

**Department of Policy & Management Studies  
TERI School of Advanced Studies**

**Agenda for Board of Studies (BoS) Meeting**

Date: 17 August 2022

Time: 3:00 – 4:30 PM

Venue: Conference Hall, TERI SAS

A Board of Studies (BoS) meeting of the Department of Policy & Management Studies (DoPMS) was conducted on 17 August 2022 from 3:00 – 4:30 PM.

Following BoS members were present in the meeting:

**External Members**

Prof. C. P. Gupta, Department of Finance & Business Economics, *University of Delhi, New Delhi (BoS member)*

Prof. Asif Zameer, *FORE School of Management, New Delhi (external expert)*

Prof. Vivek Suneja, FMS, University of Delhi (BoS) member, was absent due to medical reasons.

**Internal Members**

Dr. Sukanya Das (Chairperson)

Dr. Smriti Das

Dr. Montu Bose

Dr. Chandan Kumar (Secretary)

**Special Invitee**

Dr. Shruti Sharma Rana, *Programme Coordinator, MBA*

Dr. Shikha Mittal Srivastava

**Agenda**

1. Review of the revised Programme Structure of the MBA Programme for BoS approval.
2. Review of the revised courses aligning with the revised structure of the MBA Programme for BoS approval. Presently, the revised courses to be offered in the first semester are being presented before the BoS for approval.
3. Any other issue as per the consideration of the Chairperson.



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## Minutes

The Chairperson, BoS welcomed the BoS members, and the Secretary, BoS briefed the members about the agenda items and requested the respective Programme Coordinators to present their points during the meeting under the concerning agenda items. BoS Secretary moderated the meeting. The sequence of events, presentation, discussion, comments, suggestions, and resolutions are summarized below under the respective agenda:

### Agenda 1:

Dr. Montu Bose presented the revised Programme Structure of the MBA (Sustainability Management) program with the rationale for the restructuring. The members have given the following comments -

- Check the possibility of shifting "Sustainability Reporting" to the second semester and "Management Information System" to the first semester.
- To carefully check the overlaps in the contents for courses such as "Sustainability Reporting," "Accounting and Finance for sustainability," and other similar courses.
- It was suggested to change the title of a few courses - "Financial Intermediaries, Institutions, and Regulations" (as Financial Institutions, Markets, and Regulations); "Startups: Governance, Policy, and Law" (as Startups: Challenges, Governance and Regulatory Frameworks); Advanced Statistical Methods for Management (as Data Analytics for Business).
- One more elective on "Infrastructure Project Management and Finance" can be added.
- Some institutions do not consider Minor projects as part of total credit or do not provide any credit also.
- As per the feedback from the students, the second most desired skillset was "Data Analytics," the ASMM course could be renamed "Data Analytics for Business."
- The title of the course "ESG 101"; it cannot be generic, and given the focus of the course, the title can be changed.
- ESG can be considered as a core course when emerging market demand exists in this domain. This is also the top most desired course according to the student feedback as well as the alumni feedback.
- Please check the possible overlapping content of courses such as "Sustainable Consumption and Production," "Consumer Behaviour," and "Production and Operations Management".
- As 6 credits have been given for six weeks of the minor project, the credit of the major project can be changed accordingly.

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- It was pointed out that as per the Academic Bank of Credits, for which TERI SAS is in the process of registering or implementing the guideline, a two-year/four-semester Master's degree program has to have 36-40 credits each year. Accordingly, the credit load across the academic year/semesters should be rearranged.
- The credit load can be spread out across the semesters. For example, nine courses have been introduced in the first semester, with some of the courses exerting more than 3 credits.
- The students can be given the choice of taking any one group of electives.
- The Project Management course can be a core course as students take the major project in the fourth semester, and a course like project management could be helpful for them during the major project.
- Since the students are heavily loaded in Semester 1 and 2, the possibility of introducing a core course in Semester 4 may be looked at. This course can either be as a block course in physical mode at the start of Semester 4 (before the students leave for the Major project) or as a MOOC course.

