbai 400 019 is an autonomous standalone recognized institution and affiliated to University of Mumbai. As per the Uniform Statute of State Govt. of Maharashtra dated 14th January, 2019 on Autonomy, the Institute has constituted 3-Member External Peer Team under IQAC, with the approval of Governing Body in its meeting held on 16th April, 2019. External Peer Team paid a visit to Institute on 4th December, 2020.

Introduction:

This review visit of the External Peer Team performed during the Covid 19 pandemic. As such, while perusing the record produced by the Institute, team interacted with the available members of IQAC. Team observed that the meetings of IQAC and other Statutory bodies were conducted as recorded in this report.

Based on the inspection of records and relevant documents thereto, the External Peer Team submits the performance report in respect of Institute for academic year 2019-20 as below:

Background:

Institute continues to run University affiliated 2-Year Post Graduate Degree Program - Master of Management Studies and 3-Year Post Graduate Programmes – Master of Marketing Management, Master of Human Resource Management, Master of Financial Management & Master of Information Management and Ph.D. Program in Management. It has a standing of 36 years as affiliated, out of which 15 years as permanently affiliated and 5 years as autonomous institution. Institute is self-financing in nature and provides co-education in single domain i.e. Professional management.

Autonomous Status:

Institute has been granted autonomy by UGC for 6 years i.e. from academic year 2015-16 to 2020-21, vide letter No. F.22-1/2015(AC) dated 29th July, 2015 and the status is conferred by UoM for 5 years i.e. from academic year 2015-16 to 2019-20 under the University Statutes 2001 on autonomy. The University of Mumbai has further extended 5 years' period of 1st Cycle of Autonomy from 2015-16 to 2019-20 by one year, vide its letter 24th February, 2020, thus, covering the 1st Cycle of Autonomy for the period for six years i.e. 2015-16 to 2020-21, in line with the conferment of autonomous status by UGC.

Accreditation Status:

Team observed that University affiliated Full-time Course MMS, accredited by NBA consecutively for fourth cycle effective from academic year 2005 and the accreditation was valid till academic year 2018-19. Besides, for 3 other AICTE approved PGDM Courses NBA accreditation was valid till 30th June, 2019. Although, the Institute has submitted the proposal

ac *Dr. P. V. Ramesh*

for extension of one more year i.e., up to academic year 2019-20 in view of the new pre-qualifier published by NBA authorities, the decision is awaited.

Infrastructure Facilities:

Committee noted that reported position of land and required infrastructure facilities as stipulated by AICTE in performance report of academic year 2018-19 stand as the same during academic year under review.

Learning conducive infrastructure:

Committee noted that -

- All classrooms are well furnished and spacious, with seating capacities of 22, 25, 36, 60, 75 & 120 and centrally air-conditioned, provided with high-end internet & wi-fi technology, audio-visual equipment and walls treated for good acoustics.
- All classrooms have hardware-based video conferencing facility and also have software-based Video Conferencing facility for any location where students have an opportunity for live interactions with faculty members & corporate globally. The video conference facility helps in reaching out to a larger audience of students by live interactive relay to other classrooms.
- Availability of Internet facility throughout the campus using their own login id & password.
- Logica Lab/ classroom with 60 computers for computer-based training. It is used for online exam conducted by various companies for PG Student placement. Students also have access software analytics i.e. SPSS 25.0, Mini TAB 16, Python software (Anaconda3-5.0.1, Gretl, tableau desktop 64bit and Bloomberg Lab
- 400 KVA diesel generator for electrical power backup is installed in campus.
- Additional Classroom Facilities Brainstorm & Nirvana (150 each) with 86" Interactive LED display, 86" LED display & 55" LED display, LCD Projector, Sound Amplifier, Audio DSP, Handheld Microphone -18, Neck worn microphone-2, wireless lapel mike-1, wireless presenter, video conference system, table/podium MIC -4.
- Auditorium (300): 16' x 9' LED Wall, 86" LED display-3, sound amplifier, audio DSP, handheld microphone-16, neck worn microphone-2, wireless lapel mike-2, wireless presenter, video conference system, podium mike-1, recording & streaming system.

