



**BML MUNJAL
UNIVERSITY™**
A HERO GROUP INITIATIVE

Board of Studies Meeting on 26th April, 2019

Board Room, 1st Floor, Gateway Building

Agenda Points:

S.No.	Topic	Presenter
1	To review the minutes of the last Board of Studies meeting (Note 1)	Dr. Vishal Talwar
2	Discussion and deliberation on Graduate Attributes, PEOs and POs for School of Management (Note 2)	Dr. Jaskiran Arora
3	Discussion and deliberation on PEOs and POs of MBA (MBA, MBA-BA, MBA-FIB) (Note 3)	Dr. Rik Paul
4	Discussion and deliberation on PEOs and POs of UG courses (BBA, BBA-KPMG, BBA-FBE) (Note 4)	Dr. Jaya Ahuja
5	Discussion and deliberation on PEOs and POs of BSc- Eco(H) (Note 5)	Dr. Subaran Roy
6	Approve MBA program structure for 2017-2019 changes (Note 6)	Dr. Jaskiran Arora
7	Presentation of MBA Program Feedback and discussion on scope for further improvement	Dr. Vishal Talwar
8	Any other point with the permission of chair	



Board of Studies Meeting on 26th April, 2019
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MINUTES of the meeting

1. Minutes of the last BOS were presented and approved.
2. The mapping of the Vision & Mission with the graduate attributes of the University's School of Management were discussed. The skills sort by prospective recruiters were deliberated. The BOS members from the industry suggested that - communication and listening skills, general awareness, problem solving skills, well-rounded personality, empathy, team-work and people skills, adaptability, contentiousness, computer proficiency, learning agility, inquisitiveness, and researching skills were the key skills sort after, for success at workplace.
All these skills were found to be captured by the suggested graduate attributes except explicit mention of computer proficiency. At the same time, a proposal was made to highlight the uniqueness of the BMU graduates. The members agreed that cognitive skills were the USPs of the SOM graduates and therefore it was imperative to ensure the attainment of these enumerated graduate attributes really well to endorse the BMU uniqueness amongst the graduates.
3. The detailed Program Education Objectives (PEOs) and Program Outcomes (POs) for the MBA program and its specializations were also discussed. Suggestion was made to include awareness of the regulatory and legal environment of businesses in POs.
4. Suggestions were made to remove the word 'complex' from the POs in the undergraduate programs and include the awareness of legal framework. Suggestions were also made to cover the gamut of all the industries instead of restricting them to few, in the BBA KPMG program. Suggestions were also made to cover identifying business ideas, scaling up businesses and succession planning in family business in the POs of the BBA FBE program.
5. Suggestions were made to add the 'ability to predict' or 'anticipate' events of socio-economic significance as one of the program outcomes in the BSc Eco course.
6. **The GAs, PEOs, and POs, in the EXHIBIT 1 are being recommended to be passed by the Academic Council for the MBA, BBA and BSc-Eco(H) program.**
7. The changes made in the MBA2017-19 program were brought to the notice of the BOS members. The rationale for the changes made was to enhance the rigor and depth of the electives taught to the students. Since the suggested changes were already approved for MBA 2018-20 batch, the benefits of the revisions made in the second year of the MBA2018-20 batch were also made applicable to the MBA 2017-19 batch. i.e.
 - a. The credits for each Elective was increased from 3 to 4 credits, with each credit now having 8 contact hours i.e. from earlier 21 hours of an elective, it was increased to 32 hours of taught classes for each elective. (So a total of 8 credits increase.)
 - b. The name and credits of a 4 credit course – Management Information System earlier, was changed to 3-credit 'Leveraging IT for Business', in sync with the MBA2018-20 structure. (So a reduction of 1 credit)
 - c. The core course on Social and Digital Marketing was moved from core to an elective course. (So a reduction of 3 credits)
 - d. Net result of these changes resulted in an increase of 4 credits i.e. a total 177 credits from 173 scheduled earlier.
 - e. **The Original and Changed structure are presented in the Original (EXHIBIT 2A) and Actual (EXHIBIT 2B) Program structure documents, which needs to be ratified in the Academic Council.**



8. The MBA program feedback of the last three batches was shared with the board members. It was noted that the School is working on ensuring that the students are better engaged in the last 3 modules of the program, post they get placement opportunities and on exploring better grading criteria. It was shared by the external academic members that both these programs were universal and that both relative and absolute grading methods have their pros and cons.
9. The meeting ended with a vote of thanks.

