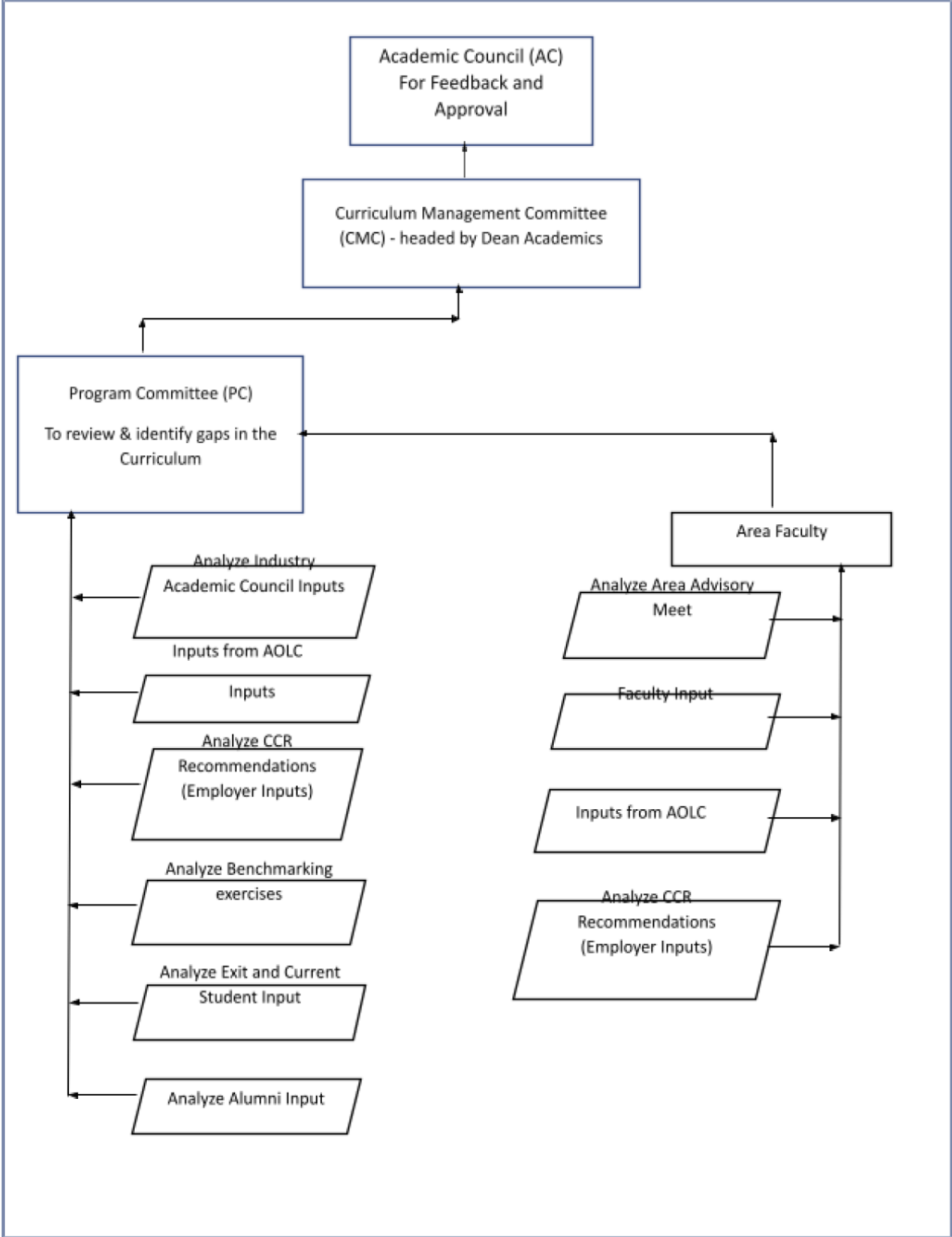


Annexure - 1.1.2 Curriculum design flow chart





Minutes of the Advisory Board Meeting

Date : 22 April 2017

Venue : C1, BIMTECH campus, Greater Noida

Time: 11 to 1 pm

Agenda for discussion: Creating Entrepreneurial Mindset among students.

Reference: Directly related to our mission- “To imbibe entrepreneurial culture through curriculum, pedagogy, research and mentoring.”

People present at the table:

1. Mr Mukesh Mohan Gupta
2. Mr Himanshu Agarwal
3. Ms Padmaja Ruparel
4. Mr Alok Gupta
5. Mr.Amit Gupta
6. Dr Abha Rishi

Minutes

The meeting commenced with a small presentation on the activities of the Centre for Innovation and Entrepreneurship Development (CIED), being shown to the members at the table. A copy of the Annual Report 2016 of CIED was also circulated to the members, to make them aware of the actions being taken at the Centre for various stakeholders.

During and after the presentation, the following comments and suggestions were received from the Advisory Board members, viz,

1. BIMTECH should try and create a differentiated approach to encourage students to pursue entrepreneurship
2. Fee waivers can be given to students interested in setting their ventures, so that their financial obligations are reduced.
3. Continuation of the Entrepreneurship Internship Program was emphasized to get students to think about entrepreneurship
4. A suggestion was also given to conduct extra/ evening classes for those students who take up the creation of ventures in the 2nd year, to help them get the required grades for the exams.
5. Creation of ‘Tinkering labs’ for co-creation of prototypes with engineering students of nearby colleges
6. Having ‘white board’ competitions in various trending areas of entrepreneurship
7. For the Incubation Centre , following ideas were given
 - a. Creating milestones for mentor equity
 - b. Creating associations through various banks like MUDRA and SIDBI for seed or venture funds
 - c. Associating with the IAN for creating a platform for the incubates to pitch

The meeting ended with a summing up being given by Mr Alok Gupta, which was followed by lunch.

Minutes of Industry Academia Advisory Council Meeting on Leadership Labs held on Saturday, 22nd April, 2017

Members Present

Industry Experts:

Mr. Deepak Bharara
Mr. Navneet Trikha, Godfrey Phillips India Ltd.
Ms. Preeti Verma, Inspire Coaching Systems
Mr. Sandeep Tyagi, Samsung India
Ms. Surbhee Singh, Inspire Coaching Systems

Academia Experts:

Dr. Manosi Chaudhuri, BIMTECH
Dr. Nitika Sharma, BIMTECH

The members were welcomed and briefed about the current course offerings in the OB-HR Area. The need and objectives behind initiating a course on Leadership Labs was also shared. A detailed presentation was made and inputs related to content and process were solicited from the invited experts.

To understand and measure the outcomes, **Mr. Deepak Bharara** suggested that the effectiveness of the course can be measured by the growth in the student's career after the course, in terms of how fast he grows over a period of time. The feedback of recruiters about our students in comparison to students of other institutes, who have not undergone this course, could be an indicator of the value that this course adds. He suggested 4 avenues which students usually take after their course:

1. Corporate Career
2. Entrepreneurship
3. NGOs and other not-for-profit organizations
4. Research work

Mr. Bharara shared the following **leadership qualities**:

1. Energy and Impact
2. Effective communication skills (verbal, non-verbal, listening and connecting at the emotional level, display of emotional intelligence, etc.)
3. Building trust (team player, solo act, confidence etc.)
4. Ability to develop and take care of the team
5. Ability to Empower and Delegate
6. Build and value relationships - Liaisoning
7. Promoting Diversity

Then **entrepreneurship qualities** were discussed as follows:

1. Developing a compelling vision
2. Thinking strategically, logically and analytically
3. Ability to build an effective organization
4. Sharp and quick in decision making

5. Situation management
6. Generating Ideas (out-of-box thinking)
7. Focus on P&L
8. Functional capability (depending on stream Marketing/Operations/HR)

Some **Ownership qualities** discussed were as follows:

1. Organization before self
2. Leading with and living with vision and values of the organization
3. Achievement Drive
4. Continuous learning
5. Openness and transparency
6. Conflict Resolution
7. Focus on work standards
8. Innovation and Creativity

It was then discussed and a group consensus was reached that students who have just passed out of the course were not expected to think in terms of business strategy and more focus was on their ability to work in teams, delegate work, think out of the box, ownership, transparency, etc.

Mr. Bharara also suggested that there are three types of leaders:

1. Growth leader (CEO, CMO, etc)
2. Functional leader (IT, Finance, etc)
3. Operational leader (Operations)

Mr. Navneet Trikha talked about subject matter expertise and how important it is to learn, unlearn and relearn. He said that while looking for a new hire, he focuses on the following:

1. Functional knowledge
2. Learning Agility
3. Cultural Fitment

Then he surmised the 3 different leaders according to him

1. Personal leader (Sincere, Passionate, Inspirational, Communicative, etc.)
2. People leader (Inspire others, handling dissent, galvanizing support, etc.)
3. Business leader (Strategy and problem solving, etc.)

The group then focused on how the course would be designed and executed. **Ms. Surbhee Singh** and **Ms. Preeti Verma** shared that a system should be made for BIMTECH to ease students into the corporate life. It should be an experiential journey; it should test how students are able to regulate their emotions. After the student develops self awareness, for 45 days he should work on projects and case studies, and go through simulation/ virtual office experience and behavioral interviews.