Learning Resource Centre:

Details of library updated treasures for academic year under review are as below:

S. No.	Treasure	No.
1.	Books	115799
2.	Titles	63077
3.	Journals (National/International)	154 (136+18)
4.	CDs	2550
5.	e-resources	13
6.	e-journals	10346
7.	Theses etc.	40

M. D. Singh R. Kumar

During the Covid-19 pandemic period of academic year under review, it is noticed that the learning resources were made available to students & Faculty remotely.

Hostel facilities:

Institute caters to the need of up-country students (both girls and boys) students by providing exclusive hostel facilities (owned and on rental basis as well) in and around the vicinity of the Institute. During the year, the Institute has provided hostel facility to 101 girl-students & 94 boys-students. Due to Covid-19 pandemic, however, the students vacated these accommodations from March, 2020.

Recreational facilities

The available/reported recreational & sport facilities in evaluation/performance reports of previous academic years were found to be utilized regularly before the period of spreading of Covid 19.

Courses:

The Institute offers besides, Ph. D Course, 5 PG Courses affiliated to University and 8 PGDM Courses approved by AICTE; the details of which are as below:

Sl. No.	Course	Affiliated to/ Approved by	Date of Commencement	Present Intake
University Affiliated Courses				
1	MMS	University of Mumbai	1984	120
2	MMM	University of Mumbai	1988	120
3	MHRDM	University of Mumbai	1988	120
4	MIM	University of Mumbai	2002	120
5	MFM	University of Mumbai	2002	60
6	Ph.D	University of Mumbai	2005	15
AICTE Approved Courses				
1	PGDM	AICTE, New Delhi	1994	180
2	PGDM-eBiz	AICTE, New Delhi	2007	60
3	PGDM-BD	AICTE, New Delhi	2008	60
4	PGDM-HCM	AICTE, New Delhi	2011	60
5	PGDM Retail	AICTE, New Delhi	2012	60
6	PGDM Rural	AICTE, New Delhi	2012	60
7	PGDM R&BA	AICTE, New Delhi	2016	60
8	PGDM M&E	AICTE, New Delhi	2016	60

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FEEES FOR COURSES AFFILIATED TO UNIVERSITY

(AS APPROVED BY THE FEE REGULATING AUTHORITY, STATE OF MAHARASHTRA)

Sr. No.	Name of the Course	Fee for AY 2019-20 (in Rupees)
1	Master of Management Studies (MMS)	3,30,000/-
2	Master in Marketing Management (MMM)	52,000/-
3	Master in Human Resource Management (MHRDM)	52,000/-
4	Master in Financial Management (MFM)	52,000/-
5	Master in Information Management (MIM)	52,000/-

Fee approved by Management for All PGDM Courses is Rs. ,5,50,000/- for year under review.

It is observed that the Institute has started the following programmes of shorter duration with the approval of statutory bodies of Institute viz.:

Other New PG Programmes (11 Months' duration)

PG Program in HR
PG Program in Finance
PG Program in Supply Chain

Fee approved by Management for Regular, Week-end & Correspondence for PG Programmes of 11 Months' duration is Rs. 29,500/-, Rs. 31,860/- & Rs. 18,800/-, respectively.

Other New Certificate Programmes (6 Months' duration)

Import & Export
Taxation
Advertisement & Public Relations

Fee approved by Management for Regular, Week-end & Correspondence for Certificate Programmes of 6 Months' duration is Rs 17,700/-, Rs. 20,060/- & Rs11,800/- respectively.

Faculty & Non-teaching Staff related

Institute is having 80 Regular and Contractual Faculty. It is observed that out of these faculty on roll 33 are Ph. D, 2 M. Phil & 45 Post-Graduates faculty.

The strength of non-teaching staff is 127, out of which female & male staff members are 68 & 59 respectively.

Students' Profile

Students are found to be of heterogeneous background in terms of qualification, experience, gender and location they represent. Enrolment ratio is well maintained.

