

NMIMS (University)

Action Taken on NAAC Peer Team Report of December, 2005

NAAC peer team visited NMIMS in December 2005 and had made some valuable suggestions. The only School considered in 2005 was the Business School. Hence, these suggestions were made for the Business School improvements. These recommendations were in the area of the program, learning methods, faculty, research, student involvement and infrastructure especially in the area of learning resources. However, since 2006, NMIMS took steps to diversify in other disciplines also. This Action Taken Report presents action taken by NMIMS in Business School and also through other Schools.

Suggestion

- A. Post Graduate courses, specific to the new emerging global market and managerial pattern as per market survey, may also be considered to be introduced to prepare better human resource and make the students more internationally employable. These have to be relevant to the interests and needs of women in particular. Some of these courses may be addressed to industrial needs.*

Action Taken

In order to meet the needs of new India for professional manpower and also to provide good quality education that enhances employability, NMIMS developed programs both at the undergraduate and postgraduate level in Management, Engineering, Technology, Pharmacy, Sciences, Business, Commerce, Economics and Architecture. These programs were developed in consultation with manufacturing and service industries and R&D organizations. At the same time NMIMS also consulted professionals and well known national and international academics. Founded in the firm belief that Indian demography can be converted into asset only when good quality education opportunities are made available to young boys and girls who may have been either left on the margins of development or could not get an entry in a good institution, NMIMS started the programs under different Schools as stated below:

New Schools & programs of NMIMS since 2006

Table : 1

<u>Name of the School</u>	<u>Courses</u>	<u>Year of Estb.</u>
Mukesh Patel School of Technology Management & Engineering (MPSTME)	<p><u>MUMBAI CAMPUS</u></p> <p>MBA(B.Tech. + MBA) Integrated Programme</p> <ul style="list-style-type: none"> • Information Technology • Telecommunication • Chemical • Mechanical • Civil 	2006
	<p>B.Tech.</p> <ul style="list-style-type: none"> • Information Technology • Computer Engineering • Electronics Engineering • Electronics & Tele-communication Engineering • Mechanical Engineering • Civil Engineering 	2006
	<p>M.Tech. (Full Time)</p> <ul style="list-style-type: none"> • Information Technology • Computer Engineering • Electronics Engineering • Electronics & Tele-Communication Engineering 	2006
	Master of Computer Applications (MCA)	2006
	<p>Ph.D. (Engineering)</p> <p>Ph.D. (Technology Management)</p>	2006
	<u>SHIRPUR CAMPUS</u>	
	Diploma in Textile (D.Text.)	2007
	Advance Diploma in Textile Wet Processing (ADTWP ADD)	2007
	Advance Diploma in Textile Wet Processing (ADTWP)	2007

	MBA(B.Tech + MBA) Integrated Programme <ul style="list-style-type: none"> • Information Technology • Telecommunication • Computers • Mechanical • Civil 	2007
	B.Tech. <ul style="list-style-type: none"> • Information Technology • Computer Engineering • Electronics & Tele-Comm.Eng. • Mechanical engineering • Civil 	2007
School of Pharmacy & Technology Management (SPTM)	MUMBAI CAMPUS MBA (Pharm.Tech) Integrated (B.Pharm + MBA) <ul style="list-style-type: none"> • Mumbai Campus • Shirpur Campus 	2006
	B.Pharm. <ul style="list-style-type: none"> • Mumbai Campus • Shirpur Campus 	
	MUMBAI CAMPUS M.Pharm. (Full Time) <ul style="list-style-type: none"> • Pharmaceutics • Pharmacology • Pharmaceutical Chemistry 	2006
	<ul style="list-style-type: none"> • Clinical Pharmacy 	2007
	<ul style="list-style-type: none"> • Quality Assurance 	2008
	<ul style="list-style-type: none"> • Biotechnology 	2009
	M.Pharm. (Part-Time) <ul style="list-style-type: none"> • Pharmaceutics • Pharmacology • Pharmaceutical Chemistry 	2007
	M.Sc.(Full-Time) <ul style="list-style-type: none"> • M.Sc. in Applied Pharm Analysis • Applied Pharm Microbiology • Applied Pharm Bioinformatics • Ph.D. in Pharm Science 	2008