It was then realized that concentrating on too many competencies might be detrimental and the focus should be on only a few competencies, preferably 3 or 4. Then the batch size was discussed and the ideal number was decided as 15. Operational problems came into picture about how to handle the whole strength of students with a batch size of 15 each. There was a discussion about restricting entry and then what problems might come if that is done. Mr. Bharara suggested that Large Group Interventions could be adopted as an alternative. Faculty members pointed out that this course was

to be organized for all the 240 students. The group finally decided to concentrate on the following competencies:

- a. Emotional Intelligence (all 5 elements)
- b. Listening Skills
- c. Influencing and Inspiring others
- d. Resolving Conflicts
- e. Feedback and Coaching
- f. Managing Adversity
- g. Sense of Ownership

It was discussed and decided to have two assessments for this course. After the first assessment, the following measures could be adopted to improve the effectiveness of Leadership Labs:

1. Focus groups
2. Buddy system
3. Hand-holding by Faculty
4. Yoga
5. Meditation
6. Motivational speakers
7. Spiritual talks
8. Inputs on dealing with stress and frustration
9. Sharing of success as well as failure stories by professionals including alumni
10. Inspirational videos.

Industry Academia Meet
Saturday, 22nd April, 2017 at 11.00 am

Members Present:

1. Dr. Sunil Kumar Agarwal
2. Mr. M.R Suunderasan
3. Mr. Ajai Narula
4. Dr. A K Dey
5. Dr. Archana Shrivastava

The panel members were asked to discuss on the methods of how to identify the slow performers in the classroom and the strategies to make them perform better. Dr. Dey initiated the discussion by sharing the selection procedure and the methods of assessments followed at BIMTECH.

The panel unanimously felt that instead of identifying the slow learners, institute should work on identifying the strong areas of all the students. Some of the suggestions that came were:

1. Some kind of assessment should be done to identify the skills and competencies of the students in the beginning of the session.
2. A clear thinking on how to define the slow performers should be formed.
3. Slow performers should be paired with the fast performers in the team tasks.
4. The teams should be structured with students having different skills.
5. Balance score cards and the personal strategy management tools should be introduced.
6. Students should be encouraged to identify their own area of interest.
7. A module on time management should be introduced.
8. More industry exposure should be given to the students to encourage hands-on learning.
9. Exercises like 'Dare to Fail' should be introduced to encourage free thinking.
10. Giving students opportunities to get associated with sports, liberal arts, etc through which they can relax whenever they feel stressed out.
11. In objective type questions give options of selecting the answers which are close to the right answers rather than asking them to select one right answer out of four.

12. Involve industry experts to generate interest in the subjects which the students find boring.
13. Faculty members should also interact and help each other in indentifying strength and weakness of the students.
14. Faculty members should bring contemporary and innovative techniques to make their classes interesting.

Minutes of meeting of "Social Group "of Advisory Committee for PGDM held on 22.4.2017 at BIMTECH

This group comprised of the following:

1. A.J. Philip is Secretary and Chief Executive of Deepalaya
2. PallaviSen, Head SRO and Compliance Officer with Microfinance Institutions Network (MFIN)
3. VivekPrakash , Vice – president , Jubilant Life Sciences Limited
4. Ms. MamtaSaikia Chief operating Officer, Bharti Foundation
5. N.N.Sharma , Associate Professor , BIMTECH

The objective of this group consultation was to solicit suggestions as to how concept and imperative of "Responsible Business" may be embedded in curriculum of PGDM

Prof Sharma briefed members of the group about vision and mission of the institute which underscore the importance of responsive business and also present status of curriculum covering this aspect. It was appraised to the members that "Responsive Business "has been included as core module having three credits in PGDM programme.

He also informed the members that over and above those students have option to join a few clubs on voluntary basis which advance the agenda of responsive business.

Members were also appraised that BIMTECH has established RanganathanSociety for Social Welfare and Library Development (a society registered under Societies Act 1860). It is a CSR arm of BIMTECH and undertakes activities as a part of institutional social responsibility of BIMTECH. This society promotes volunteerism among students and faculty of BIMTECH.

Members were also appraised about internship and provision of short term projects which also provide a window for the students for experiential learning.

Prof Sharma informed that it has been decided that this module on "Responsive Business " should have 4 credits and out of which 1 credit i.e 10 hours should be utilized by the students for exposure to field work.

Members endorsed the contents of the module on Responsive Business but expressed concerned about short duration available to the students for field work. However, all the members suggested that a very robust advance planning would be needed for its effectiveness and impact.

It was suggested that advance planning should include i) formation of groups; ii) identification of specific problem; iii) partnering with respective organizations etc.

They also expressed their willingness to take a few students for internship and short term projects and also provide academic support as and when required. MrVivekPrakash also provided details of an agency who facilitate internship for MBA students desirous of working in social sector.

Members also suggested that BIMTECH may explore the possibility of having MoU with a few leading NGOs / Foundations which will help in advancing the agenda of "Responsive Business".

**Minutes of the Meeting of Industry-Academia Advisory Committee Meeting held on 22nd April 2017
at BIMTECH, Greater Noida**

Attendees:

- a. Mr. Ajit Jha (Ex-Head of Corporate Affairs at SAB Miller India)
- b. Mr. Sridhar (Director Operations at Honda Motorcycles India Ltd.)
- c. Mr. Sameer Kundu (Newgen Software Products)
- d. Prof. Sunil Sangra (Professor, BIMTECH)

Issue discussed:

How can BIMTECH enhance/maintain the relevance of its PGDM programme in the context of the changing Business Environment?

After significant discussion the panel came out with the following suggestions:

1. Enhancement of understanding of the behavioural environment amongst students. The reference here was to the ability to understand that there are multiple stakeholders within an organisation and students should appreciate their diverse expectations.
2. There was a discussion on depth vs. width in the curriculum and the suggestion was that greater depth in a narrower area should be offered to the students in their field of specialization. Eg., In the Operations Area students should specialize in one of several areas such as Manufacturing Operations or Service Operations or Supply Chain Management and so on.
3. Greater emphasis is needed for softer skills such as coordination, execution, leadership and teamwork.
4. Students should be encouraged to understand issues around Enterprise Risk Management.
5. There is a mismatch in expectations of recruiters and students in terms of the role and working environment. This needs to be corrected. They need to understand that at the start of their career they need to go through the grind and spend time in the field or on the shop floor.
6. Greater global component should be there in the programme. Students should have the capability of identifying and profiling potential international entry options in terms of countries and markets.
7. Students should be able to understand and manage contradictions and dichotomies in the work place. For example the dichotomy of a happy customer and a happy employee.
8. Students should be encouraged to do more project based learning in real world environments.
9. Students should be prepared for the rigours of the corporate world where 15-16 hour work days at the desk or away from the desk is a norm. Rigour on campus in a fully residential programme should prepare students for this real world work environment.

10. Students should be taught to learn and get clarity on their job in terms of their role, responsibilities and expectations.
11. Students should understand the importance of aligning with the expectations of the organisation and their superiors.
12. Students should be encouraged and trained for lateral thinking, ideas, imagination and Innovative Thinking for enabling them come out with unconventional and path-breaking solutions to problems.

Minutes of Industry – Academia meet on Social Sector held on 28.4.2018

The following were present:

1. Dr Jatinder Singh
2. Arun Ashthana
3. Dr K.K.Upadhyay
4. Sarita Pradhan
5. R.P.Sharma
6. Dr Vineeta D.Roy
7. N.N.Sharma

The following modules related to social sector were discussed:

- Responsible Business
- Business Sustainability
- Financial Inclusion

The suggestions and observations were as under:

1 Responsible Business

The group felt that while drawing session plans concerned faculty should include “Corporate Citizenship” in Module 2 and “Stakeholder Engagement “ in Module 3. In Module 4 , “UN Human Right Norms for Business” should be substituted by “Annual Business Responsible Report “ as required under SEBI guidelines.. In Module 4, due emphasis should be given for SDGs.

In context of Module 5 concerned faculty must cover i) salient features of Section 135 and rules ; ii) overview of working and trend analysis for last 4 years after enactment of Companies Act 2013 ; iii) best and innovative practices of CSR ; and iv) Road ahead towards Strategic CSR.

2. Business Sustainability

In this module, faculty should also sensitise about role and efficacy for adopting Sustainability Agenda by MSMEs. In its Module 2, aspects of Supply Chain and concepts of Circular Economy should also be included.

Group felt that time allotted for this module should be increased.

3. Financial Inclusion

Group found this module very comprehensive and no suggestions were given.

The meeting terminated with vote of thanks to all the persons who have spared their time for coming to the campus and providing valuable inputs.

Action taken Report on :

INDUSTRY-ACADEMIA COUNCIL MEETING: ECONOMICS AREA

[Minutes of the Meeting held on 28th April, 2018]

PRESENT

- **Dr. N.R. Bhanumurthy, Professor, National Institute of Public Finance & Policy.**

- **Ms. Shobha Ahuja, Sr. Director, Confederation of Indian Industry.**
- **Mr. Anil Patni, Team Leader, EU Public Diplomacy in India Project.**
- **Dr. James Nedumpara, Professor& Head, Centre for Trade & Investment Law, IIFT.**
- **Dr. Ritu Srivastava, Assistant Professor-Economics, BIMTECH.**
- **Dr. Amarendra Pandey, Assistant Professor- Economics & Finance, BIMTECH.**
- **Dr. Jagadish Shettigar, Professor& Area Head-Economics, BIMTECH**

The panel of experts have gone through course outlines of the Economics papers covered under the PGDM program at present as well as the papers proposed to be introduced with effect from 2018-20 batch. The following are the paper-specific suggestions.