EXHIBIT 1

Graduate Attributes:

BMU students will:

- i. Acquire and apply practical understanding of discipline knowledge
- ii. Exhibit problem solving, critical thinking skills and investigative capability to address real world problems
- iii. Be effective communicators and possess an empathetic outlook
- iv. Manifest leadership qualities and work effectively in teams across globally diverse environments
- v. Possess a strong sense of inquiry and design innovative solutions for positive societal impact
- vi. Demonstrate a sense of ethics and display excellence in both personal and professional life
- vii. Be a lifelong learner with an entrepreneurial mindset to innovate in the constantly changing global scenario.

MBA program – Program Educational Objectives

Graduates of the program will:

1. Exhibit strong knowledge of the management discipline and possess computer proficiency.
2. Demonstrate higher order critical thinking and problem-solving capabilities.
3. Be effective communicators and exhibit high levels of emotional intelligence.
4. Succeed in their professional careers by effectively leading teams in private, public, socially relevant non-profit organizations or new entrepreneurial ventures.
5. Be inquisitive and design innovative business solutions for a positive societal impact.
6. Possess ethical leadership qualities for effective decision making.
7. Display enthusiasm and engage in continuous learning.

MBA – Program Outcomes

By the end of the program the students will be able to:

- a) Gain in depth understanding of various management disciplines.
- b) Use computers very proficiently and be able to leverage information technology for businesses.
- c) To formulate business policies in cognizance with the prevailing regulatory and legal business environment.
- d) Integrate diversity and multicultural perspectives in business decisions making.
- e) Utilize quantitative and qualitative methods to investigate and solve complex business problems.
- f) Apply tools and techniques across multiple disciplines to create innovative and entrepreneurial solutions.
- g) Demonstrate social responsibility, team work, life skills to lead organizations ethically.
- h) Communicate effectively across all levels and society at large.

MBA with specialization in Business Analytics (Program Specific Outcomes)

In addition to the Pos for the MBA program, the MBA students specializing in Business Analytics, by the end of the program will be able to:

- a) Develop skill sets in the areas of data engineering, descriptive and predictive business analytics, artificial intelligence and machine learning to investigate business problems.
- b) Apply advanced analytical tools and techniques across multiple disciplines to assess current trends, and predict and prescribe further course of action in business and present reports using data visualization tools



MBA with specialization in Finance and Investment Banking (Program Specific Outcomes)

In addition to the Pos for the MBA program, the MBA students specializing in Finance and Investment Banking, by the end of the program will be able to:

- a) Possess a thorough understanding of various financial instruments, markets and services provided by the different Financial Institutions for risk mitigation and wealth maximization of various stakeholders
- b) Assess the intrinsic enterprise value for the purpose of business valuations for credit analysis, mergers and acquisitions, equity market and IPO analysis
- c) Formulate financial policies for corporates and banks, in cognizance with the Banking Laws and Regulations.

BBA program – Program Educational Objectives:

Graduates of the program will:

1. Have successful professional careers in private, public and socially relevant non-profit organizations or set-up new entrepreneurial ventures
2. Be able take up higher education and professional courses.
3. Continue to pursue quantitative and qualitative approach towards effective problem -solving and decision-making.
4. Demonstrate intellectual and behavioral competencies for their future professional and personal growth.
5. Be lifelong learners, role model for others and sensitive to societal issues
6. Be good and effective communicators and leaders

BBA program (Program Outcomes)

By the end of the program the students will be able to:

- a) Draw on a sound understanding of concepts, principles and theories of the core areas like Marketing, Finance, Human Resources, Operations, Business Analytics and Strategy in a global context.
- b) Exhibit knowledge and awareness of general issues related to society, politics, legal and business environment, and to be able to communicate effectively.
- c) Ability to formulate a problem, synthesize information, analyze and interpret data to solve business problems.
- d) Demonstrate inquisitiveness and critical thinking ability to solve business problems.
- e) Integrate socio-ethical responsibility, life and professional skills in organizations.
- f) Employ creativity for the benefit of organization and society at large.

BBA with specialization in Accounting (KPMG) (Program Specific Outcomes)

By the end of the program the students will be able to:

- a) Apply knowledge of Indian Accounting Standards to companies operating in different industries for the purposes of financial reporting.

BBA with specializations in Family Business & Entrepreneurship (Program Specific Outcomes)

By the end of the program the students will be able to:

- a) Identify business opportunities from amongst the available resources and resource endowments.
- b) Successfully manage overall business operations of family establishments with an endeavor to scaling up the businesses
- c) Undertake succession planning in family businesses



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BBA with specialization in Business Analytics (Program Specific Outcomes)

By the end of the program the students will be able to:

- a) Develop skill sets in the areas of data engineering and data visualization for descriptive and predictive business analytics
- b) Apply Artificial intelligence and machine learning concepts in various industries like banking, insurance, hospitality, retail and marketing, manufacturing and supply chain etc.