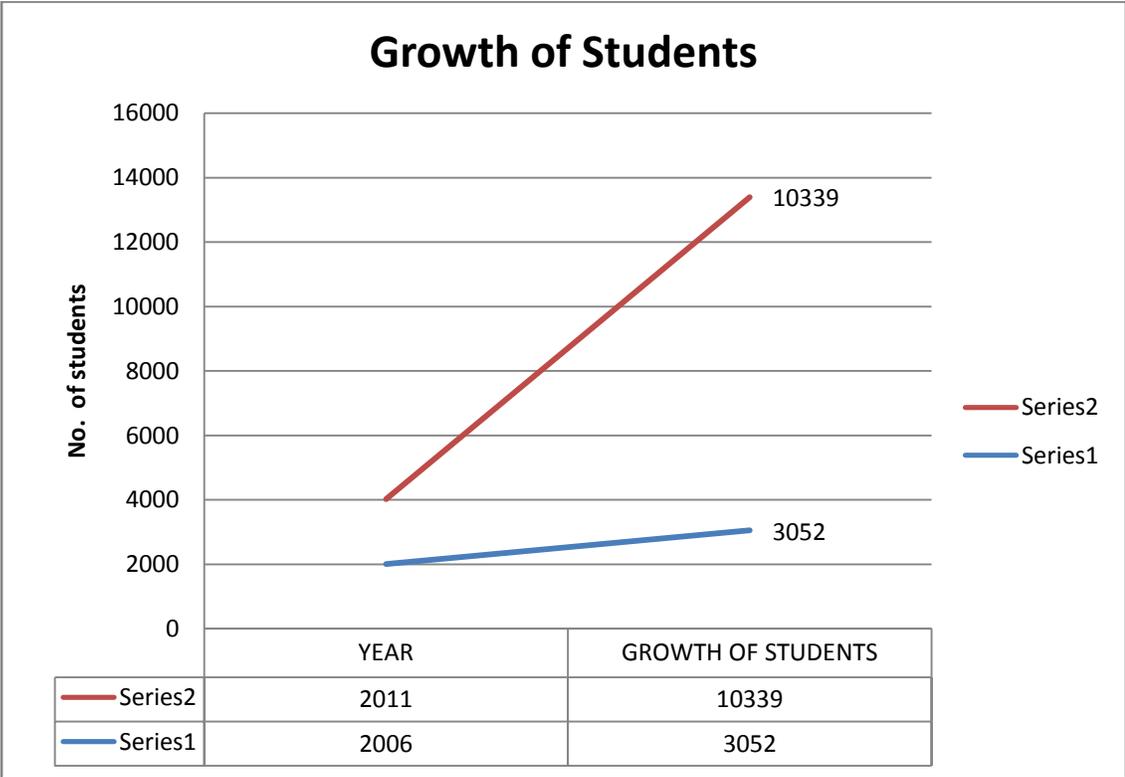
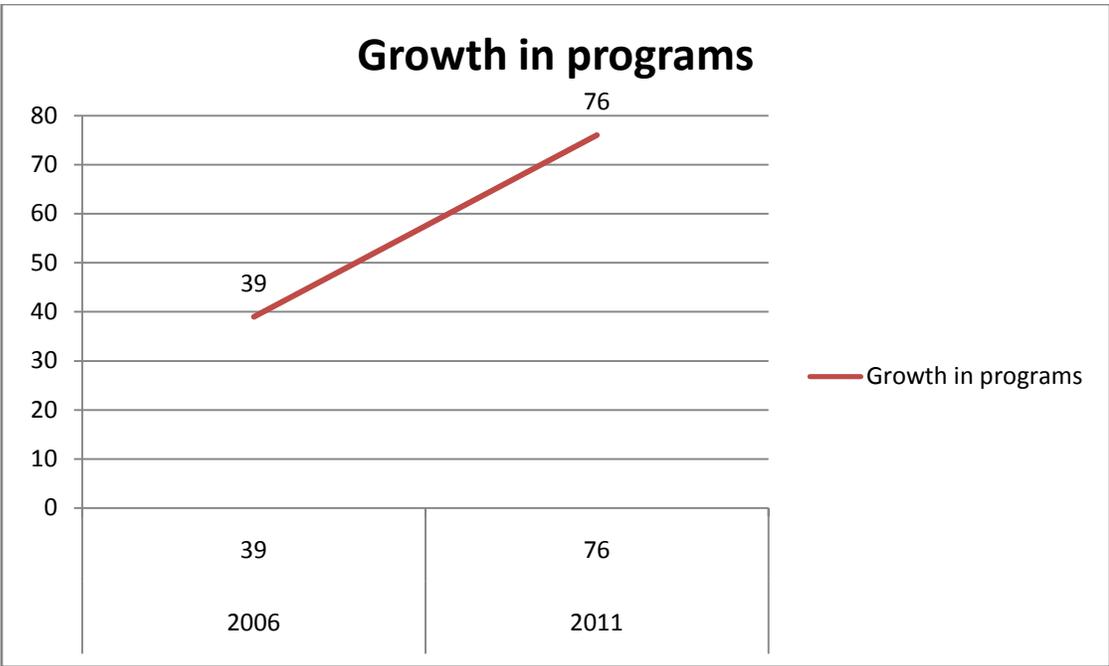
	<u>SHIRPUR CAMPUS</u> M.Pharm. (Full Time) <ul style="list-style-type: none"> • Pharmaceutics • Pharmacology • Pharmaceutical Chemistry 	2007
	Quality Assurance	2008
Anil Surendra Modi School of Commerce	BBA B.Com.(Hons.)	2007
Balwant Sheth School of Architecture	B.Arch.	2007
School of Science	M.Sc.(Statistics)	2007
	<ul style="list-style-type: none"> • Integrated M.Sc. Ph.D. Biological and Chemical Sciences 	
	Ph.D <ul style="list-style-type: none"> • Biological Science and Chemical Sciences 	
Sarla Anil Modi School of Economics	B.Sc..Economics	2010
School of Distance Learning	Diploma Programmes in <ul style="list-style-type: none"> • Business Management (DBM) • Marketing Management (DMM) • Finance Management (DFM) • Human Resource Management (DHRM) • International Trade Management (DITM) • Supply Chain Management(DSCM) • Banking & Finance Management (DBFM) 	SDL existed as DDL from 1993. However it was named as SDL after NMIMS became Deemed University in 2003
	Post Graduate Diploma Programmes in <ul style="list-style-type: none"> • Business Management (PGDBM) • Marketing Management (PGDMM) • Finance Management (PGDFM) • Human Resource Management (PGDHRM) • International Trade Management(PGDITM) • Supply Chain Management (PGDSCM) • Banking & Finance Management (PGDBFM) 	
	For lateral Entry-Direct Admission to 2 nd year of the Post Graduate Diploma Programmes	

NMIMS has a process of continuous review of curriculum. For this purpose, it has held workshops at regular intervals with industry captains and representatives from professional bodies and industry bodies like Project Management Institute (PMI), Confederation of Indian Industry (CII), Federation of Indian Chambers of commerce and industry(FICCI) and Chartered Institute of Management Accountants (CIMA). The MBA core program and the domain MBA programs were reviewed and updated in 2007-08. Significant changes were made in the Business School with respect to subjects, contents, pedagogy and evaluation system. New electives were introduced. While these were some formal mechanisms used to keep abreast of changing needs of the industry and society, it also encouraged faculty to develop the electives based on their research and contemporary developments. For example Global Economy in Transition was an elective developed following the turbulences in US, Europe, & Dubai economies post 2008. This was particularly relevant for the Business School.

Given the importance of Intellectual Property, NMIMS decided to set up a dedicated Center of Excellence viz. Institute of Intellectual Property Studies (IIPS). The primary goal of IIPS is to research and train professionals in the area of intellectual property, laws, patents and copyright. This specialized centre also provides inputs and offers courses in Intellectual Property across all Schools of the University.

Centre for Textile function is another centre set up by NMIMS at its rural campus at Shirpur. This Centre offers vocational course in textile technology at Diploma level to rural students from this area and train them for shop floor functions in textile firms in the country. Through this centre, we aim to skill a large segment of rural youth who have so far not had an opportunity to study in a higher educational institution and have remained on the margins of growth and development.