AL *D. P. Singh* *R. P. Singh*

Teaching Learning

Till mid-March 2020, the Institute continued to impart management education employing innovative practices, methods and activities and integrating innovations in the course design, course delivery, instructional methods, assessment and evaluation to facilitate effective, efficient and interactive learning. Additionally, the ICT enabled classrooms facilitate inclusive classrooms experience and the remote-access library provides a constant access to an extensive knowledge hub of educational resources to the students.

It has also undertaken various initiatives to device pedagogical innovations, such as:

- collaborative teaching & learning,
- crafting cutting-edge market-driven courses,
- case studies,
- simulations and games,
- supports and creates several opportunities for the faculty members to get acquainted with new teaching-learning activities

Some of the innovative ways of enhancing student learning's employed are GCL (Global Citizen Leadership), Industry Immersion, Immerging Technologies, Harvard Case Studies, WeSchool Start-ups Accelerator Program.

During pandemic situation, the Institute has swiftly and successfully switched over to online mode of teaching-learning.

Results of Final Examination for 2019-20

Full-time Course

MMS

No. of Students passed 116 v/s No. of Students appeared 116 (100%) & No. of Students passed in 'A+' Grade:7, 'A' Grade:45 'B+' Grade: 50, 'B' Grade: 10 'C' Grade: 4

Part-time Courses

MFM

No. of Students passed 56 v/s No. of Students appeared 56 (100 %)
No. of Students passed in 'A+' Grade: 1, 'A' Grade: 16, 'B+' Grade:20, 'B' Grade: 18,
'C' Grade: 1

MHRDM

No. of Students passed 65 v/s No. of Students appeared 65 (100%)
No. of Students passed in 'A+' Grade: 3, 'A' Grade: 8, 'B+' Grade:28, 'B' Grade: 24, 'C' Grade: 2

MMM

No. of Students passed 92 v/s No. of Students appeared 93 (98.92%)
No. of Students passed in 'A+' Grade: 2, 'A' Grade: 14, 'B+' Grade:35, 'B' Grade: 33, 'C' Grade: 7, 'P' Grade: 1 & FAIL:1



MIM

No. of Students passed 55 v/s No. of Students appeared 55 (100 %)

No. of Students passed in 'A+' Grade: 4, 'A' Grade: 11, 'B+' Grade: 28, 'B' Grade: 9,
'C' Grade: 1 & 'P' Grade: 2

Students' Progression

Students' indices of success and academic performance are found to be excellent. During the academic year under review, out of the 116 passed out students, 83 have been placed in different sectoral employments, one started own business/private enterprise, one preferred prosecuting higher studies in sports and 3 opted out of placement process owing to personal reasons.

Student ParticipationIn Co-curricular activities:

Students regularly take part in individual and group competitions viz. case study, business plan, advertise making, video making, debate, quiz etc. During the year under reference students participated in 2 such competitions.

IQAC Activities:

External Peer Review Team perused the activities/Minutes of IQAC for the academic year 2019-20, inspected the records and observes that:

- **Charting out of Action Plan 2019-20**

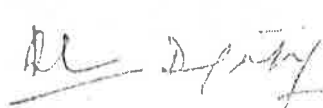
Action Plan for academic year 2019-20 was charted and rolled out for implementation in the meeting held on 16th September, 2019 (III/2018-19)

- **Action Taken Report 2019-20**

Action Plan for 2019-20 rolled out, meetings held regularly for first two quarters and jointly for next two quarters, reviewed implementation of suggested quality initiatives, conducted External Peer Team Review of autonomy function for 2018-19, conducted Academic & Administrative Audit for 2018-19 and Gender Audit for 2018-19, held one-week's AICTE funded FDP on Case teaching & writing with Institute's faculty as a resource person, statutory compliances with respect to parent University, State Govt., DTE and AICTE made on time .