- 1. Managerial Economics**
 - A section on “Government Failure and Market Failure” may be covered under the Production Function.
- 2. Macroeconomics**
 - IS-LM module may be covered.
 - Fiscal Policy may be covered with more detail.
 - System of National Accounts 2008 may be covered under measurement of GDP.
- 3. Global Business Environment**
 - A separate section on “Bi-lateral Vs. Multilateral Trade Agreements” may be added.
 - The section on “Emerging Regional Trade Agreements” may be titled as “Emerging Regional Trade& Investment Agreements”.
 - A section on “Base Erosion& Profit Shifting [BIFS] may be added under Transfer Pricing.
 - A section on “Global Value Change” may be added.
 - Under project assignments, students may be encouraged to study leading international business organizations.
- 4. Financial Econometrics**
 - ARDL Module may also be covered.
- 5. Ease of Doing Business in India [Elective paper]**
 - Title of the paper may be changed to: “**Doing Business in India**”.
 - Best practices among the states may be covered.
 - Governance issues may be highlighted under a separate section.
- 6. Emerging Economies [Proposed Elective paper]**
 - A separate section may be added to cover “Road Belt Initiative [RBI]” by China.
 - Possibility of Indian currency emerging as an international currency may be discussed in a separate section.
- 7. State of Indian Economy and Business [Proposed Elective paper]**
 - Challenges in macroeconomic situation may be discussed in the beginning.
 - Fiscal, Financial and Monetary Policy linkage may be discussed.
 - Services sector may also be added.
 - In place of “International Economic Situation”, the term “**External Shocks**” may be used.

* Course Content of Emerging Economies & Global Business Environment with relevant portions got incorporated as per the suggestions came up in the last meeting.

Area: PGDM – Operations & Decision Science
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Held on 28 April 2018, 11:15 a.m. – 12:30 p.m.
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----- P r e s e n t -----

External	Internal (BIMTECH)
Dr. Jamal Farooque Professor, Department of Business Administration Aligarh Muslim University	Dr. G N Patel Area Head, Operations & Decision Science
Dr. P C Jha Faculty of Management Science Department of Operational Research University of Delhi	Dr. Sourabh Bishnoi Professor, Operations & Decision Science
Dr. R K Chakraborty Professor, Operations Management IMT Ghaziabad	Dr. A Bose Professor, Operations & Decision Science
Dr. Surya Prakash Singh Professor, Operations Department of Management Studies IIT Delhi	

Applied Management Science

Following suggestions – module-wise - were made by Dr. Singh

Module 1

- Understanding Sequential & Integrated Models
- Need for Sequential & Integrated Models
- Examples of Sequential & Integrated Models
 - Routing Problem: Formulation of TSP, VRP; Solving using sequential & integrated concept
 - Logistics / Distribution: Theory, Formulation, Solving using sequential & integrated concept

Module 2

- Network Models: Basics, theory
 - Maximum flow, minimum flow, shortest route, minimal spanning tree formulations and its solution

Module 3

- Case Applications & Presentation
- Role of Big Data in Management Science

It was suggested that the following applications of OR in Logistics/ Distributions should be self-study assignments

- Case of Diesel fueling problem in railroad operations
- Case of water distribution for the city of Modena (Italy)

Data Science I – Fundamentals of Data Science

Module 1

- Clarification of terminologies / concepts
- Big Data Analytics, Industry 4.0, IoT
- Enablers for Big Data

Module 2 no change

Module 3

- Data Structures
- Input, Output
- Programming, Bootstrapping (Bootstrapping moved from Module 4 to 3)

Module 4

- Regression – the General Linear Model, variable selection method
- Simulation
- Case Solving (R/Excel)

Data Science II – A Glimpse of Data Analysis

Module 1 – Time Series

- Module 1 time to be increased from 16 to 18 hours
- Exponential Models, Adjusted Exponential, Holt-Winter Model
- AR, MA, ARIMA, ARCH, GARCH
- Case Study & Presentation

Module 2

- Module 2 time to be decreased from 14 to 12 hours
- Regular expressions, the grep family
- Text mining and analytics
- Case Study & Presentation

Data Science III – Powering Data Science

Module 2

- add Examples / Application linked with Big Data

Data Science IV – Machine Learning

The name of the course should be changed from Machine Learning to Machine Learning and Reproducible Research

Module 1

- Increase the time from 18 to 20 hours
- Supervised and unsupervised learning creating dataset splits between training, testing and validation
- Unsupervised machine learning using k-means
- Supervised machine learning using kNN
- Decision Tree
- Artificial Neural Network
- *It was suggested by Prof. PC Jha to introduce Logistic Regression in this module, but it might not be possible in 20 hours*

Module 2 – Reproducible Research

- Reduce time from 12 to 10 hours
- Introduction to LaTeX
- Integrating R program chunks in research output – Sweave

INFORMATION TECHNOLOGY (IT) AREA ADVISORY COMMITTEE MEETING

Minutes of Meeting held on 28th April 2017 at 10.30 AM at BIMTECH, Gr. Noida

Agenda Items	<ol style="list-style-type: none">1. To review the currently implemented IT syllabus with respect to pedagogy and student engagement and aligning it with AACSB expectations.2. Discussion on the new courses its implementation and evaluation3. Discussion on the courses which area is planning to introduce.<ul style="list-style-type: none">• Value of Information• Advance Excel• Emerging Technologies in Management• IT Consultancy and Business Development• E-Commerce
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Members present	<p style="text-align: center;">Special invitees</p> <ol style="list-style-type: none">1. Mr. Arunesh Sharan Former IBM Principal IBM India2. Mr. Neeraj Gupta Global Line Leader IBM India3. Dr. CS Rao Senior Member IEEE & ACM USA4. Ms. Nidhi Gupta VP & GOL-Health Care Op., Genpact
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	<p>5. Dr. Neeraj Prakash Senior Director, Oracle India</p> <p>6. Ms. Lata Singh Executive Director IBM India</p> <p>7. Mr. Sanjeev Agarwal CTO, Canara HSBC Oriental Bank of Commerce Life Insurance Company</p> <p>8. Dr. Sunil Agarwal Dy. Director, National Security Council Secretariat, GOI</p> <p>9. Prof. Kapil Garg Assistant Professor (IT) BIMTECH</p>
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<p>Discussions</p> <p>Agenda 1 To review the currently implemented IT syllabus</p>	<p>The meeting was commenced by welcoming all the members present. Thereafter, discussion was initiated by Prof. Kapil Garg. It was informed that the area has initiated many activities to raise in-depth knowledge of students in IT area.</p> <p>The discussion on this agenda was primarily on the content of the present syllabus and introduction of new electives. The experts suggested implementing the following things to enhance the quality of teaching:</p> <ol style="list-style-type: none"> a. The students should have in-depth knowledge of the technology and its wider use. b. Industry perspective and technology use in the industry should be the main focus of discussion in the class with guest lectures from the experts from the corporates.
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Agenda 2

Introduction of New electives

c. Course of ISMB and ERP got a positive feedback as student gets exposure to SAP package.

The idea to introduce electives in IT was re-emphasized so that the students are given a wider choice based upon their interest and competence. All proposed courses were found to be good.

a. Suggestions came from the members to change the name of the paper "Emerging Technology in Management" to "Emerging Technology and impact on Business" with change in course content. Members suggested that topics like SMAC should be removed and more discussion should be on Cloud, Block chain, Security Architecture and Automation.

b. Further, it was suggested that the course of Advance excel should be renamed as Advance Business Modeling Tools & Techniques with emphasis on Model formulation.

c. In the course of IT consultancy and Business Management, it was suggested that more emphasis should be given to people change management aspects and student should be told about IT enabled carrier opportunities. And it should be linked to projects with the industry.

d. All members unanimously agreed that starting a course on 'Value of Information' is a good initiative. Looking at the nature of the course, it was suggested that the course should also include privacy and compliance, social network analysis.

e. Some Members suggested that paper of E-Commerce should be renamed as "Digital Commerce" and some members were OK with nomenclature. It was suggested that Block chain, API Management and API Economy should be covered in detail.

BUSINESS COMMUNICATION AREA ADVISORY COMMITTEE MEETING

Minutes of Meeting held on 28th April 2017 at 10.30 AM at BIMTECH, Gr. Noida

**Agenda
Items**

4. To review the currently implemented Business Communication syllabus with respect to pedagogy and student engagement and aligning it with AACSB expectations.
5. Discussion on the new course “ Happiness” its implementation and evaluation
6. Discussion on the advance courses which area is planning to introduce.
 - Conflict and Negotiation
 - Advanced Business writing
 - Theatre in Management

7. Any other with the permission of the Chair

**Members
present**

Special invitees

10. Dr. Abha Chatterjee

Asso. Professor, Business Communication Area
Indian Institute of Management, Indore

11. Dr. Neera Jain

Professor, Business Communication
MDI Gurgaon

12. Ms. Kamna Vij

NGS Global India PVT. LTD.
Gurgaon

13. Mr. Ajit Jha

Ex. Director Corporate Affairs and Communication
with Sabmiller

Agenda 2

Introduction of New electives

Agenda 3

Introduction of new Course titled 'HAPPINESS'

skills to answer any formal e-mail related with business.

g. Workshop on email etiquette can be given before starting the course on writing skills.

h. Ms Kamna shared what recruiters look for in the resume and gave tips on how students should be made to understand the significance of short, neat and concise resumes.

i. Ms Kamna also promised to share some good resumes that can be used as samples.

j. The panel members talked at length on the significance of being on LinkedIn and how recruiters these days are vetting the LinkedIn profiles over conventional profiles. The suggestion came that a special session on how to write your LinkedIn profile should be conducted.

k. It was shared that students should be made aware about how their personality is perceived based on what they post on social media websites.

l. Efforts should be done in classroom to enhance listening skills of students. The sessions should be application based.

m. The idea to introduce electives in business communication was re-emphasized so that the students are given a wider choice based upon their interest and competence. All three proposed courses were found to be good. Further, it was suggested that the course in Negotiation & Conflict should be designed in collaboration with the HR faculty so that it becomes inter disciplinary and more relevant.