Thus through the strategy of different Schools and new programs, NMIMS continued to meet emerging professional and vocational education and training needs of industry and society. This also helped enhance diversity in NMIMS. Following tables reflect growth & diversity in NMIMS.



Suggestion

B. Programs which are not in demand and have lost their relevance may be reviewed either for conceptual revision or for discontinuation.

Action Taken

As mentioned above, curriculum review, to keep program and pedagogy relevant and hence graduates relevant to industry and society's need has been the DNA of NMIMS especially, Business School, which, for example, withdrew Diploma in Human Resource Management in 2009 and introduced an MBA program in HR in 2011. This was done to meet the growing demand for Human Resource Specialists trained in understanding business challenges as well as the people's side of business. This program based on industry research was launched in 2011. The program's goal is to groom talented and dedicated business savvy HR specialists. Mumbai being the business capital of India, would offer numerous advantages to students of this program by virtue of the industry interface and learning from renowned HR gurus from industry.

Similarly, Executive MBA was launched in 2011. It was especially designed for the fast-track executive who wanted to acquire professional education without taking a career break. The program offers a highly updated and well-researched curriculum through innovative pedagogic interface, to enable work-based application of concepts.

The three year Part-time MBA was reviewed from content, pedagogy evaluation and duration perspective in 2008. This led to a shift from domain MBA (Marketing, Finance, Human Resources, Operations Management etc.) to General Management.

NMIMS introduced MBA Retail, Global & Services Management in 2006 but withdrew them in 2009, as the industry response did not match student expectations. Also, based on the study of contribution that was made by the programs to the students' careers and the industry, it was found that some of the diploma programs did not add significant value and hence it was decided to withdraw the following programs in 2009.

- i) Diploma in Business Management (DBM)
- ii) Diploma in Finance Management (DFM)
- iii) Diploma in Human Resource Management (DHRM)
- iv) Post Graduate Diploma in Education Management (PGD Ed.M)
- v) Post Graduate Diploma in Human Resources (PGDHR)
- vi) Diploma in Marketing Management (DMM)
- vii) Diploma in International Trade Management (DITM)

The following programs were up-graded from Diploma to Degree level primarily to reflect the growing importance of family business and insurance in the Indian economy.

- Family Managed Business in the year 2010
- Actuarial Science in the year 2006

Suggestion

C. Teaching Learning methods may be benchmarked in accordance with international management practices.

Action Taken

In line with the structural changes in MBA Curriculum, it was also decided in 2008 to move away from conventional lecture – based teaching to Participant Centered Learning. This involved use of cases, computer-based simulations, workshops, management games and film based discussions. Some courses were also delivered through seminar mode.

SBM programs aim to develop –

- critical thinking and decision making skills;
- team and interpersonal skills; and
- social sensitivity

Since the institution is committed to promoting the cause of social equity and encouraging diversity, program also aimed to sensitize participants to these issues and develop their

competencies for managing it in their work place. This was done through a major pedagogic tool namely “*experiencing & living an issue*”. “*We Care*” is the tool for such civic engagement.

Further, to develop an integrative perspective of a firm, an integration module has been designed to help students reflect and apply their learning in the academic term on firm’s problems. In addition, MBA Program provides opportunities to practice the skills of strategic problem solving and decision making and implementation at regular intervals.

To enhance learning and create a unique learning experience for the students, NMIMS introduced Blackboard Learning Management Software. This has today encouraged faculty to put all learning resources relevant to their course on the Blackboard, which, being a web-enabled software, has helped NMIMS to graduate to 24 x 7 learning model.

NMIMS is committed to promoting experiential pedagogy and technology enabled learning environment. For this purpose, all Schools of NMIMS have integrated project work and group work as part of their curriculum. The School of Architecture has adopted the studio approach and field visits as a pedagogy tool to deliver courses in architecture. The School has adopted an innovative approach of teaching the students the art and science of architecture through the prism of culture, history, heritage and sociology. This entire approach is in line with some of the worlds’ best Architecture Schools, in as much as the Business School Program Curriculum and Pedagogy is comparable to the best known management schools.

Suggestion

D. Language laboratory may be put to optimum use so as to teach communication skills in English. This has its own rewards when combined with managerial skills.

Action Taken

The Language Laboratory is now being put to effective use at the Engineering School (MPSTME). Further, development of interpersonal skills and communication skills has been taken as an important agenda in the development of students. For this purpose, a separate Center for Soft Skills Development has been created under the leadership of a faculty member of the School of Business Management. She is assisted by Soft Skill Trainers and faculty from Behavioral Sciences and Human Resources. The attendance in the program has been made mandatory for all students, even when the program is not a part of the credit structure.