- **Approval to Important Quality Related Suggestions**

During its visit External Peer Review Team observed that IQAC has discussed below-mentioned important issues:




I/2019-20

Sought approval for Merit List including Merit List of Institute level seat for 2019-20, revised the Fees of PGDM Programmes from 11 to 13 Lakh, initiating certificate courses with corporates in executive education, decided to purchase Bloomberg Software and ERP System and Learning Platform

II/2019-20

Organised 5-day Workshop on Design, Technology & Social Innovation 2020, held International Conference on Future of Work, Workforce & Workplace 2020, pursued global linkages, nominations on statutory bodies updated

III & IV/2019-20

In pandemic situation decided to

- ensure safety & health of all stakeholders,
- provide required support including financial to all stakeholders,
- accept online mode of teaching by embracing virtual learning platform and digital learning pedagogy,
- procure essential WebEx Licenses, Google Licenses, Microsoft 365 Licenses, interactivity enabling special devices, cloud-based laboratories enhancing,
- conduct FDP towards grooming faculty for 'On-line teaching' & exposure to various tools to enhance student learning & engagement
- give online internships and home assignments,
- obtain students' feedback on switching over of online teaching process.
- conduct terminal/final year students' examinations as per the guidelines/directives of UGC/AICTE/ H&TE Dept., Govt. of Maharashtra/UoM,
- consider requests of students regarding paying fees in instalments, by deferment and partial waiver on case-to-case basis,
- consider requests of students to charge hostel fees only on actual occupancy of hostel premises and physical attendance of classes
- augment library resources with dedicated server for library software, library e-textbook database, discovery search, AI Chatbot & mobile app, case study databases subscription, research tools, radio frequency identification (RFID) and related infrastructure

Meetings of the Statutory Bodies/Committees

Sl. No.	Boards/Committees	No. of Meetings held	Dates
1	Board of Management	-	-
2	Academic Board	1	19.12.2019
3	Subject Board	1	16.09.2019
4	Finance Board	2	30.01.2020 & 16.03.2020
5	Examination Committee	1	18.10.2019

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After perusing the records concerning the meetings of the Statutory bodies viz. Notices, Agendas, Attendance Register and Minutes of Meeting, the Committee is of the view that the duties casted upon the Institute while granting freedom self-governance under Autonomy are diligently met with.

Quality Initiative Pursued

- Updated Syllabus regularly
- Govt. of India - Ministry of Education awarded IIC 5 - Star (*****) rating
- NIRF 2019-20 – Secured 68 Rank
- Conducted External Peer Team Review for 2019-20
- Submitted AISHE Report 2019-20
- Received Best Performing Institution Innovation Council of West Zone 2018-19
- Academic & Administrative Audit 2018-19
- Gender Audit 2018-19
- Assessment Centre & Development Centre
- Hackathons
- InnoWe Lab
- Institution Innovation Council (IIC)
- Pre-incubation Start-up Lab
- Alumni Cell

Utilization of UGC funds:

Institute is self-financing in nature and only approved under Section 2(f) and not eligible for financial aid under Section 12B.

Observations

- Institute has swiftly and successfully switched-over to online mode of teaching learning, serving the interest of students as first priority
- Institute adapted online/hybrid mode of evaluation as per the directives of regulatory bodies
- Implemented suggestion of IQAC
- Institute received grant worth Rs.98,99,000/- from 13 projects. AICTE's 2-Year long Research on 'Design Thinking in Management Pedagogy' & Bill & Meinda Gates Foundation's Research in the area of 'Women's Reproductive Health, being cases in point /testimony of robust research credentials
- Institute garnered 17 funded projects from Regulatory Bodies viz. AICTE, Research funding agencies such as ICSSR and International outfits such as Bill & Melinda Gates Foundation in past 3 years.
- Introduced On Screen Marking (OSM) system of evaluation
- Institute received grants for organizing of International Research Conference on emerging topic of 'Future of Work, Workplace and Workforce' and conducting Research Workshop on capacity building of Faculty members in the area of research & publication; a noteworthy feature.

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Suggestions

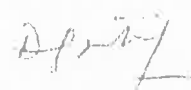
- To peruse NBA accreditation
- To continue to pursue long-term perspective plan
- To internalize green practices, such as, plastic free campus, paperless office, go green campus & waste management and green & energy audit initiatives regularly
- To further develop best practices in areas distinctive to Institute's vision, priority and trust

Conclusion

The suggestions as above may be implemented. It is further observed that during the academic year, the IQAC has been striving hard to meet the objectives set, keeping in mind the vision of the IQAC. It is also evident that the suggestions of IQAC have been considered and approved by statutory and other bodies in their prospective meetings for implementation.