BSc Eco. (Hons) Program Educational Objectives:

Graduates of the program will:

Have successful professional careers in industry, government and think tank, as an economist.

1. Continue to excel in careers through activities within organizations and/or progress toward an advanced degree.
2. Become socio-economic problem solvers.
3. Be active members ready to serve the society locally and internationally
4. Engage in lifelong learning & participate in ethical leadership

BSc Eco. (Hons) Program Outcomes:

By the end of the program the students will be able to:

- a) Exhibit strong knowledge and awareness of current national and international socio-economic, geopolitical and public policy.
- b) Apply their knowledge of economics towards prediction of real-world problems and communicate succinctly.
- c) Employ research skills towards identifying innovative and scientific solutions to problems and issues faced by firms and society.
- d) Apply cognitive skills with a mathematical and statistical orientation.
- e) Gain superior analytical and econometric skills which can be applied to detect an economic problem and recommend policy prescriptions.
- f) Develop as an ethical individual with effective communication & interpersonal skills.
- g) Continue to learn in order to adapt to the ever-changing working environment.





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BML Munjal University School of Management

Board of Studies

NOTE FOR APPROVAL

Ref: BOS/SOM/APR 26/2019


Dated: 26th April, 2019

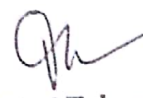
As per the BOS proceedings dated 26th April 2019, the changes made in the MBA2017-19 program are being submitted for ratification.

The rationale for the changes made in the MBA program structure, was to enhance the rigor and depth of the electives taught to the students. Since the suggested changes were already approved for MBA 2018-20 batch, the benefits of the revisions made in the second year of the MBA2018-20 batch were also made applicable to the MBA 2017-19 batch. i.e.

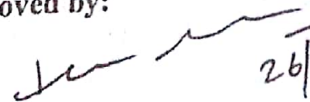
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- b. The name and credits of a 4 credits course – Management Information System earlier, was changed to 3-credit 'Leveraging IT for Business', in sync with the MBA2018-20 structure. (So, a reduction of 1 credit)
- c. The core course on Social and Digital Marketing was moved from core to an elective course. (So, a reduction of 3 credits)
- d. Net result of these changes resulted in an increase of 4 credits i.e. a total 177 credits from 173 scheduled earlier.
- e. The Original and Changed structure are presented in the Original (EXHIBIT A) and Actual (EXHIBIT B) Program structure documents.
- f. This is being submitted for your kind approval and ratification in the Academic Council.

Recommended by:


Dr. Jaskiran Arora
Assistant Dean – Academic Operations


Dr. Vishal Talwar
Dean – School of Management

Approved by:


26/4/19
Prof. Manoj K. Arora
Vice Chancellor
BML Munjal University

ORIGINAL Master of Business Administration (MBA) : 2017-19 Batch			Credits	Hours
Module – 1	Category	Course Title	4	28
	Core	Managing & Developing People	4	28
	Core	Micro-Economics	4	28
	Core	Business Statistics	3	21
	Perspective	Personal Journey for Excellence	3	21
	Skill	Excel Spreadsheet Modelling	3	21
	Skill	Written Analysis and Communication	21	147

			Credits	Hours
Module – 2	Category	Course Title	4	28
	Core	Sourcing and Managing Talent	4	28
	Core	Marketing and Consumer Behaviour	4	28
	Core	Financial Reporting and Analysis	4	28
	Core	Synthesizing and Analyzing Data	4	28
	Core	Operation Research	3	21
	Perspective	Perspectives on World Civilizations	3	21
	Skill	Business Communication & Presentation Skills	26	182

			Credits	Hours
Module – 3	Category	Course Title	4	28
	Core	Macro Economics & Policy	4	28
	Core	Costing Products and Services	4	28
	Core	Marketing of Products and Services	4	28
	Core	Managing Operations and Supply Chain	4	28
	Core	Organization Structure & Design	3	21
	Perspective	Critical Reasoning and Systems Thinking	23	161

			Credits	Hours
Module – 4	Category	Course Title	4	28
	Core	Managing Stakeholders and Legal Processes	4	28
	Core	Managing Financial Resources	4	28
	Core	Bringing Ideas to Market	4	28
	Core	Strategic Management	4	28
	Core	Project Management	3	21
	Perspective	Ethics and Citizenship	3	21
	Skill	Conversation Etiquettes and Interpersonal Effectiveness	26	182

			Credits	Hours
Module – PS	Category	Course Title	8	
	Core	Summer Internship - 08 Weeks		