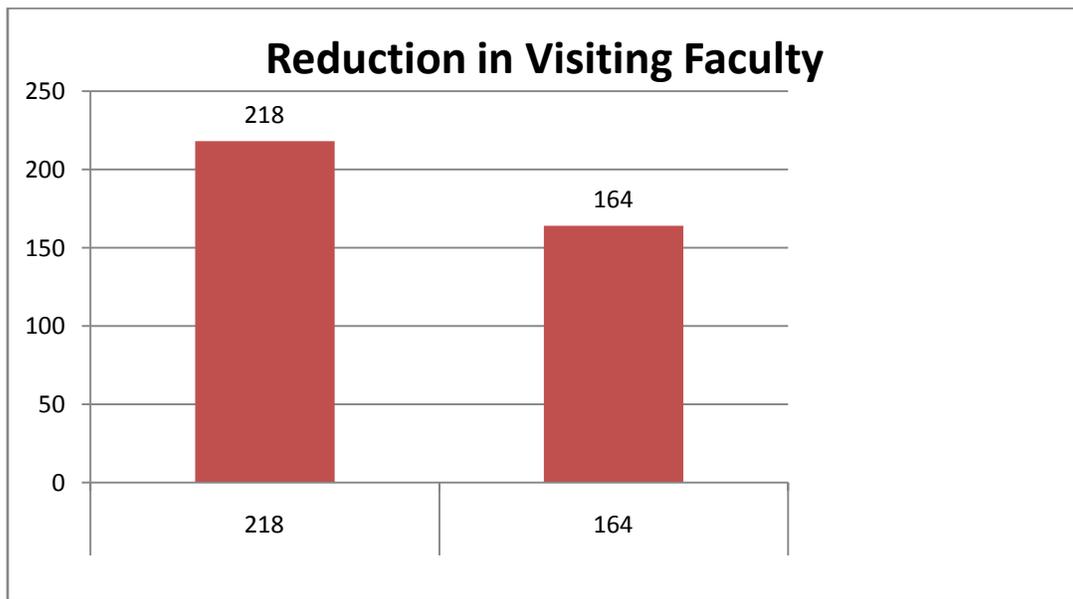
Suggestion

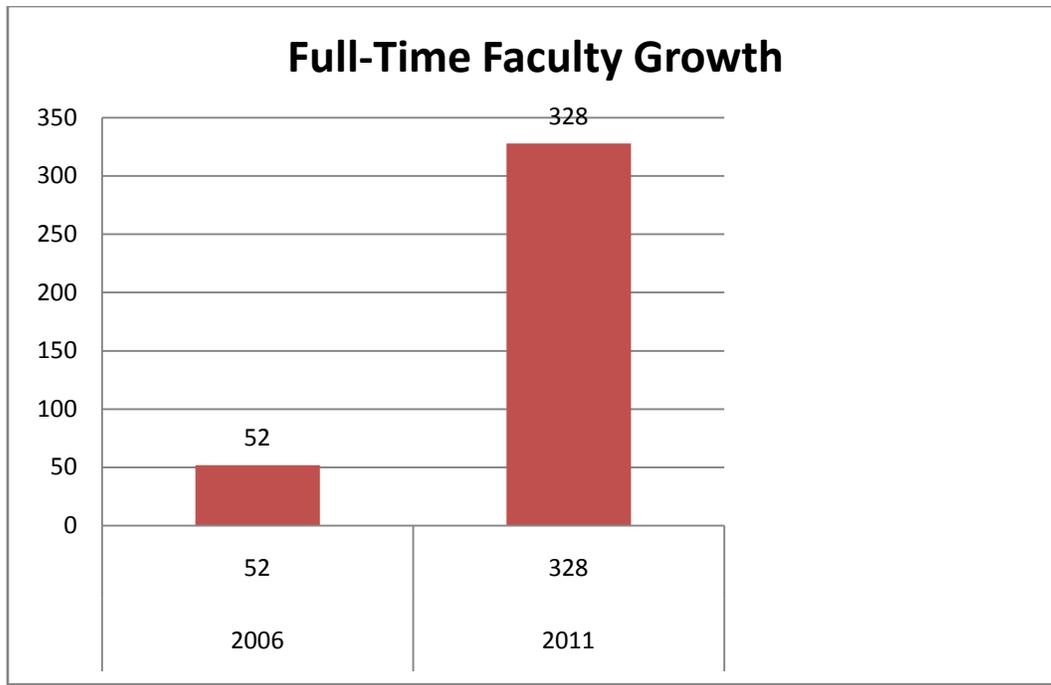
E. All vacant positions of faculty may be filled before the beginning of the session. Too much of dependence on Guest Faculty may be avoided progressively.

Action Taken

NMIMS has been continuously recruiting faculty in all areas. This has led to the growth in the number of full time faculty from 52 in 2006 to 328 as of December 1st 2011. At the same time, the dependence on the visiting faculty has been progressively reduced from 218 to 2007-08 to 164 in 2010-11. This data on the visiting faculty is for the Business School. However, NMIMS does not want to lose the benefits of expertise of the faculty from the industry as it has locational advantage of being in the financial and commercial hub of the country. For this purpose, the Business School invites industry experts with their vast experience and in-depth knowledge to enrich the delivery of the programs.

Same is true in the respect of our other Schools.





Gradual Reduction in Number of Visiting Faculty at School of Business Management

Table: 2

Years	2007-08	2008-09	2009-10	2010-11
Actual No. of Visiting Faculty	218	249	207	164

Suggestion

F. Faculty Enrichment programs through greater industrial exposure and Exchange

Action Taken

To ensure the faculty body is at par with the swiftly evolving eco system, SBM, in keeping with the suggestions of the NAAC committee, put in place a liberal faculty development program that helped faculty keep abreast of the innovations and new initiatives in pedagogy taking place across the world. Faculty members are encouraged to present papers and attend both national and international conferences. Over the last three years, funded and sponsored by the NMIMS, 12 faculty members have attended the three week long *Colloquium for Participant Centred Learning Program* at Harvard Business School. The resulting exposure has enabled SBM faculty to

incorporate a judicious and highly effective combination of the case method and the lecture method to impart managerial skills and hone the analytical abilities of students.

Faculty nominated to HBS Colloquium on Participant-Centered Learning Programme at the Harvard Business School, Boston, USA

Table: 3

Year	Faculty Members
2008	Dr. Chandan Dasgupta, Ms. Veena Vohra & Dr. Animesh Bahadur,
2009	Dr. Bala Krishnamoorthy, Dr. Meena Galliarra, Dr. Mala Srivastava & Prof. Seema Khanvilkar,
2010	Prof. Sayan Banerjee, Prof. Shailaja Rego and Prof. Seema Mahajan
2011	Dr. Nilay Yajnik and Prof. Nafisa Kattarwala

Once these faculty members return from Harvard Business School, they are required to conduct the faculty development workshop on experiential pedagogy in management education. They are also required to develop cases.

In addition to the above faculty development programmes have been organized on an ongoing basis at the School of Business Management and also in other schools the details of which are enclosed in **Annexure. I**

Further to augment faculty and student competences, NMIMS has:

- Signed India Site License Agreement signed with Harvard Business School Publishing which ensures electronic access to HBSP materials.
- Encouraged Faculty members encouraged to present papers and attend both national and international conferences.
- Conducted Customized programmes such as those conducted for *Jindal, Mercedes Benz* and *Dr. Reddy's*. This has offered to faculty invaluable exposure to industry. Faculty invests considerable time studying recent developments in the industry and tailoring courses to cater to business needs.

Faculty development is an important agenda at NMIMS. It nominates its faculty from different Schools to programs in curriculum design, domain knowledge, pedagogy and evaluation systems conducted by national and international institutions of excellence. In addition, regular faculty development programs in above areas are led by external experts like Dr. Natarajan, Former Chairman, AICTE and Director, IIT Madras or senior internal faculty member. Language lab has been set up at MPSTME.