Prof. K. Venkataramani
Former Registrar, University of Mumbai
Convener – External Peer Team



Dr. D.Y. Patil
Director
Guru Nanak Institute of Management Studies, Mumbai
Member – External Peer Team



Dr. Bigyan Verma,
SIES College of Management Studies, Navi Mumbai
Director, Member

Place: Matunga, Mumbai 400 019

Date: 4th December, 2020

EXHIBIT - 12

EXHIBIT

REPORT OF THE EXTERNAL PEER REVIEW TEAM
IN RESPECT OF
S.P. MANDALI'S PRIN. L.N. WELINGKAR INSTITUTE OF MANAGEMENT
DEVELOPMENT & RESEARCH
FOR AY 2020-21

S.P. Mandali's, Prin. L.N. Welingkar Institute of Management Development & Research, Matunga, Mumbai 400 019 is an autonomous institution, affiliated to University of Mumbai. As per the Uniform Statute of State Govt. of Maharashtra dated 14th January, 2019 on Autonomy, the Institute has constituted 3-Member External Peer Team under IQAC, with the approval of Governing Body in its meeting held on 16th April, 2019. External Peer Team paid a visit to Institute on 4th December, 2020 to review autonomy function for academic year 2020-21.

Introduction:

This review visit of the External Peer Team also performed during the Covid 19 pandemic. Team examined the record placed before it by the Institute and interacted with the members of IQAC available during the course of visit. Team observed that during this reviewing year, teaching-learning happens in online mode. The meetings of IQAC and other Statutory bodies were conducted as recorded in the report under reference.

Based on the inspection of record and relevant documents thereto, the Team submits the performance report for academic year 2020-21 as under:

Background:

Institute continues to run University affiliated 2-Year Post Graduate Degree Program - Master of Management Studies and 3-Year Post Graduate Programmes - Master of Marketing Management, Master of Human Resource Management, Master of Financial Management & Master of Information Management and Ph.D. Program in Management. It has a standing of 37 years as affiliated, out of which 16 years as permanently affiliated and 6 years as autonomous institution. Institute is self-financing in nature and provides co-education in single domain i.e. Professional management.

It is brought to the notice of the Team that as per the mandate of AICTE, the academic activities are segregated into two Institutes with effect from academic year 2020-21 i.e. one meant for University Affiliated Courses (University Affiliated Institute) and another for AICTE Approved PGDM Courses ((Standalone PGDM Institute). IQAC activities have been segregated accordingly. The team, therefore, reviewed the performance of the Prin. L.N. Welingkar Institute of Management Development & Research, Matunga, Mumbai 400 019, i.e. University Affiliated Institute autonomous institution.

Autonomous Status:

Institute has been granted autonomy by UGC for 6 years i.e. from academic year 2015-16 to 2020-21, vide letter No. F.22-1/2015(AC) dated 29th July, 2015 and the University of Mumbai has also extended the earlier granted 5 years' period of 1st Cycle of Autonomy





under its Statutes on Autonomy, 2001 to 6 years covering the period from academic year 2015-16 to 2020-21 in line with UGC. As such, the Institute continues to enjoy the autonomous status under both the authorities i.e. UGC & University for the academic year 2020-21.

Accreditation Status:

It is observed that the University affiliated Full-time MMS Course accredited by NBA consecutively for fourth cycle effective from academic year 2005 and the accreditation of last cycle was valid till academic year 2018-19. Besides, NBA accreditation of 3 other AICTE approved PGDM Courses was valid till 30th June, 2019. In this respect, it is reported that the application for pre-qualifier was submitted in September 2020, however, the NBA portal for uploading the e-SAR has not yet been opened till date.

Students' Profile:

All the admissions for academic year under review were made in online mode. It is noteworthy that even during pandemic situation student enrolment ratio has been maintained and so also their varied sketch in terms of qualification, experience, gender and location they represent.