	<ul style="list-style-type: none">n. It was suggested that instead of critical analysis of research papers, newspaper articles should be considered in the exercises related to writing skills.o. All members unanimously agreed that starting a course on 'Happiness' is a good initiative. Looking at the nature of the course, it was suggested that the course should be held in workshop mode. There should not be any written assessment involved at the end of the course.p. The strategies to enhance writing skills of students were discussed. It was suggested that to improve the writing skills of the students, more activities should be designed in Business Communication courses which should be centered on creativity, clarity and art of thinking.
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Industry – Academia Council Meeting

The industry-academia council meeting was held on 28th April, 2018 at BIMTECH, Greater Noida. As part of the PGDM programme, in the area of Leadership, the following members were present:

1. Mr. Abhay Kapoor
2. Mr. V. Sridhar
3. Mr. Akshay Sethi
4. Mr. Navneet Trikha
5. Mr. Abul Hashim
6. Mr. Jatul Anand
7. Dr. Manosi Chaudhuri
8. Dr. Itilekha Dash

The discussion was on the newly introduced course 'LEAD' – Leadership Experience and Attitude Development.

The meeting was started with a brief introduction to the course by Dr. Manosi Chaudhuri. She shared about the objectives, execution and evaluation part of the course in detail. Dr. Itilekha Dash shared the challenges faced.

Mr. Abhay Kapoor stated instead of evaluating students on a five point scale, better to use a three point scale (above average, average and below average)

Mr. V Sridhar said students should receive qualitative feedback from the facilitator for the ranking, particularly in case of lower ranking they have received. Further he posed a question on “how do the faculty assess the students who are silent, and not very vocal?” He said since it is a very important subject, so instead of 3 credits, it should be 6 credits. Instead of subject related project, he emphasised some well thought out leadership oriented projects to be given and their numbers should be limited. Faculty members should give interim constructive feedback to the students. He also recommended that the institute must invite industry persons who could help the students and facilitators in running the course. He added in the beginning it would be better if the facilitators would be mentored by a professional coach. Integrity as a parameter to be added to the existing evaluation parameters, recommended Mr. Sridhar.

Mr. Akshay Sethi, after coming to know that the student who receives excellent grading (rank 1) gets 20 marks and the student who receives unsatisfactory grading (rank 5), gets only 4 marks, showed his concern and he strongly advocated that the difference is huge. The difference between the highest and the lowest should be less for a course like Leadership. He strongly emphasized that there is a great need of structuring the course, particularly the content and evaluation criteria. He suggested that sufficient care should be taken while designing the project. Each project in each term would address one leadership trait. For example, in one term if the focus is on negotiation skills, in another term it could be on communication skills and so on. He suggested to refer to a few foreign universities like University of Chicago’s course curriculum on leadership before designing the curriculum.

Mr. Navneet Trikha appreciated the LEAD initiative and the progress made in the first year of its implementation. He said students should be aware of the parameters they will be evaluated on well in advance. He said the group which has performed best in one term should be given some live project as a reward. This live project could focus on some actual problem faced or some significant initiative to be launched by the institute. Their case should be video-graphed, so that other groups can learn from their case. He suggested that students should observe and learn how to give performance feedback from the faculty. They should, in turn, give performance feedback to team members during their peer rating process.

Mr. Abul Hashim stated that instead of assigning marks, the students should be ranked. He recommended that attitude should be added as a parameter while evaluating leadership skills.

Both **Mr. Jatul Anand** and Mr. Abul Hashim emphasized on qualitative and quantitative feedback to be given to the students to help them in the learning process. The idea of involving alumni to act as mentors was well appreciated by all. Mr. Jatul Anand and Mr. V Sridhar suggested that some corporate experts might also be approached for acting as mentors and they offered to mentor some students too. The group also explored the idea of asking students to identify a leader in the company where they would do their summer internship and interview him to learn from his experience. Mr. Abhay Kapoor shared that this was a practice prevalent in his institute where he pursued his management education.

Minutes of the meeting

E-Lab

1: Prof. L. Ramani shared the Concept note for creation of Entrepreneurship Lab (ELab)

2: He explained the background and idea behind the proposed e Lab

New ideas are all around us, and the real business challenge lies in deciding which innovative ideas can be translated into viable, valuable market opportunities. The ELab sequence centres on the skills and knowledge needed to become an innovative, opportunity-driven entrepreneur or an entrepreneurial manager. The idea is to inculcate students with the skills to identify scalable new ideas that fill a market need and that add social and economic value.

BIMTECH is in the process of AACSB accreditation and there is a need to show the seriousness for entrepreneurship in our curriculum. The course is envisaged as a yearlong, 3 trimester course. At the end of this, the students who are serious about pursuing entrepreneurship can go in for the Entrepreneurship Internship programme (which is already running under the aegis of CIED). Through the Entrepreneur Internship Program (**EIP**), selected first year students can work on their idea/concept under the supervision of an internal faculty and an external mentor and will try to create a 'proof of concept'/ prototype /ready to market product during their summer internship period. While the EIP and the Incubation programme is for those students who are interested in creating their ventures, the ELab is for all students and aims to educate e/entrepreneurial, growth-oriented managers for both emerging and established companies.

3: The Importance of the program for students was discussed as below.

The curriculum helps students

- a- Understand and discover entrepreneurship/intrapreneurship
- b- Develop an entrepreneurial outlook and **mindset**, critical **skills** and **knowledge**
- c- Build a strong foundation for students to **start**, **build**, and **grow** a viable and sustainable venture whether inside an organization or as a greenfield venture.

More specifically, students will be able to develop

An entrepreneurial outlook including

- Mental toughness
- Embracing un-certainty and surprises
- Thinking scale
- Emotional resilience
- Adaptability quotient

Learn critical skills including

- Out-of-the-box thinking
- Lean methodology
- Forming & leading teams
- Pitching & presentation
- Use of new communications & collaborative tools and social channels

Acquire knowledge to

- Develop a business model from a problem/idea for products and services
- Develop customers, channels, and traction
- Build a marketing and communication strategy
- Build revenue streams, pricing, and cash flow

4: The details of the e Lab were discussed

The ELab is going to consist of three experiential modules. Students will work in groups

Module 1- Trimester 1

The first block of core courses will explore topics such as where to find opportunities, principles for developing your own opportunities, how best to use prior knowledge and skills, common techniques used by corporations to identify opportunities, and evaluating opportunities.

Learning Objectives

The first module will focus on

- Understanding the overall business environment
- Understanding the challenges and opportunities which the industry offers
- Identifying the opportunity .which can be converted in to sustainable business model
Or
- Identifying the Challenges / Problems of an existing company and working towards the solutions.

The course helps you to identify new business opportunities either in a corporate setting or independently. Students will be introduced to the theoretical concepts with through workshops after which they will practice with a range of techniques for opportunity exploration. Techniques and sources of opportunity include creativity and out- of- the- box thinking, means-driven opportunities, user orientation, systematic search, etc.

In case the group decides to work closely with the existing company or a startup , they will have to identify the key challenges / problems after having understood the external environment and industry.

What is expected from the student group?

If the group is working on a business idea

- 1. Scan the External Business Environment**
- 2. Understand the dynamics of the industry**
- 3. Come up with the new business idea, Introducing Product / Services,**
- 4. Examine the market potential, Demand forecasting & Business Growth**
- 5. Positioning Market Segmentation Target Market, Competitor Analysis**
- 6. Determine Form of Business Organization & Debt Equity Mix note: this is a fundamental issue where the conventional thinking has to be questioned. The conventional view is that organisations should take and continue to take a substantial amount of debt, because it is “cheaper” than equity and provides “tax breaks”. I have a significantly different view which suggests long term zero debt and also recommends zero dividend. This view suggests a progressively increasing amount of “owned funds” which should have increasing amount of Retained Earnings which obviously would be enhanced through maximum ploughback of Profit after Tax which again would be achieved by avoiding Dividends. This can be substantiated by reviewing the performance of companies which have taken this route both domestic companies and foreign companies. I have attempted to discuss this with several colleagues in the Finance area but have experienced a lack of willingness to seriously address this issue. My prescription is that every firm at its inception should take a minimum of equity and maximum of debt. As the firm earns profit, it should avoid paying dividends plough back the after tax profits and retire the initial debt and avoid taking any more debt. I can answer the various reservations about this approach including the question “where will the funds for expansion come from and equity investors won’t be happy with a zero dividend policy. I believe that persons envisioning startups should be thoroughly exposed to this fundamental thinking as well as Intrapreneurs within a company.**

If the group is working with an existing company / start-up

1. Scan the External Business Environment
2. Understand the dynamics of the industry
3. Identify Key Issues / Challenges which the company is facing
4. Understand how these challenges impact the company's growth / future

The groups which are working with the company will interact with the company on regular basis so as to understand the key problems / challenges

*The groups will meet their faculty guide on regular basis for feedback and improvement .
Before the end of the term I they will be meeting external experts who will critically evaluate the proposal.*

Module 2- Trimester 2

Learning Objectives

Content-wise:

The students will

- Understand the importance of numerous key steps, activities and challenges in the process to start and grow new ventures.
- assess the complexity of the start-up & growth process
- Understand that start-ups are based on numerous assumptions, that the start-up process is one of testing those assumptions and turning them into knowledge.

What is expected from the student group?