Suggestion

G. Exposure to business ethics through seminars and workshop with involvement of industry may be attempted. Management Development Program may be conceived in order to cater to the national priorities such as of education, health, water resource management and other public system.

Action Taken

The University institutionalized its social commitment on 1st January, 2005, by setting up the Social Enterprise Cell. As an education provider and catalyst, the Social Enterprise Cell at SBM undertakes Management Development Programs, research and consultancy assignments in the areas of management of social sector organizations and CSR. The Cell also organises short term and long term academic programs for the personnel working in social sector organizations. From 2006, the Cell has introduced a one year Diploma program in Social Entrepreneurship and three year PT MBA program in Social Entrepreneurship. The 12 week Enterprise Training Program for women equips women entrepreneurs with management skills, thus facilitating empowerment through the establishment of small scale businesses.

To advocate the cause of activating social entrepreneurship in December 2007 & 2008, the Cell in partnership with Unltd India (NGO) and Tata Institute of Social Sciences organized a two day International Conference on Social Entrepreneurship. The conference attracted 150 national as well as international delegates from corporates, funding organizations, NGOs, government, communities, academic institutions and social enterprises.

In the context of recurrent natural and manmade disasters, the Cell took a proactive step to develop capacities of various stakeholders to create a culture of disaster preparedness and mitigation. With funding support from AICTE the Disaster Management Cell was set up as part of the Social Enterprise Cell in knowledge partnership with Excel Industries, Tata Consultancy Services, Bombay Management Association and Volunteer. The Cell receives mentorship support from Tata Institute of Social Sciences and Center for Environmental Science and Engg., IIT Bombay. The Cell actively works in collaboration with the Disaster Management & Central Complaint Registration System of Municipal Corporation of Greater Mumbai (MCGM), GOI-UNDP Disaster Risk Management Programme, Relief and Rehabilitation Cell, Government of Maharashtra.

The Cell in its role as a Capacity builder regularly undertakes capacity building programs in the areas of disaster management with various stakeholders. After the 26/11 terrorist attacks in Mumbai, the Cell organized the 'Hospital Disaster Preparedness Program' in partnership with New York Presbyterian Hospital, Cornell University and Life Supporters Institute of India.

To develop synergy of first responders like Police, Fire Brigade, BMC officials, Hospitals, Civil Defence, the Cell in partnership with Government, NGOs and UNDP organized Mumbai Emergency Management Exercise.

Prevention – Disaster management Project sponsored by AICTE

Disaster Management Training Programmes

1. Community Based DM Training Programmes
2. School Disaster Management
3. Training of Trainers
4. Garbage & Garden Management
5. Hospital Emergency & Disaster Management (MDP)

Suggestion

H. Development and publication of new case studies be culled out from Indian rural settings to contribute to the national development scene.

Action Taken

CASE DEVELOPMENT

The faculty at NMIMS is committed to developing case studies in Indian Context. Since 2005 the business school has developed 78 case studies. At present 18 of the faculty- authored case studies are registered with the ECCH (European case clearing house). Another 15 cases have been published in journals, magazines and case books. 45 teaching cases have been developed by the faculty and are being used extensively for class room teaching. These cases are awaiting organizational consent for publication and circulation. To encourage faculty to write cases the School nominates interested faculty to case- writing workshops organized by various institutions. Case studies are also developed by faculty for classroom discussion.

Case Studies Developed

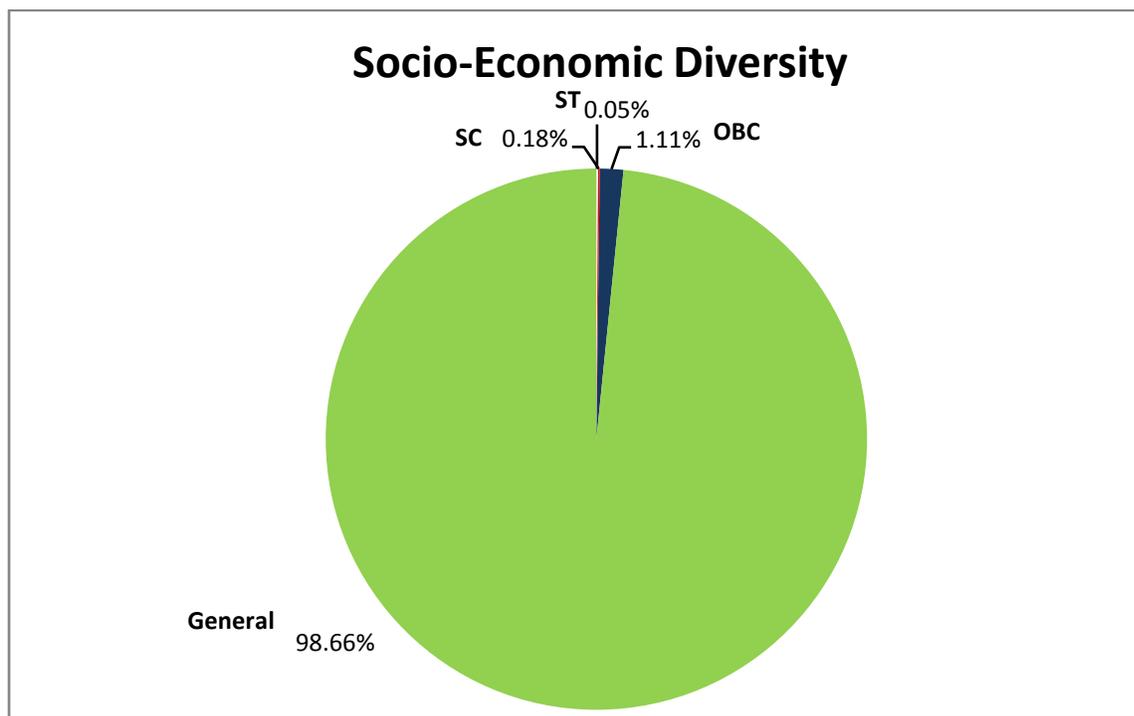
1. The Excel Story- CSR Towards Communities
2. Gazoza Pesticide Controversy
3. Careerpreneurs, Lessons from Women Entrepreneurs on Building Careers without Boundaries (30 case studies)
4. From Sleepy Hamlet to a Model Town
5. Agrocel- A Bloom from the Desert
6. Streets to Shelter: Case Study of Mahila Milan
7. Lifeline ...A Social Initiative Led by B-school Students (2008)
8. Udgam... The New Beginning (Eight Case studies in Disaster Management) (2008)