Results of Final Examination for 2020-21 (Online Examination)

Full-time Course

MMS

No. of Students passed 120 v/s No. of Students appeared 120 (100%)

No. of Students passed in 'O' Grade: 2, 'A+' Grade: 57, 'A' Grade: 52 'B+' Grade: 9

Part-time Courses

MFMM

No. of Students passed 48 v/s No. of Students appeared 48 (100 %)

No. of Students passed in 'A+' Grade: 2, 'A' Grade: 16, 'B+' Grade: 24, 'B' Grade: 6

MHRDM

No. of Students passed 41 v/s No. of Students appeared 41 (100%)

No. of Students passed in 'A+' Grade: 4, 'A' Grade: 12, 'B+' Grade: 19, 'B' Grade: 6

MMM

No. of Students passed 96 v/s No. of Students appeared 97 (98.92%)

No. of Students passed in 'A+' Grade: 3, 'A' Grade: 30, 'B+' Grade: 50, 'B' Grade: 13, & FAIL: 1

MIM

No. of Students passed 44 v/s No. of Students appeared 44 (100 %)

No. of Students passed in 'A+' Grade: 5, 'A' Grade: 16, 'B+' Grade: 22 & 'B' Grade: 1

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Students' Progression:

From the above, it is observed that during the pandemic situation, Students' indices of success and academic performance are well maintained. The students have been placed in Sectors viz. BSFI, IT/ITES, Consulting, Manufacturing, FMCG/CD, Retail, Media, Research & Ratings, e-Commerce and others.

Staff Attributes & Contributions:Faculty strength:

Institute is having 81 Regular and Contractual Faculty. It is observed that out of these faculty on roll 26 are Ph. D, 2 M. Phil & 53 Post-Graduates faculty.

One faculty awarded Ph.D. in Management Studies while working during the year under reference.

Non-teaching staff:

Required no. of non-teaching staff is 111 and Institute has adequately met the same.

Teaching-Learning:

During COVID-19 pandemic, the Institute has adopted three-pronged approach. The Institute has switched over to digital mode in its teaching-learning activities. For this purpose, the procurement of essential WebEx Licences, Microsoft 365 Licences, Google Licences, Special Devices which enable interactivity and Cloud Based Laboratories have been made available to enhance online learning experience of students

In order to groom faculty for online teaching and exposure to various tools to enhance student learning and engagement, it was decided to conduct FDPs involving agencies of national and international repute.

Additional support staff is deployed to provide help to faculty in online teaching.

Examination & Evaluation:

Intermediate Examinations were held and results prepared in accordance with Circulars issued by University on 18.5.2020 & 22.5.2020. Final Examinations including the Examination of previous semesters in respect of students who were allowed to keep the terms held in accordance with Circular of University dated 8.9.2020.

IQAC Activities:

External Peer Review Team perused the activities/Minutes of IQAC for the academic year 2020-21, inspected the records and observes that:

- Charting out of Action Plan 2020-21

Action Plan for academic year 2020-21 was charted and rolled out for implementation in the meeting held on 6th August, 2020 (III & IV/2019-20)

Handwritten signatures:

• Action Taken Report 2020-21

Action Plan for 2020-21 rolled out, meetings of first two quarters & last two quarter held together, reviewed implementation of suggested quality initiatives, conducted External Peer Team Review of autonomy function for 2019-20 on 4th December, 2020, statutory compliances with respect to parent University, State Govt., DTE and AICTE made on time, revision in fees, Bloomberg software, ERP & Learning Platform.

• Approval to Important Quality Related Suggestions:

During its visit External Peer Review Team observed that IQAC has discussed important issues and its majority of suggestions were approved by Management

I & II/2020-21

Segregation of Institute into two separate institutes viz. for. University affiliated courses & Standalone PGDM courses, closure of part-time university courses and separate IQAC for both Institutes, if the seats remained vacant after considering CET candidates for admission of MMS Course for 2020-21 then seats to be filled in based on merit in qualifying undergraduate exam, continued teaching learning in online mode and Summer Internship Projects & Summer Internal Research Projects, received External Peer Team Report, recommended age of faculty as 65 and extendable upto 70 years in line with AICTE's Notification, utilizing intake available due to closure PTM courses for Core PGDM or other PGDM programmes, recommended additional infrastructure and faculty, negotiations with private flat owners of hostel accommodation, progress of construction of new hostel premises ascertained, virtual hackathon & marketing conference held,

Sought approval for Merit List including Merit List of Institute level seats for 2019-20, decided to revise the Fees of PGDM Programmes from 11 to 12 Lakh, decided to purchase Bloomberg Software and ERP System and Learning Platform.