**Resolution:** The BoS members approved the revised Programme Outlines presented before them with the suggested modifications, as summarized in **Annexure 1**.

### **Agenda 2:**

The revised course outlines were presented, and the members made the following comments and suggestions -

#### **Marketing Management:**

- Module 1: "What Business Are you in.." is a title of an article. It can be part of the reference.
- In line with the overall Program Objectives, specific focus should be given in Module 1 for topics like 'Societal marketing concept', 'Holistic marketing concept', 'Green marketing'.
- Module 3 is entirely theoretical; it should contain a few applied aspects.
- The course description should be generic.
- The CO / LO should be reframed according to the suggested changes.
- The reference list has to follow a particular referencing style.
- L-T-P hours are not correct. For example, 2 hours of Practical is equivalent to 1 hour of Lecture or Tutorial,
- Do not use a hyphen; use semicolons or commas to separate sections.



### **Management Concepts and Organizational Behavior:**

- The course description should be generic.
- The reference list has to follow a particular referencing style.
- L-T-P hours are not correct. For example, 2 hours of Practical is equivalent to 1 hour of Lecture or Tutorial.
- Do not use a hyphen; use semicolons or commas to separate sections.

### **Principles and Concepts of Sustainability:**

- Carefully check the overlap in the content with other courses, and many topics in the course outline are a part of the courses included in the Programme.
- It was pointed out that the term "Base of the Pyramid Concept" should be used in place of the "Bottom of the Pyramid Concept."
- The course description should be generic.
- The reference list has to follow a particular referencing style.
- L-T-P hours are not correct. For example, 2 hours of Practical is equivalent to 1 hour of Lecture or Tutorial.
- Do not use the hyphen; use semicolons or commas to separate sections.

### **Managerial Economics:**

- The course outline is similar to the MA (SDP) program. The faculty should avoid any overlap/repetition.

### **Business Mathematics & Statistics:**

- Change the first module to Mathematics for Business.
- Include determinants, maximization & minimization.
- If not concentrated on infrastructure, then remove it.
- Mention all probability distributions that would be covered in module 4.
- Add the details of multiplicative, additive rules, and Bay's theorem in this module.
- Combine modules 5 & 6 and allocate the hours accordingly.
- Mention the type of hypothesis testing that would be covered in the course.
- Include multiple comparisons with one way also.
- Include stock market indices


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**Corporate Governance and Ethics:**

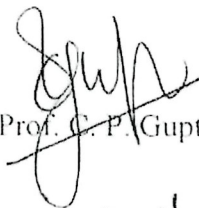
The course title can be modified to “Corporate Governance and Business Ethics” as the program outline shows the course title as - Corporate Governance and Business Ethics.

**Resolution:** The revised course outlines to be offered in the first semester of MBA (Sustainability Management), which were presented before the BoS, were approved by the BoS, with the suggested modifications to be presented before the Academic Council for further approval.

The BoS Chairperson concluded the meeting with a vote of thanks.



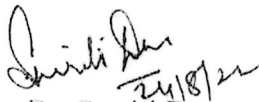
Prof. Asif Zameer



Prof. C. P. Gupta

Sukanya Das

Dr. Sukanya Das



Dr. Smriti Das



Dr. Montu Bose



Dr. Chandan Kumar

## \*Annexure-1

### Programme outline of the MBA (Sustainability Management)

Year	Courses	Credits	Duration	
<b>First Year</b>				
1st Semester	9 core courses	29	15 weeks	
2nd semester	9 core courses	28	15 weeks	
<b>Second Year</b>				
3rd semester	Minor Project	6	6 weeks	
3rd Semester	4 core courses + 3 Programme electives (one from each group) + Mandatory open electives (5 credits)	22	15 weeks	
4th Semester	Major project	16	15 weeks	<b>Total: 101 credits</b>