Suggestion

1. ***Key to development in empowerment of students through giving them equal opportunities particularly to those who belong to weaker sections of society. For this, greater opportunities for their admission may be provided so as to bridge social gaps. More diversified students profile may be attempted to be attracted through some weightage which may be assigned to such a background.***

Action Taken

While we have a special incentive program for encouraging weaker sections of the society, we have been conscious to the fact that such students need to be given special consideration. Hence, when we receive applications from such students, we go out of the way to give them admission as long as they fulfill the requirements of the institution. We have also given financial assistance to such students whenever needed, as also subsidized their education in our system. The following pie chart shows the growing diversity in our system.



Suggestion

- J. Individual research initiatives may be more encouraged among the teachers in the Institute. They may be guided and facilitated to seek more minor and major research projects from international and national funding agencies such as the UGC, ICSSR, AICTE etc and for gaining greater interaction, access and exposure they may be proactively encouraged to participate in national and international conferences and workshops. They may also be provided amenities and resources to organize such events in their subjects in the Institute.**

The faculty may also plan to suitably pass on their academic and professional gains to the students.

Action Taken

NMIMS has a thrust on research across all its Schools. In order to promote research at the University, initiatives have been taken at the following levels:

- a) Structure
- b) Policies
- c) Funding
- d) Appointment of faculty members with research experience or with
- e) Research orientation and possessing research capabilities &
- f) Research competencies development of the faculty

At the Structural level, NMIMS has set up Research & Doctoral Program Committee with eminent academic and outstanding scholars from within the country and outside. This committee is chaired by the Vice Chancellor. The Committee's primary task is to discuss and recommend policies for research promotion and also develop benchmark for a good quality Ph.D program. This committee is also expected to continuously review the research output at the University and suggest steps to improve them. The committee is also expected to guide NMIMS in the creation of excellence on research front.

At the School level besides the Research & Recognition Committee, as required by the UGC, each School has a senior professor heading the research. The role of this individual is to mentor research in the school, assist faculty in writing the research proposals, submitting them to the funding agencies and also assist in developing research capabilities of the faculty.

Further the University has also appointed Dean Research whose primary task is to encourage interdisciplinary research at the university, mentor faculty, invite internationally known research scholars, manage the research blog and also assist in creating a global research scholar community.

NMIMS has also been invited by the Government of India to join the National Knowledge Network through which it will get connected to all the national and international institutions and scholars. This will help NMIMS faculty to access their work and have the opportunity to connect and collaborate other scholars.

Policies

To promote research, NMIMS has announced incentives for completion of Ph.D, publications in referred national and international journals, participation in national conferences on the basis of accepted paper or invitation to chair or lead a research session. Research policies are shown as

Annexure II

Funding

NMIMS has invested Rs.250 lakhs in the last 5 years in setting Research Labs, supporting faculty for conducting research, sending faculty for foreign conferences and developing research capabilities. This investment has been made from the University budget in the last 5 years. The budget for research work in 2011 was Rs. 202 lakhs. A grant of Rs.123 lakhs also was received from different agencies for research by NMIMS during 2008-11. The funding has been done by Government of India, AICTE, Ministry of Health and Family Welfare, Department of Science and Technology industry bodies like Organisation of Pharmaceutical Producers of India (OPPI) and Bombay Chambers of Commerce.

In the last 5 years the emphasis has been on appointing faculty with Doctoral qualifications and research publications.

Building Research Capabilities

NMIMS has adopted the approach of mentorship of faculty by senior research scholars. It also organizes workshops on pedagogy, research methods, research competencies and orientation sessions to some of the most recent research tools and software.

In addition to the above, research initiatives at Business School, other Schools have also taken steps to promote research in their own Schools. School of Pharmacy and Technology Management

has taken the lead in this regard. Research projects in the following areas have been sponsored by Government of India:

1. Nitrogenous heterocyclic compound for anticancer activity,
2. Standardization of herbal extracts of Ayurvedic formulation,
3. Inhibitors for Tumor Anti-Angiogenesis Activity,
4. Model for non – alcoholic fatty liver disease using Ayurvedic Principle,
5. Cytochrome interaction potential of medicinal plants,
6. Potassium channel activators for epilepsy.

Also the faculty members are encouraged to present their papers at the international conferences for which a policy has been framed. All proposals recommended by the Deans are reviewed by Foreign Travel Approval (FTA) Committee. NMIMS Foreign Travel Policy is in line with that of some of the best national institutions. Faculty members are also encouraged to submit proposals for funding support to AICTE and other Government agencies.

In order to develop the research competencies of the faculty members, workshops in Research Methodology and Technology are being held from time to time. This also includes workshops on Case Writing.

In addition, NMIMS has also been inviting Outstanding Research Scholars to present their research work. The goal of this Distinguishes Research Scholar Lecture Series is to provide role models to faculty on research front.

Research completed in the last 5 years is shown in **Annexure III**

Suggestion

The students may be more actively encouraged and involved in social outreach activities which are socially relevant in campaigns such as on AIDS, drug abuse, human rights, dowry related issues, poverty alleviation measures, health and hygiene etc. They may also be encouraged to take up more diversified rural bases projects.

Action Taken

NMIMS believes that 'Outreach programs' solve real-world problems by linking people to its resources. Students and faculty share their expertise and energy with schools, businesses, government, community organizations, individuals, and families through outreach programs.

Outreach programs like *We Care*, *Student in Free Enterprise*, *Leaders of Tomorrow*, *NGO Internships and Rural Study Tours*, are regularly organized. They are in synchronization and add value to subjects like Corporate Social Responsibility, Micro Finance and Management of Social Enterprises, Social Entrepreneurship and Social Marketing. Corporate Social Responsibility is an integral part of the curriculum.