1. **Determining Break Even , Preparing Cost Sheet , Making Projections for next three years (Understanding the basis of projections) Ratio Analysis & Interpretation, Cash Flows**
2. **Production Planning Lay out / Capacity Utilization**
3. **HR Policy Frame work for next five years**
4. **Developing Marketing Plan, Defining Value Proposition, Customer Acquisition Cost**
 - a. Customer Retention Strategy
5. Understanding Legal Issues
6. Pilot Testing

If the group is working with an existing company

1. Critically examine and propose the possible solutions to the issues / problems which the company is facing
2. Use innovative ways and justify
3. One best solution to the issue
4. Performance Improvement – Issues and Impact

*The groups will meet their faculty guide on regular basis for feedback and improvement.
Before the end of the Term III they will be meeting external experts who will critically evaluate the progress.*

Module 3- Trimester 3

Learning goals

Content-wise:

The students will

- define the most important financial instruments for company growth.
- be able to list and compare the major strategies for company growth
- study modern technologies like block-chain and data science and understand their relevance in venture creation
- deep dive into Gains, Pains and “Jobs-To- Be-Done” (using Value Proposition Canvas, or VPC)
- Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction like cost of new customer acquisition (CAC), customer lifetime value (LTV), TAM (Total Available Market) etc.

What is expected from the student group?

In continuation with the earlier module, the students will now perform market research and validations, feasibility studies, develop a business case and then a business plan and a go-to-market strategy. They will also be given an understanding of modern technologies associated with venture creation for growth hacking*. At the end of this phase, a preliminary business plan and polished venture pitch is presented to a panel of instructors, coaches and industry professionals.

If the group is working with an existing company

A report has to be submitted to the company giving recommendation .A detailed presentation has to be made to the management of the company, This will be followed by the discussion .

Concluding:

Overall, the group felt that the new course will definitely be of use to students.

*. Have discussed this with one of our associate partners for AIC. They are willing to take 10 hours on these technologies free of cost.

Report on Advisory Council meeting for E Lab

The Advisory Council meeting for PGDM and IB was held on 27th April, 2019 at 10.30 am in the precincts of the BIMTECH campus. This was attended by

- a. Ms Kalpana Sinha
- b. Dr Chandrasekhar
- c. Mr Chandrasekhar
- d. Mr
- e. Dr Abha Rishi (BIMTECH faculty)

The syllabus of the E Lab was shared with the Council members in advance. During the discussion the following points were suggested as additions to the course to strengthen the delivery and to achieve the proposed outcome:

1. Identify problem statements in the geographical vicinity rather than abstract ones
2. More environmental exposure in various dimensions like rural, semi-urban, etc.
3. Managing Failure and Resilience
4. Complexity Theory
5. Structured interventions for creating mind-set
6. Achievement Motivation Theory (20 attributes) ,Qualification of attributes as an entry and then later as an exit outcome
7. Ideation – Creative Competence Exercise
8. Scenario writing (3000 words)
9. 'Romancing the balance sheet' book to be given as a reference book to the students
10. Zero investment models
11. Field trips and customer creation in 2nd semester
12. Value proposition (add a process modelling)
13. Alternate revenue streams & sustainability to be built into the plan
14. ISO 31000 (Risk management), Fundamentals and principles
15. 31010 (Risk evaluation & mitigation
16. Trim I – Collaborating, Networking (Community)

BUSINESS COMMUNICATION AREA ADVISORY COMMITTEE MEETING

Minutes of the Meeting held on 27th April 2019 at 10.30 AM at BIMTECH, Gr. Noida

Agenda Items	<ol style="list-style-type: none">1. Reviewing the currently implemented Electives in Business Communication area with respect to pedagogy and student engagement and aligning it with AACSB expectations.2. Discussion on the expansion of the two electives (part 2) in trimester 4.3. Reviewing the present course curriculum being offered in trimester 2 and 4.4. Any other with the permission of the Chair
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Members present

Special invitees

1. **Dr. Abha Chatterjee**
Professor, Business Communication Area
Indian Institute of Management, Indore
2. **Dr. Neera Jain**
Professor, Business Communication
MDI Gurgaon
3. **Mr. Ajit Jha**
Ex. Director Corporate Affairs and Communication with
Sabmiller
4. **Mr. A. J Philip**
Secretary & Chief Executive
Deepalaya
5. **Mr. Sorobjeet Chatterjee**

CEO & Founder
Happ Media Pvt Ltd
6. **Dr Archana Shrivastava,**
Asso. Prof & Head
Business Communication area

Discussions

The meeting commenced by welcoming all the members. Thereafter, minutes of the last Area Advisory meeting and the action taken report were presented by Dr. Archana Shrivastava. It was informed that as suggested in the last year AAM, the area has offered two electives, 'Advanced Writing for Business Effectiveness' & 'Corporate Effectiveness through Theatres'. Bothe the courses were very well received by the students. Dr.

<p>Agenda Item 1 Reviewing the currently implemented Electives in Business Communication area with respect to pedagogy and student engagement and aligning it with AACSB expectations.</p> <p>Agenda Item 2 Reviewing the present course curriculum being offered in trimester 2 and 4.</p> <p>Agenda Item 3 Preparation of starting a course on Happiness</p>	<p>Shrivastava shared few challenges in running these programs:</p> <ol style="list-style-type: none"> 1. Duration of the program 'Advanced writing for Business Effectiveness' was very less (25 hours) for enhancing writing skills. 2. Many students wanted to register for 'Corporate Effectiveness through Theatre' but due to the constraint of selecting only two electives they could not do so. <p>The experts suggested implementing the following:</p> <ol style="list-style-type: none"> a. The course curriculum in 'Advanced Business Writing' was too extensive and it can be divided in two parts, level 1 and level 2. b. Level 2 can be offered in trimester 4. c. Similarly 'Corporate Effectiveness through Theatre' can also be offered as level 2 in trimester 4. It can also be offered as a certification course level 1 and level 2. <ol style="list-style-type: none"> a. Panel members felt that the course is well aligned with the present industry need. b. All members suggested adding 'Story telling' either in the BC 1 course or introducing it as a separate elective. <ol style="list-style-type: none"> a. Dr Shrivastava briefed that as per the last year ACM, BIMTECH is introducing the new course titled 'Happiness and Wellbeing to PGDM 2nd year students in trimester 4.' b. She talked about the challenges of getting right resource persons for running the course. c. The initiative was appreciated by each member. <p style="padding-left: 40px;">Mr. Sorobjeet Chatterjee, CEO & Founder of Happ Media Pvt Ltd offered his help in this area.</p> <ol style="list-style-type: none"> d. It was decided that soon the area will invite him for a separate meeting to discuss on the same.
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Program Advisory Meet- 2019

On Leadership (Offered as LEAD course)

Dated : 2nd May

The industry-academia council meeting was held on 28th April, 2018 at BIMTECH, Greater Noida. As part of the PGDM programme, in the area of Leadership, the following members were present:

1. Mr. S Mohan
2. Mr. Niraj Kumar
3. Mr. Deepak Gupta
4. Mr. Navneet Trikha
5. Mr. Pankaj Chopra
6. Mr. V.Sridhar
7. Mr. Nitesh Jain
8. Mr. Jatul Anand
9. Dr. L Ramani
10. Dr. Jaya Gupta
11. Dr. Itilekha Dash
12. Dr. Navin Shrivastava

The members were initially briefed regarding the existing lead format as well as the glaring issues faced during its administration. Primarily connected with the peer level open assessment system. The members were briefed regarding some development plan and subsequently their observations were incorporated in minutes as below:

S.No	Discussion Points	Industry Expert
1.	<ol style="list-style-type: none"> 1. Maximum 3 to 4 projects should be given in a trimester. 2. Assessment by industry expert during summer project on his/her leadership skills displayed 3. Senior batch should be mentors for junior batch 4. Content and process are important for LEAD. The existing methodology focussed only on process. 5. Faculty mentoring is important. 6. Multi-rater evaluation at the entry and end of each trimester. 7. Leadership Workshop at the start of the trimester. 	Mr S Mohan
2.	<ol style="list-style-type: none"> 1. Maximum 3 to 4 projects should be given in a trimester. Based on interest, these projects should be chosen by students. 2. Leadership cannot be taught but needs to be developed. 3. It should not be a part of any curriculum but should be an independent course offered after the first term as a structured course. 4. The course should be an optional course, not compulsory for all because all cannot be leaders. 5. Talked about Welingker model for developing Leadership. 6. The improvement in the candidate needs to be mapped over the four trimesters. 	Mr Niraj Kumar

3.	<ol style="list-style-type: none"> 1. Workshop/ capsule course on leadership to be given at the beginning of the term. EQ component should be emphasized in that. 2. Self-assessment of leadership by all students. 3. Each student should be evaluated by members of all other group as well as by faculty. 	Mr. Deepak Gupta
4.	<ol style="list-style-type: none"> 1. Emphasized on ethical leadership 2. He believed that leadership can be developed by 'Learning by doing' 3. Empathy needs to be developed 4. Leaders need to be taught to take tough decisions 	Mr. Pankaj Chopra
5.	<ol style="list-style-type: none"> 1. Competencies developed in the four terms needs to be evaluated. 2. Continuous feedback by team of faculty 3. Feedback about strength and areas of improvement 4. Only qualitative feedback mandatory from peer 5. No. of projects in any case should not be more than 3. Students must get the liberty of choosing three projects of their choice. 6. Informally he mentioned that the expert committee members in the advisory must be appraised regularly on implementation of suggestion/s. 	Mr. V Sridhar
6.	<ol style="list-style-type: none"> 1. Students need to be assessed periodically by peers, faculty and industry 2. It should include assessment of functional and behavioural competency of each student. 	Mr Nitesh Jain
7.	<ol style="list-style-type: none"> 1. Workshop need to be conducted on Leadership in the beginning of the trimester one. He emphasized the assessment on lead course should start after 1st term. 2. Criteria in rubrics need to be further elaborated and sub-divided 3. Students should not be burdened with so many projects. He appreciated the objectives of Lead course. He emphasised that both content and behavioural competencies need to be assessed. 	Mr. Navneet Trikha
8.	<ol style="list-style-type: none"> 1. There is overload of projects in each term. 2. Maximum 2/3 projects 	Mr Jatul Anand