			Credits	Hours
Module – 5	Category	Course Title		
	Core	Management of Design	3	21
	Core	Business Model and Intellectual Property	3	21
	Core	Management Information Systems	4	28
	Elective	Elective-1	3	21
	Elective	Elective-2	3	21
	Elective	Elective-3	3	21
		Corporate Engagement SEEP Module (CV Writing, Personal and Case Interviews)		
	Optional	Global Leadership Track -International Business @ Summer School Abroad		
			19	133

			Credits	Hours
Module – 6	Category	Course Title		
	Core	Corporate Governance and Social Responsibility	3	21
	Core	Digital and Social Marketing	3	21
	Core	Analyzing and Mitigating Risk	3	21
	Elective	Elective-4	3	21
	Elective	Elective-5	3	21
	Elective	Elective-6	3	21
	Skill	Problem Solving and Consulting Skills	3	21
			21	147

			Credits	Hours
Module – 7	Category	Course Title		
	Core	Capstone Simulation	3	21
	Elective	Elective-7	3	21
	Elective	Elective-8	3	21
	Skill	Selling, Negotiation and Persuading Skills	3	21
	Project	Applied Business Research (To be continued over Module 8)		
			12	84

			Credits	Hours
Module – 8	Category	Course Title		
	Core	Integrated Decisions Making (Simulation)	6	42
	Skill	Leadership Development	3	21
	Project	Applied Business Research	8	
			17	63

203

Total Credits and teaching hours in the program			173	1099
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REVISED Master of Business Administration (MBA) : 2017-19 Batch				
Module - 1	Category	Course Title	Credits	Hours
	Core	Managing & Developing People	4	28
	Core	Micro-Economics	4	28
	Core	Business Statistics	4	28
	Perspective	Personal Journey for Excellence	3	21
	Skill	Excel Spreadsheet Modelling	3	21
	Skill	Written Analysis and Communication	3	21
			21	147

Module - 2	Category	Course Title	Credits	Hours
	Core	Sourcing and Managing Talent	4	28
	Core	Marketing and Consumer Behaviour	4	28
	Core	Financial Reporting and Analysis	4	28
	Core	Synthesizing and Analyzing Data	4	28
	Core	Operation Research	4	28
	Perspective	Perspectives on World Civilizations	3	21
	Skill	Business Communication & Presentation Skills	3	21
			26	182

Module - 3	Category	Course Title	Credits	Hours
	Core	Macro Economics & Policy	4	28
	Core	Costing Products and Services	4	28
	Core	Marketing of Products and Services	4	28
	Core	Managing Operations and Supply Chain	4	28
	Core	Organization Structure & Design	4	28
	Perspective	Critical Reasoning and Systems Thinking	3	21
			23	161

Module - 4	Category	Course Title	Credits	Hours
	Core	Managing Stakeholders and Legal Processes	4	28
	Core	Managing Financial Resources	4	28
	Core	Bringing Ideas to Market	4	28
	Core	Strategic Management	4	28
	Core	Project Management	4	28
	Perspective	Ethics and Citizenship	3	21
	Skill	Conversation Etiquettes and Interpersonal Effectiveness	3	21
			26	182

Module - PS	Category	Course Title	Credits	Hours
	Core	Summer Internship - 08 Weeks	8	

Module - 5	Category	Course Title	Credits	Hours
	Foundation	Personal Journey for Excellence (Strength Finder and Training Need Identification Workshop)	0	10
	Core	Management of Design	3	24
	Core	Business Model and Intellectual Property	3	24
	Core	Leveraging IT for Business	3	24
	Elective	Elective-1	4	32
	Elective	Elective-2	4	32
	Elective	Elective-3	4	32
		SEEP	0	40
		Global Module Track -International Business @ Summer School Abroad		
			21	208

Module - 6	Category	Course Title	Credits	Hours
	Core	Capstone Simulation	3	24
	Elective	Elective-4	4	32
	Elective	Elective-5	4	32
	Elective	Elective-6	4	32
	Skill	Problem Solving and Consulting Skills	3	24
	Project	Applied Business Research (To be continued over Module 8)		
			18	144

Module - 7	Category	Course Title	Credits	Hours
	Core	Corporate Governance and Social Responsibility	3	24
	Core	Analyzing and Mitigating Risk	3	24
	Elective	Elective-7	4	32
	Elective	Elective-8	4	32
	Perspective	Selling Negotiation and Persuading Skills	3	24
			17	136

Module - 8	Category	Course Title	Credits	Hours
	Core	Integrated Decisions Making (Simulation)	6	42
	Skill	Leadership Development	3	21
	Skill	Leadership Development	8	
	Project	Applied Business Research	17	83
			203	

Total Credits and teaching hours in the program			177	1223
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