The Social Enterprise Cell (now Centre for Sustainability Management and Social Entrepreneurship) has a network of NGOs which provide opportunities to students to avail training in the areas of social development and management of social issues. The Centre facilitates participation of students and faculty in extension activities. As an education provider, catalyst and innovator, the Centre's **mission** is to create a new generation of business executives/leaders and social entrepreneurs who are knowledgeable about and are committed to creating a sustainable society. The Centre serves as a bridge between academia, the corporate world and the civil society organizations.

The Social Enterprise Cell's was upgraded to Centre of Excellence in 2011. Named Centre for Sustainability Management & Social Enterprise, its work is spread over five broad areas:

- Knowledge development and dissemination.
- MBA student's involvement in the social sector.
- Increasing Awareness of Social Entrepreneurship through field intervention activities.
- Developing academic programs in Social Entrepreneurship (Diploma/PTMBA in Social Entrepreneurship).
- Disaster Management

To develop social sensitivity amongst MBA students and facilitate their civic engagement and understanding about social organizations, SBM has introduced '*We Care*' project since July 2010.

Through this project FTMBA students are placed with NGOs for one day in a week for one academic year and are expected to understand the underlying causes of a specific social issue, study how the NGOs are responding to address the issue and evolve an innovative managerial response to manage social issues like education, girl child, gender discrimination, corruption, environment, poverty and others. Currently 303 students are placed in 53 NGOs. Training through '*We Care*' facilitates transfer of education of democratic values, ethical standards, social responsibility and civic competencies through civic engagement.

The Centre approaches various NGOs and solicits their support in training FTMBA students to organize short term projects like peace exhibitions, resource donation camps, Thalassemia Test camps, Disaster Relief activities, Blood Donation Camps, Stem Cell Donor campaign, Saadbhavna festival, and other activities. These events provide students and opportunity to get training in 'Resource Mobilization and Management and Marketing of Social Causes.

The Financial Literacy Project undertaken in collaboration with Prasad Chiktsalaya, NGO in Thane provides an opportunity for students to learn about of role of SHGs in women's work empowerment and role of micro finance to develop community owned business.

PTMBA students pursuing specialization in Social Entrepreneurship are placed in NGOs/social enterprise to complete 50-hour internship program. Internship enables students get practical exposure to various management practices adopted by NGOs and gives them an opportunity to apply the management knowledge that they have developed during the three years of the MBA course.

Under the aegis of the Centre, the students have formed the Social Responsibility Forum through which students who are socially inclined undertake social projects. For instance to develop and nurture 'Leadership abilities' amongst the adolescent children (Std VIII& IX) who belong to the socially and economically deprived communities SRF has developed '*Leaders of Tomorrow*' project. Through this project second year MBA students are required to volunteer in designing and delivering leadership training program in the adopted school for a period of one year. MBA students handle various sessions related to stress management, confidence building, goal setting, memory development, creative and lateral thinking, goal setting, public speaking and so on, which aim

towards development of personality and leadership qualities. Currently the project is functional at Gokhalibai School, Vile-Parle (W).

The Social Responsibility Forum (SRF) of students in partnership with local NGOs annually organise an NGO festival- 'Sadbhavna' in which students play the role of marketers to provide market support for NGO products and promote social issues through activities like panel discussions, competitions and exhibitions.

MBA students are actively involved through Sarthee project to provide Business Development Services (BDS) to micro enterprises. This project has been developed in partnership with International Resources for Fairer Trade.

With the active support of the students the Cell undertakes capacity building programs with NGOs like Save the Children India, Stree Mukti Sanghatana, International Resources for Fair Trade in the areas of setting up micro enterprises.

Suggestion

K. Discussions on such live issues as women's right and civic responsibilities, consumer rights, privatization and quality may be organized to inculcate a social concern about duties, rights and other current issues among the students.

Action Taken

NMIMS Schools conduct different orientation and awareness programs in social areas through student bodies. NMIMS has also developed a specialized Centre of Excellence to address these issues, viz. 'Centre for Sustainability Management and Social Entrepreneurship'.

Suggestion

L. Lectures by scholars and distinguished persons on environmental issues, value education and moral duties from other institutions may be organized to provide greater exposure to the teachers and students of the Institute.

Action Taken

NMIMS has firm belief in imparting value based education. Innovative pedagogy in subjects such as Ethics encourages students to reflect upon ethical dilemmas in the Indian context. Chief Ethics Officers of various organizations are invited to engage the students in discussions on the challenges they face. Further, assignments on current issues and ethical problems facilitate development of decision making skills.

The intense engagement process includes fish bowl exercises and participant centered learning methods. There are full and half credit courses on Values in society and ethics in the MBA programs.

- Credit course on Ethics for the full time MBA program. Issues on Indian industries covering Satyam, Satyendra Dubey, challenges for an advertising executive, Nandigram and land acquisition cases etc.
- In 2010, participation in a survey Globethics, a Swedish network working on spreading awareness and fostering research
- Industry speakers invited ----Mr. Hemant Purandare, Dy.GM-Training, Hindustan Construction Company Ltd, discussed ethical challenges faced in work situations.
- Workshop Indian Values in management Talk by Shri.Shailsh Haribhakti on “Indian Management thought and values”
- “Giving Voice to Values” by Mr. Amit Jain (case based discussion session) for the MBA Core – I year students

Lectures by scholars and distinguished persons on environmental issues, value education and moral duties

- Talk on World Class Business Practices in Carbon credit management –Ram Babu CEO Cantor 2.
- Talk on Carbon Credit and sustainability Dr. Shanmugham MCX
- Mr. K. N Rao, Director Energy and environment and Dominic A Fernandez, Manager – energy conservation from ACC-Holcim Limited addressed students on Sustainability, Industry and Indian perspectives and current update on energy and environment.

- Project and individual reports (300 reports) prepared on different aspects of Environmental management.

Suggestion

M. The working of Internal Quality Assurance Cell be institutionalized for regular activities and results.

Action Taken

NMIMS has institutionalized Internal Quality Assurance Cell as desired by the peer team. This was Chaired by Vice Chancellor and constituted as per the requirements of the NAAC. Meetings of IQAC have been held and most of the suggestions have been implemented. Further each school has set up Quality Cells.