HR Area Nominee

Minutes of meeting of Programme Advisory Committee on Corporate Social Responsibility held on 27 April 2019

The following were present:

Mr. R.P.Sharma, Ex Chief Sustainability Officer, Tata Steel
Mr. Subodh Kumar Mahapatra, CSR (Head) , D & S Group , Noida

Mr. Vishal Bhardwaj, CEO, Dalmia Bharat Foundation, Noida
Mr. Sudipto Sengupta, CEO Zivanta Analytics, Kolkata
Dr. K.K. Upadhyay, Ex Head, Aditya Birla Centre of Excellence on CSR
Dr. Vineeta D. Roy, Faculty (BIMTECH)
Mr. N.N.Sharma, Faculty (BIMTECH)

Mr. Sharma explained that objective of meeting is to get suggestions on curriculum in respect of Responsible Business for bringing the same in tune with needs of corporates and keeping in view emerging trends. He also apprised that modules related to i) Responsible Business; ii) Financial Inclusion; and iii) 4 electives pertaining to different aspects of sustainability are proposed to be taken for review.

The suggestions and observations in respect of the above modules are given below:

1. Responsible Business

- a. In context of Module 1, “Product Responsibility” should also be flagged.
- b. Detailed briefing should be given to the students before their field visits. BIMTECH should also consider taking students to the offices of corporates for detailed briefing and interaction.
- c. Module 5 should also include monitoring and impact assessment

2. Financial Inclusion

- a. The module should Include Mudra Scheme and special needs of excluded, marginalized and vulnerable groups like nomads, special need children, aged etc.
- b. The pedagogy should Include group work on designing of appropriate financial inclusion program for a particular group /region

3. Business Sustainability

Mr Sharma explained that four modules i.e i) GRI Reporting ,ii)SDGs and CSR , iii) Climate Change, and iv) Resource Conservation and Circular Economy having each of 2.5 credits are proposed to be offered as electives and invited suggestions on the above modules.

Observations and suggestions were as follows:

- a. Nomenclature of “GRI Reporting” and “Resource Conservation and Circular Economy” should be changed to “Sustainability Reporting “and “Circular Economy” respectively.
- b. Module on Climate Change should include “historical perspective of climate change”
- c. In every module , Broader Concept of Sustainability should be included

The meeting ended with vote of thanks by Prof Sharma to all members who have taken trouble of coming to the campus and sparing time for discussions.

INFORMATION TECHNOLOGY (IT) AREA ADVISORY COMMITTEE MEETING

Minutes of Meeting held on 27th April 2019 at BIMTECH, Gr. Noida

**Agenda
Items**

5. To review the currently implemented IT syllabus with respect to pedagogy and student engagement and aligning it with AACSB expectations.
6. Discussion on the courses which area is planning to introduce.
 - Emerging Technologies in Management: Foundation
 - Emerging Technology Platforms and Services
 - Emerging Technologies Product Management
 - Restructuring of ERP for Managers as per the current need.

**Members
present****Special invitees****Mr. Arunesh Sharan**

Former IBM Principal
IBM India

Dr. CS Rao

Senior Member IEEE & ACM USA

Mr. Lokesh Mehra

Lead Research & Dev.,NASSCOM,BIMTECH
Alumni(Batch 1990-92)

Mr. Satish Yadav

Head-KTE India,SAP Labs

Mr. Sanjeev Aggarwal

CTO,Canara HSBC Oriental Bank of Commerce Life Insurance
Company

Prof. S. S. Dubey

Area Head IT,BIMTECH

Dr. Kapil Garg

Assistant Professor-IT,BIMTECH

Discussions

The meeting was commenced by welcoming all the members present. Thereafter, discussion was initiated by Prof. S.S.Dubey and Dr. Kapil Garg. It was informed that the area has initiated many activities to raise in-depth knowledge of students in IT area.

The discussion on this agenda was primarily on the content of the new papers to be introduced for the coming session. The experts has given valuable suggestion make these course as per the industry need and suggested changes in ERP course as per the current requirement and suggested implementing the following things:

**Agenda 1
To review the
ERP for
Manager
syllabus**

- d. First module in the course need to minimize.
- e. And functional knowledge must be enhanced with more focus on BPR.
- f. Introduce how ERP work with Emerging Technologies and Cloud ERP.

**Agenda 2
Introduction of
courses**

The idea to introduce three new courses in IT was re-emphasized so that the students are given a wider choice based upon their interest and competence. All proposed courses were found to be good.

- a. Suggestions came from the members to change the name of the paper “Emerging Technology Product Management” to “Emerging Technology Business Development”.
- b. Further, it was suggested that six Vs of big data, cloud computing, Security and Privacy risk and methods to mitigate risk should be part of the course of ETIM-Foundation.

c.Members were happy with the course structure of ETIM: Product and Services and ETIM: Business Development. No change in course outline was suggested

d. Members suggested that concept of Drones and its 4 levels in Emerging Technologies must be covered. And focus on RPA and ARVR should be part of course curriculum.

- e. Some members suggested that more focus on Excel should be there as there is high requirement for the students with analytical skills and cloud computing should get more focus in ISMB course.

Finally members were agreed on the suggestion that Technology will be the key differentiator and growth will not come unless we use technology and student has to understand that.

Summary of Advisory Meet - Media Vertical - held on Saturday April 27, 2019 at BIMTECH, GREATER NOIDA

Members present:

Mr Abhik Choudhury/Dr.Anubhuti Yadav/Mr.Parveen Ahluwalia/Dr Pradeep Krishnatray / Prof. Shaleen Sharma/ Dr. Sanjeev Kumar/Dr Vasanti Rao/Prof Ankur Kulshrestha/Ms Shraddha Kabra/ Prof Dhruva Chak

The salient points of the meeting are under:

1) While appreciating the broad sweep of the syllabus presented by Dr Sanjay Kumar, it was felt by members that it was much too general to meet the current market requirements. ACM (Advertising & Communication) courses exist in profusion and the new vertical needs to be positioned distinctively. The ultimate question to be answered was what value the proposed Vertical offered to students.

It was reasoned, therefore, that before framing such a syllabus, **Differentiators** of the course from others, **Placement** possibilities and **Specialization** areas catering to specific areas of employment needed to be considered and the syllabus constructed working backwards.

2) Considering the current scenario, Areas of possible employment which the Vertical should specifically address were identified as:

PR (25-30%growth)

Digital (70-80% growth)

Activation & Events

Direct Marketing & Sales Promotion

Marketing/Media Research

The above would be In addition to the mainstream Advertising and Communication domain. The courses would, therefore, need to be aligned to the specific employment opportunities identified above.

3) Traditional Advertising was considered a fast decaying function and was expected to be more or less phased out in future. Hence, the need to give the syllabus a futuristic perspective, viz. making it relevant for a 5 -10 year time frame. An International, global view permeating the syllabus was also considered imperative in view of the flattening of the world and the multi-cultural work environments which are rapidly proliferating, and in which today's MBAs are majorly finding employment.

4) The courses needed to focus on Content, Cultural understanding and Consumer Insights. Data Science needs to underlay the vertical.

5) The title of the vertical needs to be comprehensible both to parents, who would be major customers as well as to the students, who would largely be the consumers. It also needs to make it a clear differentiator from run- of – the - mill ACM courses.

6) It was felt that an unbroken thread of Technology running through the courses could prove to be such a differentiator.

7) The title (still be decided) could contain some mix of the words:

Media

Content

Marketing

Technology

Communication

Some tentative titles proposed for the Vertical were:

Media, Technology and Marketing Communication Management

Content, Technology and Marketing Communication Management

8) it was felt that a short meeting like today's, while highlighting major considerations, was not adequate and another meeting some days down the line was necessary after more work had been done on the syllabus to take the matter further.

9) Dr. Sanjeev Kumar was to be given inputs from the undersigned summarizing today's discussions and subsequent inputs from other members were also solicited. Dr. Kumar would take about a week to get back with modifications on the current syllabus.

10) It was also pointed out that to be in line with Accreditation agency requirements the course outlines would need to include Course learning Goals, Intended Learning outcomes and Evaluation Criteria with Assurance of Learning parameters clearly spelt out

11) A second meeting was proposed in Gurgaon since many panel members reside there.

Dhruva Chak

Prof (Marketing) & Chairperson, Centre for Faculty Development,

BIMTECH

Date: April 30, 2019

Minutes of the meeting (Experiential Learning)

Members Present:

1. Mr. Alok Gupta, Founder & CEO, Cyber Pyramid
2. Dr. Padmaja Krishnan, Director-Leadership & Business Strategy, Marshall Goldsmith.
3. Ms. Disha Chhabra, GM-M & A, Bharti Airtel.
4. Dr. Sourabh Bishnoi, Programme Coordinator
5. Ms. Meenakshi Bhat, Sr.Manager.

Dr. Sourabh Bishnoi & Ms. Meenakshi Bhat explained the background and idea behind the Experiential Learning Course in PGDM.

