

Office of the Dean Academics

Minutes of the Sixth meeting of Postgraduate Curriculum Review Committee

April 4, 2014

The sixth meeting of the Postgraduate Curriculum Review Committee (PG-CRC) was held in the Senate room at 1200 hrs on April 1, 2014. The following members were present:

(Italics indicate inability to attend).

Prof. Anurag Sharma, Prof. Bhim Singh, Prof. Naveen Garg, Prof. B. Bhattacharjee, *Dr. B.P. Patel, Prof. P.M.V. Subbarao*, Prof. V.K. Jain, Prof. D.T. Shahani, *Prof. M.G. Dastidar*, Prof. Maithili Sharan, Dr. Shalini Gupta, *Dr. Pritha Chandra, Prof. D. Ravi Kumar*, Prof. Joby Joseph, Prof. M.R. Ravi. Dr. K.A. Subramanian from Centre for Energy Studies attended on behalf of Prof. M.G. Dastidar. Dr. Shweta Singh (DMS), Prof. A.K. Jain (Civil) and Prof. T.C. Kandpal (CES) attended as special invitees.

The meeting began with a welcome to all members. The following items were discussed.

1. Confirmation of minutes of the Fifth meeting of PGCRC held on December 20, 2014

Since no comments had been received, the minutes were confirmed as circulated.

2. Draft Approach Paper for M.Tech. Curriculum Review

The draft approach paper had been circulated to all Departments/Centres/Schools in December. Comments had been received from the following academic units: CES, CSE, MA, AM, CARE, CAS, KSBS, ChE, PH, CY, CPSE. Most of these Departments had accepted the draft concept paper with minor suggestions:

- i) CSE proposed that since the credit core requirements as per existing curriculum is 33, in the new curriculum this number could be reduced to 30. Civil engineering requested that the minimum of Programme Electives be reduced from 9 to 6. The committee deliberated these two issues and decided that the matter be discussed in the senate before arriving at a decision.
- ii) Proposals received from some Departments included issues that were proposed earlier by PGCRC but finally dropped from the concept paper following the deliberations in the one-day workshop in September 2013 and the consensus thereof on these proposals:
 - a) two kinds of M.Tech. Programmes: one intensive in research and another in coursework
 - b) Self-study credits in the structure of the course (L-T-P-S)
- iii) Most departments did not agree with the model proposed for project evaluation and A grade award. The committee discussed this item in detail and modified it as per the suggestions from most Departments as follows, for consideration by the Senate:

Project monitoring and evaluation: *Once a project is allotted to the students, its progress and regularity of the student have to be monitored. It may be a good idea to have a project logbook (physical or electronic) where the progress of work as well as meetings with the supervisor and the advice given by the supervisor are recorded. This logbook should be part of the project evaluation process. Project also has to be evaluated periodically. We may continue with the current practice of two evaluations per semester. For an A grade the project must have a tangible outcome, e.g., in the form of a research paper / patent, tangible deliverables as part of sponsored projects such as Defence projects where IPR is not possible, import substitution projects, field installations and testing, etc., as specified by the respective Faculty Board/PAC/PEC and publicized in advance. The Faculty Board/PAC/PEC would also need to deliberate and devise specific criteria and a separate mechanism for the award of A grade. The project evaluation committee would evaluate and propose a grade for the project, not exceeding A(-) grade. Award of A grade as per the criteria as above could be done by the same committee or a separate committee as decided by the Faculty Board/PAC/PEC.*

It was decided to make this modification to the concept paper before forwarding it to the Senate for discussion.

3. Discussion on proposal received from the Committee for MBA Curriculum review:

Dr. Shweta Singh made a presentation of the concept paper prepared by the committee constituted by the Director for MBA curriculum review. The Concept Paper is enclosed in Annexure A. The PG-CRC recorded its appreciation for the efforts put in by the Committee in collecting data from B-schools across the world and opinions from alumni and others for guiding the programme structure. The main feature of the reviewed

concept paper is the introduction of a generic MBA programme as approved by the Senate in principle in the 187th Meeting in February 2014. The committee also made the following recommendations:

- i) The proposal shows a major change towards a generic MBA programme, while the focussed MBA programmes on Technology Management and Telecommunication Management have not been changed much. These programmes may also be looked into for review of curriculum.
- ii) The structure and concept of the programmes are accepted by the committee for forwarding to Departments. The list of courses proposed at present would be taken as indicative.
- iii) In communication skills courses, is there a specific focus on communication with rural / NGO sector?
- iv) With a large number of 2-credit courses, the number of courses per semester required to complete the 72 credit requirement would go higher than 6, and this needs attention. Also, for soft skills basket, short courses of 1 credit could be included.

It was decided to circulate the concept paper to all Departments / Centres / Schools for comments before presenting it to the senate for discussion, once the committee responds to these comments with appropriate changes in the concept paper as required.

4. Discussion on the Draft Concept Paper for Curriculum Revision of M.Sc. programmes

The committee constituted by the Director for curriculum review of the M.Sc. Programmes had prepared a draft concept paper, and this was circulated to the members. The paper is enclosed as Annexure B. The committee discussed this paper and accepted the same. It was decided to circulate the

The meeting ended with thanks to all the members.

Comments on the above minutes should be sent to the undersigned within one week of circulation of these minutes.

M.R. Ravi
Associate Dean Academic (Curriculum)
and Convener, PG-CRC.