Sl. No.	Course name	Credits	Open	Remarks	SDG
1.	Accounting for Managerial Decisions	4			-
2.	Business Communication	3	Yes		-
3.	Principles and Concepts of Sustainability	3	Yes		Aligned to all SDG's
4.	Marketing Management	3			SDG 8: Decent Work and Economic Growth, SDG 9: Industry, Innovation and Infrastructure; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible Consumption and Production; SDG 17: Partnerships to achieve the Goal;
5.	Management Concepts and Organisational Behaviour	3	Yes		SDG 4: Quality Education; SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequality; SDG 16: Peace and Justice Strong Institutions; SDG 17: Partnerships to achieve the Goal

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6.	Managerial Economics	4	Yes	Knowledge of 12th level Mathematics	SDG 8: Decent Work and Economic Growth
7.	Business Mathematics and Statistics	4	Yes		-
8.	Sustainability Reporting	2	Yes		Aligned to all SDG's
9.	Corporate Governance and Business Ethics	3	Yes		
<b>Total credits</b>		<b>29</b>			

Sl. No.	Course name	Credits	Open	Remarks	
1.	Corporate Finance	4			-
2.	Management Information Systems	2	Yes		-
3.	Production and Operations Management	3	Yes		
4.	Legal Aspects of Business	3	Yes		
5.	Corporate Social Responsibilities	2	Yes		Aligned to all SDG's
6.	Macroeconomic Environment	4	Yes	Knowledge of basic economics	SDG 8: Decent Work and Economic Growth
7.	Data Analytics for Business	3	Yes	Knowledge of basic statistics	-
8.	Oganisational Effectiveness and Change	4	Yes		SDG 4: Quality Education; SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequality; SDG 16: Peace and Justice Strong Institutions; SDG 17: Partnerships to achieve the Goal
9.	Strategies for Sustainable Business	3	Yes		Aligned to all SDG's
<b>Total credits</b>		<b>28</b>			

Sl. No.	Course name	Credits	Open	Remarks	
<b>Core</b>					
1.	Entrepreneurship for Sustainable Business	3	Yes		SDG 9: Industry, Innovation and Infrastructure
2.	Accounting and Finance for Sustainability	3			-
3.	Design Thinking	2	Yes		-
4.	Project Management	3	Yes		-
<b>Programme Electives*</b>					

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Group I					
1.	Financial Institutions, Markets & Regulations	2	Yes		-
2.	International Financial Management	2			-
3.	Security Analysis and Portfolio Management	2			-
Group II					
1.	Brand Management	2			SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible Consumption and Production; SDG 17: Partnerships to achieve the Goal
2.	Consumer Behaviour	2			SDG 4: Quality Education; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequality; SDG 12: Responsible Consumption and Production; SDG 16: Peace and Justice Strong Institutions; SDG 17: Partnerships to achieve the Goal
3.	Business to Business Marketing	2			SDG 9: Industry, Innovation and Infrastructure; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible Consumption and Production; SDG 16: Peace and Justice Strong Institutions; SDG 17: Partnerships to achieve the Goal
4.	ESG Risk and Opportunities for Business Sustainability.	2	Yes		Aligned to all SDG's.
Group III					
1.	Startups: Governance & Regulatory Framework	2	Yes		

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2.	Supply Chain Management	3	Yes		SDG 7: Affordable and Clean Energy; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequality; SDG 12: Responsible Consumption and Production; SDG 16: Peace and Justice Strong Institutions; SDG 17: Partnerships to achieve the Goal
3.	Healthcare Management & Finance	3	Yes		SDG 3: Good Health and Well-being
4.	Sustainable Consumption and Production	2	Yes		
5.	Power Market & Regulations	2	Yes		SDG 7: Affordable and Clean Energy
<b>Mandatory Open Electives</b>		<b>5</b>			