Experts have

Experts have appreciated the idea of having Experiential Learning course & have suggested following inputs to make it more productive and Experience based.

Suggestions:

Mr. Alok Gupta:

1. He suggested to include Life Coach Sessions in Personal Branding. Sir also suggested the name of Alumni Mr. Harveen Chawla who is well known name in this field.
2. In GDs discussion should be on both Pros & Cons.
3. For evaluation purpose, there should be Cross Peer Model.

Dr. Padmaja Krishnan:

1. She suggested to include case study based GD Sessions.
2. She appreciated & liked the Parameters & Format adopted to conduct GDs at Bimtech in PGDM Program.
3. She suggested to include Mantras of Happiness in Curriculum.
4. She also Suggested to have Role Plays for Each Domain & vertical in Experiential Learning Course.

Ms. Disha Chhabra:

1. She suggested to have Business Presentations, Role Plays
2. She is of the view to have Ice breaking sessions (Corporate to Campus) before the start of Placement Drive.
3. She also suggested to have sessions from Corporate Trainers on Corporate Etiquettes.
4. How to crack any Interview, generic rules for GD & It should be phase wise.
5. Sessions on How to tackle & Solve case study
6. Branding on Social Media.

7. She suggested to organize competition among students Focused on Subject Matter
8. She suggested have following Competitions
 - A. SME Champ (Blog Writing)
 - B. Stock Profile (Research Based) which includes Best Performing Portfolio, Analysis of Portfolio & Making of Portfolio.
 - C. Start Up Challenge
 - D. Add books to course (Books on Etiquettes, How to Crack GD Etc.)
 - E. Incremental Changes in every Trimester
 - F. There should be Presentation on STP, SIP
 - G. 1st Few trimesters –Theoretical Lectures
 - H. 3 & 4 Trimester, there should be Testing, Role Play, Case studies

Common Suggestions:

All the Experts have common consensus on the following points.

1. There should be sessions on Stress Management before the start of Placement Drive.
2. To enhance & inculcate reading habits among students, we should include kindly based reading in Library and we can organize contest on this basis, Voracious reader Winner will get Kindle.
3. There should be Presentations on the Content based in ET times. Who will best analyse any blog & article should be incentivise.

Minutes of Meeting-Economics Area Advisory

Date: 27 April, 2019

The following external experts were present at the meeting:

1. Ms. Shobha Ahuja, Sr. Advisor, CII.
2. Dr. James Nedumpara, Professor, IIFT.
3. Mr. Anil Patni, Consultant, EU Commission.
4. Dr. Saurabh Agarwal, Professor, Indian Institute of Finance.
5. Dr. Amit KUMar Singh, Associate Professor, DSE.

Internal faculty present at the meeting:

1. Dr. Jagdish Shettigar, Area Chairperson.
2. Dr. Amarendra Pandey, Asst. Professor
3. Dr. Ritu Srivastava, Asst. Professor

The experts have gone through the course outlines of all the papers covered- including the ones intended to be introduced within the area. The following were the suggestions made by the experts in respect of certain papers mentioned below:

[i] State of the Economy and Business

* Economic Reforms may be discussed to start with.

- * While discussing fiscal deficit trend in states' fiscal deficit may also be discussed along with central deficit.
- * GDP may be discussed in terms of factors influencing supply side as well as demand side.
- * Policy initiatives may also be brought while discussing trends in different sectors.

[ii] Emerging Economies and India

- * State of Indian economy may be discussed in comparison with the emerging economies.
- * Similarly, integration of emerging economies may be discussed.
- * Study of G-20 countries may be included.
- * Regulatory environment may also be brought in.

[iii] Doing Business in India

- * NITI Aayog Ranking of the states may be included.
- * Challenges to be crossed for achieving the 50th position in Ease of Doing Business ranking may be added.

[iv] Econometric for Business.

- * Seasonality de-trending may be included.
- * Seminal research work may be discussed.

[v] Global Business Environment

- * Issues relating to Transfer pricing may be included.

[vi] Macroeconomics

- * Discussion on digital economy may be added.

Centre for Retail
Minutes of the Academic Advisory
Year 2016

Centre for Retail conducted its Industry Academia Council Meeting on April 16, 2016. The meeting started with a welcome address, followed by the screening of the Institute corporate movie. Thereafter, for the benefit of all members Dr. Pooja Misra, Center Chairperson shared details of the Programme structure including trimester-wise subjects, On-the-Job training, Short-term project, Summer internship, Placements, field visits, teaching pedagogy and evaluation criteria. Dr. Jagdish Shettigar, Head, Economics subsequently requested the Industry Academia Council members to provide their inputs for the existing Course Curriculum. The aim of the meeting was to be able to improve Industry- Institute Engagement, and bridging the gap between industry expectations and student readiness. The session was then taken care of by Dr. Pankaj Priya, Head, Marketing & Retail. The house discussed in detail about the formats of all the courses and areas in the course outline of the program. The Center did receive valuable inputs from both internal and external experts. The recommendation by the Center to introduce a new course on Retail Analytics was highly appreciated and approved by the industry experts. In addition the industry experts also suggested a couple of relevant Retail industry related topics which could be introduced in various courses.

Mr. Mohit Dhanjal	Director Retail	Raymond
Mr. B.Venkata Rao	GM & DMM-FMCG Beverages	Walmart India
Mr. Ashish Kirpal Pandit	Chief Executive Officer	Zee Media
Mr. Abhiram Mishra	Head Operation (North)	Reliance Retail
Mr. Swapan Dutta	President Retail	Monte Carlo
Ms. Neeti Sharma	Head Training	Adidas Group
Ms. Priti Singh	Head Marketing	My Digitalblocks
Ms.Harpreet Kaur Kapoor	Zonal Talent Head	Big Bazar
Ms.Garima Dhamija	Principal Consultant	Salto Dee Fe Consultin
Ms.Deepty Agarwal	Head, Human Capital	Genesis Colors
Ms. Ashima Aggarwal	Category Head, , Organic Products	FabIndia
Mr. Atul Madan	President & Director Retail	SSIPL
Mr. Saurabh Kochhar	CEO	Foodpanda
Mr. Rajeev Karwal	Karwal Founder Director	Milagrow
Mr. Harminder Sahani	Founder	Wazir Advisors
Mr. Anurag Sharma	Sales Head	Clark's Shoes India

Mr. Rohit Khatter	Sales Director	Gionee
Mr. Abhijit Das	CMO	Delhi Duty Free
Mr. Swapnil Parhad	Sr. Manager	Kellogg's India Pvt.Ltd
Mr. Anup Jain	Consultant And Angle Investor	
Mr.Vikas Kapur	Regional Director -South East Asia	Valvoline
Alumni of BIMTECH		
Tarun Vashistha	Head Business Development North	Pantaloons
Amit Mendiratta	Operations Head North	Bestseller India Ltd
Annu Grover	MD	Nurturing Green
Mayank Gupta	National Manager - Operations & Sales	Royal Enfield
Aakash Srivastava	Business development and Brand Expansion	Chaayos
Nitin Bashistra	Concept Head	Home Centre



BIMTECH
BIRLA INSTITUTE
OF MANAGEMENT TECHNOLOGY

Centre for Retail

Action Taken Report of Advisory 2016

As suggested by experts following actions have been taken:-

Introduction of new subjects:-

- Retail Analytics papers to be made compulsory. And strictly recommended to add RFMV and ABC analysis to course.

Modification in Subjects:-

- No major modification is suggested Points /Topic suggested are well taken care by respective faculty.
 - Adding Negotiation as separate paper, Prof. Pant is taking care the same in Mall Mgmt. Paper.
 - Introduction of Vanila & International Brands, Prof. Veenu & Prof. Deb take care of same in Retail concepts & Env. I&II.

Dropping of subjects:-

- Retail Benchmarking
 - a) The course requires diversified inputs from various sectors.
 - b) No available text book which does justice to the course.
 - c) Some of the topics in are covered in Retail concepts, category management & private label, mall management.
 - d) Exit feedback from some students who feel that the course is not relevant.

Prof. Lisa



April 22, 2017

**Industry Academia Council Committee, to be held on
Saturday, 22nd April, 2017 at 11.00am, Venue: C-8 , First Floor**

Minutes of Meeting

Agenda: To discuss:

1. Expectation of Industry experts and bridging the gap between Academia and Industry.
2. Developments in Center for Retail
3. Guidance to achieve Bimtech Mission 1 “to be preferred choice of faculty, students and recruiters”.
4. Creating differentiator(s) for the programme to be clearly perceived by Recruiters and Admission Seekers.
5. On Job Training - How learnings can be improved upon

The meeting started at 11 AM at Birla Institute of Management Technology where esteemed people from retail industry joined along with faculty and students of first and second year.

- ✓ The session started with a short and informative view of the Retail industry and Retail Management program in BIMTECH by Dr. Veenu Sharma.
- ✓ Post that, Prof. Manoj Pant extended a warm welcome to all the industry experts and gave an insight about the changes introduced in the courses as per the advice of last year experts which is very helpful.
- ✓ Dr. Pooja Misra, explained the structure of the program including trimester-wise subjects, Experiential learning on-the-job training, short-term project, summer internship, placements, field visits, teaching pedagogy and evaluation criteria's.
- ✓ Dr. Pooja Misra explained, Program Learning goal and intended learning outcomes which has been derived from the mission and values of BIMTECH.
- ✓ Dr. Pooja Misra also discussed and asked from expert's to comment on how to achieve BIMTECH Mission 1, “ to be preferred choice of faculty, students and recruiters” and “what should be a differentiator factor for Centre for Retail”

Following is the key discussion from the EXPERTS:

- ❖ Delegates praised the course structure and suggested to make the program more visible to the Industry.