The objective of the Quality Cell is to review & suggest steps to enhance:

1. Quality of the teaching in the classroom
2. Quality of classroom infrastructure which includes teaching aids also
3. Quality of internal assessment
4. Quality of institution administration and
5. Quality of library and other services
6. Quality of any other function which interfaces with student or external community

Suggestion

N. A vision committee may be constituted by the Institute to work out a perspective plan for the introduction of new courses over a period of time so that these are introduced after proper demand survey, availability of resources, library support, provision of additional infrastructure, recruitment of faculty.

Action Taken

NMIMS has a strategic review committee headed by Shri. G. N. Bajpai. This Committee gave its recommendations on the directions on which the University should proceed. Based on this, NMIMS has developed a Strategic Plan (2010-15). Faculty Council of schools debated the plan and changes suggested by them were incorporated.

Suggestion

O. Value-based education in management practices

Action Taken

NMIMS has firm belief in imparting value based education. Innovative pedagogy in subjects such as Ethics encourages students to reflect upon ethical dilemmas in the Indian context. Chief Ethics Officers of various organizations are invited to engage the students in discussions on the challenges they face. Further, assignments on current issues and ethical problems facilitate development of decision making skills.

The intense engagement process includes fish bowl exercises and participant centered learning methods. There are full and half credit courses on Values in society and ethics in the MBA programs.

Suggestion

P. The Institute may consider if it could create a corpus fund or endowment solely dedicated to promotion of research in the field of management studies.

Action Taken

The university has not created a separate endowment fund for research.

Suggestion

Q. Establishment of Chairs in different fields of Management Studies.

Action Taken

Following Chairs have been instituted at NMIMS:

1. Human Resources Development
By M.B. Madgavkar Trust
2. Marketing Management
By Parle (Exports) Private Limited
3. Business Philosophy and Strategy
By Lupin Laboratories Private Limited
4. Financial Management
By Goenka Associates
5. Electronic Data Processing and Management Information Systems
By Dalmia Charitable Trust
6. Business Law
By Winko Foundation
7. Production Management
By Futarmal Himatlal Bafna Charitable Trust
8. Enterprise Management
By Autoriders (India) Ltd.
9. Financial Accounting and Taxation
By Remsons Group of Industries
10. Systems Analysis & Computer Programming
By Smt. Samjuben Shamalji Ajmera Trust
11. Rotary Club. Bombay West, Chair in NGO Management

Following research centres have been sponsored by the industry:

- a) Education Management Resource Programme (EMRP) funded by Aga Khan Foundation. (AKF)
- b) Bombay Stock Exchange (BSE) – Centre for Capital Market

* * * * *

Annexure -I

Number of Faculty development programmes organized by the University during the last five years.

Sr no.	Name of the School	06-07	07-08	08-09	09-10	10-11	11-12	Total
1	SBM	27	12	19	38	12	9	117
2	MPSTME	1	1	4	2	2	2	12
3	SPPSPTM	-	5	5	5	2	6	23
7	MPSTME-Shirpur			1	1			2
8	SPTM-Shirpur		-	1	-	2	-	3
	Total	28	18	30	46	18	17	157

Annexure -II

Number of Research publications/presentations

International Journals	Yes	√	No		Number	473
National journals – referred papers	Yes	√	No		Number	234
University journals	Yes	√	No		Number	2
Books	Yes	√	No		Number	141
Abstracts	Yes	--	No		Number	--
Any other (In house news- letters)	Yes	√	No		Number	3
Mean impact factor of best research journal in which publications were made (last 5 years) : <u>4.55</u>						

Annexure III

Research Projects completed in the last 5 years

Sr. No.	Title of Project	Investigator/Co-investigator	Sponsoring Agency	Cost of Project (Rs.)	Year
1.	Design, Synthesis and Pharmacological screening of some nitrogenous heterocyclic compound for anticancer activity	Dr. Anil Thaker	ICMR, Delhi	3 Lakhs	2006
2.	Transdermal Contraceptive Delivery Systems	Dr. Bala Prabhakar	University Grants Commission New Delhi	22,000	2006
3.	“Design and evaluation of solid lipid nano-particulate drug delivery system for targeting in cancer chemotherapy”	Dr. Bala Prabhakar	BARC, Mumbai	8.38 lakhs	March 2006
4.	”Design and evaluation of new drug delivery system for anti-HIV drugs”	Dr. Bala Prabhakar	AICTE, Delhi	14.5 Lakhs	Sept. 2007
5.	Biochemical synthesis of a chiral insecticide intermediate	Dr. Krishnapriya Mohanraj Mr. Anand Mahajan	Shogun Organics, Mumbai	1.5 lakhs	2007 -08
6.	Immunomodulatory activity of a herbal formulation	Dr. V. Addepalli Dr. Meena C.	Vedic Lifesciences Pvt. Ltd	1.10 Lakhs	2007 -09
Sr. No.	Title of Project	Investigator/Co-investigator	Sponsoring Agency	Cost of Project (Rs.)	Year

7.	Forced degradation studies & development of stability indicating methods for hydrochlorothiazide	Dr. Krishnapriya Mohanraj Mr. Anand Mahajan	Sanofi- Aventis, Ankaleshwar	2.6 lakhs	2008 -09
8.	Design and evaluation of new ocular drug delivery systems	Dr. Bala Prabhakar	AICTE, Delhi	10.5 Lakhs	March 2009
9.	Stability and microbiological studies on a paediatric syrup- Lupin	Dr. V. Addepalli	Lupin Ltd0, Pune	1.10 lakhs	2008
10.	One day oral dosage form for a drug (confidential)	Dr. Ganga Srinivasan & Mr. Amit Gupta	Themis Medicare Ltd, Mumbai	15 lakhs	2009
11.	Analytical method development for Methyl Anthranilate	Dr. Anil Thaker	Ambernath Organics, Mumbai	25000	2009
12.	Method development, standardization and estimation of Withanosides from Withania Somnifera	Dr. Nancy Pandita	Gufic Biosciences Ltd., Mumbai	1.69 Lakhs	2010
13.	Development of Cosmetic formulations using Eudragit polymers	Dr. Bala Prabhakar	Evonic Industries, Mumbai	1.25 Lakhs	May 2010
14.	Analytical method development, evaluation of impurities and method validation for Methyl anthranilate. Analysis of 5 batch for submission to Canadian regulatory authorities	Dr. Anil Thaker	Ambernath Organics, Mumbai	1.25lakhs	2010