III & IV/2020-21

Fetches grant of Rs. 21 Lakh in 2019-20, uploaded the Course "Consumer Buyer Behaviour" on SWAYAM Platform provided for online learning student support, decided to explore 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 (AICTE sponsored STTP between 16th & 21st March, 2020 & World Design Talks 2020 by World Design Organization (WDO) on 3rd & 4th April, 2020 in association with Institute, signed MoU with MDH University, Sweden and Institute, approved replacement of Neon/Sodium Vapour Lights with LED Lights, in line with 'Conservation of Energy-A Global Agenda on Green Initiative and providing 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.

Dr. D. J. R. R. R.

Meetings of the Statutory Bodies/Committees

Sl. No.	Boards/Committees	No. of Meetings held	Dates
1	Board of Management	1	26.08.2020
2	Academic Council	1	06.08.2020
3	Board of Studies	1	27.07.2020
4	Finance Committee	2	23.12.2020 & 14.06.2021
5	Examination Committee	1	06.09.2020 & 26.04.2021

After perusing the records concerning the meetings of the Statutory bodies, the Committee is of the view that the duties casted upon the Institute while granting freedom self-governance under Autonomy are diligently met with.

• **Quality Initiative Pursued**

- Conducted External Peer Team Review for 2019-20
- Submitted AISHE Report 2019-20
- Assessment Centre & Development Centre
- Virtual Hackathons
- InnoWe Lab
- IIC Lab
- Entrepreneurship Cell
- Alumni Cell

Infrastructure Facilities:

As observed from the available documents pertaining to land and constructed area and reported earlier, the Institute is having 1.1 acres of land. Available total constructed & furnished area is also the same i.e. 125000 sq. fts.

Institute has adequate and as required infrastructure facility viz. class-rooms, tutorial rooms, seminar halls etc. as specified by AICTE and other facilities in terms of administrative block, principal office, staff room, common room, canteen, auditorium, internet facilities, medical facilities etc. in line with Statutory Professional Regulatory Council's requirement. However, the Institute needs

Learning Resource Centre:

To make good the interrupted physical services during the Covid 19 pandemic situation, the LRC provided:

- Complimentary access to McGraw Hill e-textbooks to the faculty members to prepare for their classes, webinars on management domains, call for Papers, Whitepapers, case studies extracted from databases for easy use.

Dr. P. V. S. Rao *R. S. Rao*

- To keep the uninterrupted flow information, all the e-resources were made accessible remotely to the students and faculty through EzProxy.
- EMIS Update related to the impact of Covid-19 were shared on a monthly basis to the faculty help understand the global sectors.
- Select Case Studies arranged according to broad subject areas from ProQuest and EBSCO were shared from EBSCO (239 cases) and ProQuest (338 cases) for the period 2015-2020.
- Efforts made to collate the cases from Economic Times, ICMR, MIT Sloan, TCS, Accenture etc. and shared this on 15th October 2020 to commemorate Dr. APJ Abdul Kalam's birth anniversary ('Vachan Prerna Divas')
- Collated major newspapers & magazines available online in EMIS database for the perusal of WeSchool fraternity
- Segregated the EMIS newspapers and magazines on RemotLog for easy retrieval of information.
- Collated recorded program-wise webinars from reputed organizations which were insightful and could be leveraged for future prospects

Hostel & Recreational facilities:

Due to Covid-19 pandemic, hostel and recreational facilities continue to remain unutilized during academic year under review.