INDUSTRY ACADEMIA COUNCIL MEETING

MINUTES OF THE MEETING

Date: April 28, 2018

Time: 10:35 A.M

Venue: C7, BIMTECH

Present: Industry Experts 15 in number along Faculty members and students (sheet attached)

Agenda: To discuss:

1. Expectation of Industry experts and bridging the gap between Academia and Industry.
2. Developments in Retail Management Program
3. On Job Training - How learnings can be improved upon
4. Live Projects for students

The meeting started at 10.30 AM at Birla Institute of Management Technology where esteemed people from retail industry joined along with faculty and students.

The session started with a short and informative view of BIMTECH through a corporate movie by Program Coordinator, Prof. Veenu Sharma.

- **Dr. Pooja Misra** shared Development in Retail Management Program along with briefed the industry experts, about Experiential learning through Window display by students in Visual merchandising and Feel of Retail through FROOSH.

Shared New papers proposed by program like Digital Marketing + Product Brand management + Retail Service Operations + Retail emerging technologies + Retail Insurance + retail Baking.

And expressed future plan for Program by mentioning –

- Assurance of learning on all courses
- Increase footprint of OJT Companies
- More volunteers for FROOSH

- **Dr. Pankaj Priya** discussed Course Structure Revision trimester wise and discussed modification in existing paper along with the papers introduced across all programs aligned to VMV of the institute.

Following is the key discussion from the EXPERTS:

- ❖ Delegates praised the course structure and suggested importance should be given more to concepts related to market research, real estate mapping and negotiation.
- ❖ Experts suggested to make Mall Management and E – Commerce as Core paper.

Minutes of the Academic Council Meeting held on Saturday, December 12, 2020

Sr. No.	Agenda item	Taken up by
1	<p>Confirmation of Minutes of the last meeting held on 27.07.2019</p> <p>Minutes of the meeting were confirmed</p>	Registrar
For Prior Approval		
2	<p>Establishment of Centre for online studies and introduction of new courses in Online Mode</p> <p>A detailed presentation was made as attached.</p> <p>Major highlights:</p> <ul style="list-style-type: none"> • Based on KPMG report and estimated huge potential of online education supported by New Education Policy (NEP) the establishment of Centre for Online Studies (COOLS) was contemplated. • UpGrad, the leading education provider and facilitator joined BIMTECH for effective marketing and technical support in online education. • AICTE Approved PGDM course was launched with specialization in Retail, BFSI, IT and General Management. • Course has 2400 hours of online teaching (80 credits x 30 hours). • It is benchmarked with other B-Schools. • Approval from Curriculum Committee of BIMTECH and Industry Academia Council has been taken. <p>Query: Whether the faculty will create their own contents or standard contents will be given as decided by the institute?</p> <p>Response: 100% faculty created contents with reading materials, PDFs of PPTs and free e-book will be given.</p> <p>Suggestion 01: NEP has projected gross enrolment ratio of 50%. More activity will be online. We may prepare for 30,000 students with exclusive approach. More discussions on business model could be held.</p>	S S Dubey

	<p>Response:</p> <p>a. If we create a Netflix of education, it will be a great mileage for BIMTECH. Currently we have planned for 100 to 400 for first year and upto 800 students for year 2, 3 and 4.</p> <p>b. Format of a 10 minute video or 20 – 30 minute video will be followed. Currently, we are setting up our Studios. We have adopted a cautious approach in view of about 100+ enrolments in past 3 months.</p> <p>c. Quality of videos of Management Institute may not be equivalent to Byjus. We may look for outsourced material for better quality of videos that can be tweaked to suit our needs.</p> <p>Decision: The proposal was approved</p>	
For Post Facto Approval		
3	<p>Introduction of Specialization stream named International Accounting and other courses in PGDM (Executive) program.</p> <p>A detailed presentation was made as attached.</p> <p>Major highlights were:</p> <ul style="list-style-type: none"> • PGDM (Executive) program (AICTE Approved) Specialization streams – International Accounting in PGDM (Exec.) and PGCM online certification course are proposed. • PGDM (Exec.) course will be of 15 months. • Partnership with Association of Chartered Certified Accountants (ACCA), a global body of professional accountants is firmed up. • International Accounting vertical will have 13 courses. • Students will get PGDM diploma from BIMTECH and ACCA Certification separately. • SUNWAY Material for ACCA courses will be used. • Due to Covid19, commencement of programme has been postponed from Sept. 2020 to April 2021. • PGCM (ONLINE), 13 MONTHS course- INTERNATIONAL ACCOUNTING: AICTE Approved • Launched with ACCA and marketing has begun 	Rahul Singh

	<ul style="list-style-type: none"> • Target - First batch of 30 students • All fronts i.e. governance, approvals, marketing, and delivery planning are in place <p>Terms : 4 Course/ Workshop* Credits : 40 Credits (12 courses) (4 ACCA courses (16) and 8 Management courses (24))</p> <p>Query: How many exams of BIMTECH, students have to undergo and how many may be exempted for ACCA certification?</p> <p>Response: Students have to clear 9 courses of BIMTECH and other 4 courses will be exempted by ACCA.</p> <p>Decision: The proposal was approved</p>	
4	<p>Introduction of three Business Vertical Specializations in PGDM 1. BFSI 2. Analytics 3. IT-ITES</p> <p>A detailed presentation was made as attached. Major highlights are given hereunder:</p> <ul style="list-style-type: none"> • The objective is to orient our PGDM programme more and more towards job readiness in domains where the potential of placement is increasing. • The additional specialisation streams being introduced will have 8 courses each and will be optional. <hr/> <ul style="list-style-type: none"> •The teaching load will not increase with undernoted measures taken: • 10 courses of other specialisation streams earlier have been reduced to 8 now. • Earlier we had two courses of Strategy 1 and 2 for 30 hours and 20 hours in Term III and IV. We have merged these two courses and made it as one course of 40 hours • Management Science is merged with Statistics for Business Analysis in Term I . <p>Query: Shall we mention the name of specializations in the Diploma?</p> <p>Response: Yes, we will mention the name of specializations in the Diploma.</p> <p>Suggestion 01: PGDM/MBA is General Management education and could be applied everywhere/anywhere by the students and they should be flexible. Even institute should be flexible to offer combination of courses</p>	L Ramani

	<p>from new verticals. One member strongly recommended the introduction of these new vertical specializations.</p> <p>Response: Need to discuss with the internal team, as the students then spend lesser time for application learning.</p> <p>Suggestion 02: It was suggested that the time for reflection is important for learning and adding more hours of teaching may not develop competency.</p> <p>Response: We have already reduced teaching hours and shall consider further reduction.</p> <p>Decision: The proposal was approved</p>	
5	<p>Introduction of Minor Specialization in Business Vertical in PGDM (IB) viz., 1. BFSI 2. Analytics 3. IT-ITES</p> <p>A detailed presentation was made as attached.</p> <p>Major highlights were:</p> <ul style="list-style-type: none"> • At Present PGDM-IB Program has three types of courses: Core Courses, Elective Courses and Bouquet Courses. • Proposed changes in structure in PGDM-IB Program: Core Courses, Major Elective Courses, Minor Elective Courses and Bouquet Courses to provide a wider choice of practical application courses to the students on the lines of verticals offered in PGDM programme to enhance their employment prospects. <p>Decision: The proposal was approved</p>	Anuj Sharma
6	<p>Introduction of Simulation packages in Curriculum without disturbing the course duration</p> <p>Skipped due to Dr A K Dey not being able to be present.</p>	A K Dey
7	<p>Introduction of Retail Simulation in PGDM (Retail Management) Course</p> <p>A detailed presentation was made as attached.</p> <p>Query: The course will be equivalent to how many credits?</p> <p>Response: The course will be of 2 credits.</p>	Gagan Katiyar/ Veenu Sharma

	<p>Suggestion: There should be a name of the simulation like Retail Business Simulation or Standard name by the Vendor.</p> <p>Response: It will be considered by the Area faculty.</p> <p>Decision: The proposal was approved</p>	
8	<p>Changes made in the SIP program</p> <p>A detailed presentation was made as attached.</p> <p>Major highlights were:</p> <ul style="list-style-type: none"> • Summer Internship program is for the period of three months i.e. from April –June 2020. • The new dispensation was made to counter the vulnerabilities caused by COVID 19 outbreak amid Lockdown orders issued by Govt. of India and pandemic counter measures ordered by regulator AICTE. • Changes have also been made in the Summer Internship Program Rules 2020 <p>Decision: The proposal was approved</p>	Rajeev Sharma
9	<p>Introduction of Short Term Joint certification courses in PGDM (IBM)</p> <p>A detailed presentation was made as attached.</p> <p>Major highlights were:</p> <ul style="list-style-type: none"> • The Reinsurance Certification was introduced for enriching the existing courses by inputs is given by from courses of leading global institutions like SwissRe. • 20% of the course was imparted by outside professionals and 80% by the course faculty. • Now 40% inputs is given by SwissRe in the course titled “Fundamental of Reinsurance”. • Joint Certification in Risk Management has been conducted in association with Risk and Insurance Management Society (RIMS, USA). <p>Decision: The proposal was approved</p>	Abhijit Chattoraj

Prof. (Dr.) K. C. Arora
Registrar

C.C: Director
Dean (Academics)
Dean (Research)
Council Members
Faculty
Sr. Admin. Officer