Courses:

The Institute offers besides, Ph. D Course; 5 PG Courses affiliated to University and 8 PGDM Courses approved by AICTE; the details of which are as below:

Sl. No.	Course	Affiliated to/ Approved by	Date of Commencement	Present Intake
1	Ph.D.	University of Mumbai	2004	15
2	MMS	University of Mumbai	1984	120
3	MMM	University of Mumbai	1988	120
4	MAM/MHRDM	University of Mumbai	1988	120
5	MIM	University of Mumbai	2002	120
6	MFM	University of Mumbai	2004	60
7	PGDM	AICTE, New Delhi	1994	180
8	PGDM-eBiz	AICTE, New Delhi	2007	60
9	PGDM-BD	AICTE, New Delhi	2008	60
10	PGDM Retail	AICTE, New Delhi	2011	60
11	PGDM Rural	AICTE, New Delhi	2012	60
12	PGDM HCM	AICTE, New Delhi	2012	60
13	PGDM R&BA	AICTE, New Delhi	2016	60
14	PGDM M&E	AICTE, New Delhi	2016	60

Dr. Arun Kumar

FEEES FOR COURSES AFFILIATED TO UNIVERSITY

(AS APPROVED BY THE FEES REGULATING AUTHORITY, STATE OF MAHARASHTRA)

SR. NO.	NAME OF THE COURSE	AY 2020-21 (IN RUPEES)
1	MASTERS IN MANAGEMENT STUDIES	3,40,000/-
2	MASTERS IN MARKETING MANAGEMENT	52,000/-
3	MASTERS IN HUMAN RESOURCE DEVELOPMENT MANAGEMENT	52,000/-
4	MASTERS IN FINANCIAL MANAGEMENT	52,000/-
5	MASTERS IN INFORMATION MANAGEMENT	52,000/-

Approved Fee by Management for All PGDM Courses is Rs. 5,50,000/- for year under review.

Fee approved by Management for Regular, Week-end & Correspondence for PG Programmes of 11 Months' duration is Rs. 29,500/-, Rs. 31,860/- & Rs. 18,800/-, respectively.

Fee approved by Management for Regular, Week-end & Correspondence for Certificate Programmes of 6 Months' duration is Rs 17,700/-, Rs. 20,060/- & Rs. 11,800/- respectively.

Interaction with Stakeholders:

Interaction with different stake-holders viz. Faculty, Students, Non-teaching Staff and Alumni has confirmed that they are involved in autonomy function and actively participating in therein

Utilization of UGC funds:

Institute is self-financing in nature and only approved under Section 2(f) and not eligible for financial aid under Section 12B.

Observations:

- Continued with already adopted measures in pandemic situation, such as, ensuring safety & health of all, extending required support including financial to all stakeholders, online mode of teaching, internships & home assignments and holding examinations
- Institutionalized innovative pedagogic tools, such as, +++A (Acquisition, Assimilation & Adoption in its curriculum during autonomy
- Institutionalized Assessment Centre & Development Centre to help develop global professional competencies in students during autonomy
- Implemented major suggestions of IQAC
- Internalized Global Citizen Leadership concept during autonomy
- Internalized Ideation, Incubation and Start-up for Innovation & Entrepreneurship in students
- Practised Hackathons supported by AICTE (including Virtual Hackathon) to boost Innovation & Entrepreneurship among students

de *Dr. Jyoti* *R. Rane*

Suggestions:

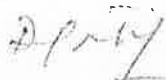
- To continue further its efforts on account of global connects
- To continue with the practice of Academic & Administrative Audit and Gender Audit
- To practice function of IQAC separately for both the Institutes

Conclusion:

In its final year and over a period of autonomy, the Institute appears to have considerably progressed in its academic pursuits and research activities. Institute has continued its student related activities for their career progression. The industry-academia inter-relations too have grown considerably, providing direct benefit to the students with reference to internship possibilities and placement opportunities. Quite a lot of decentralization in decision making processes is also visible making each function responsible and accountable.



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Former Registrar, University of Mumbai
Convener – External Peer Team



Dr. D.Y. Patil
Director
Guru Nanak Institute of Management Studies, Mumbai
Member – External Peer Team



Dr. Bigyan Verma,
SIES College of Management Studies, Navi Mumbai
Director, Member

Place: Matunga, Mumbai 400 019

Date: 26th July, 2021