विभाग : प्रबन्ध अध्ययन
Dept.: MGMT. STUD.
चरण सं./Ref. No. 2014 DMS 353
दिनांक/Date: 18/03/14

Annexure A

2/375

Department of Management Studies

March 14, 2014

This is with reference to the Note from office of Dean Academics, Note No. IITD/DACad/2013/ADAC-973 dated 25th September 2013. In view of this a Committee was approved by the Director to prepare a Concept Paper for the revised Curriculum for M.B.A. programmes.

The recommendations of the Committee are contained in the attached report.

Dean, Academics

Kanika T. Bhal
Kanika T. Bhal
Head, DMS

Copy to:

All Committee Members

Prof. T. C. Kandpal, CES

**Concept Paper
on the
Curriculum Review
for
Department of Management Studies**

Cover Note

The following concept paper has been prepared by the Curriculum Review Committee (formed and approved by the Director, IIT Delhi) to review and revise the curriculum for MBA programmes offered by DMS, IIT Delhi.

Committee membership


Prof. P. K. Jain
DMS

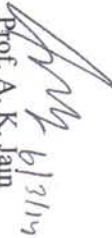

Dr. Seema Sharma
DMS


Prof. T. C. Kandpal
CES


Prof. Sanjeev Sanghi
App. Mech.


Dr. Shweta Singh
DMS


Prof. Kanika T. Bhal
Head, DMS & Convener


Prof. A. K. Jain
Civil Engg. & Chairman

Mandate of the committee

The mandate provided to the committee was to formulate an overall policy and a credit structure with its components (core, electives etc.) after taking inputs from various stakeholders (students, faculty, alumni, employer, etc.).

Methodology

The curriculum review exercise was based on the following methodology:-

- Step 1: Gathering of data/facts about curriculum of the top ranking b-schools (top 20 business schools in the world, IIM-A, B and C and IIT Kharagpur and IIT Bombay).
- Step 2: Study of existing curriculum and comparative analysis vis-a-vis benchmark institutions made on aspects like focus, structure, design, pedagogies etc.
- Step 3: Inviting opinions of current students as well as alumni as stakeholders.
- Step 4: Organizing 'Vision' workshop to garner the opinions/suggestions of other stakeholders and experts, viz., alumni, industry & academicians.
- Step 5: Discussions/deliberations with faculty members, both informally and through the DFB
- Step 6: Developing a concept note.

RECOMMENDATIONS

Overall policy

As a result of the above methodology adopted, the following overall policy and a credit structure (with its components) was recommended and finalized –

- a. It is recommended that the current full-time MBA with focus on Management Systems, be made a generic MBA without the focus. However, the two other MBA programmes, viz., MBA (Telecommunication Systems Management) and MBA (Technology Management) may continue as focused programmes.
- b. The overall credit structure is recommended to be a minimum of 72 credits for all the three programmes.

Curriculum structure with its components and their nomenclature

Generic MBA	MBA (Telecommunication Systems Management)	MBA (Technology Management)
Common Core (CC) = 30 credits	Common Core (CC) = 30 credits	Common Core (CC) = 30 credits
*Flexible Core (FC) = 12 credits	*Flexible Core (FC) = 18 credits	*Flexible Core (FC) = 18 credits
Unique Core (UC) = 6 credits	Unique Core (UC) = 6 credits	Unique Core (UC) = 6 credits
Electives (E) = 24 credits	Electives (E) = 18 credits	Electives (E) = 18 credits
Total credits = 72 credits	Total credits = 72 credits	Total credits = 72 credits
<i>Compulsory Audit (CA) = 3 credits (not counted against SGPA/CGPA calculation). This will include –</i> <i>a. Corporate Sector Attachment - 2 credits</i> <i>b. Social Sector Attachment – 1 credit</i>	<i>Compulsory Audit (CA) = 3 credits (not counted against SGPA/CGPA calculation). This will include –</i> <i>a. Corporate Sector Attachment - 2 credits</i> <i>b. Social Sector Attachment – 1 credit</i>	<i>Compulsory Audit (CA) = 3 credits (not counted against SGPA/CGPA calculation). This will include a -</i> <i>Seminar on Society / Organization Interface – 3 credits</i>
* Flexible Core (FC) would be split into: a. Soft Skills (SS) basket – 6 credits b. Analytical Skills (AS) basket – 6 credits	* Flexible Core (FC) would be split into: a. Soft Skills (SS) basket – 6 credits b. Analytical Skills (AS) basket – 6 credits c. Focus (F) basket – 6 credits (containing courses on the focus area)	* Flexible Core (FC) would be split into: a. Soft Skills (SS) basket – 6 credits b. Analytical Skills (AS) basket – 6 credits c. Focus (F) basket – 6 credits (containing courses on the focus area)

Based on this structure, the modified programme structures would be:

I. Programme Code: SMF
Master of Business Administration (Generic MBA)

Overall credits structure

Category	Common Core	Unique Core	Flexible Core		Compulsory Audit	Electives	Total
	CC	UC	FC (Total 12 credits)		CA	E	
			Soft Skills	Analytical Skills			
			SS	AS			
Credits	30	6	6	6	3*	24	72

*** Compulsory Audit Courses (credits not to be counted for SGP/CCGPA calculation)**

	L-T-P	Credits
Corporate Sector Attachment	0-0-4	2
Social Sector Attachment	0-0-2	1

<u>Common Core (CC)</u>	<u>L-T-P</u>	<u>Credits</u>
Human Resource Management	2-0-0	2 #
Managerial Economics	2-0-0	2 #
Management Accounting	3-0-0	3 #
SML 760 Marketing Management	2-0-2	3
Financial Management	3-0-0	3 #
SML 713 Information Systems Management	2-0-2	3
Legal Aspects of Business	2-0-0	2 #
Business Research Methods	2-0-0	2 #
SML 745 Operations Management	3-0-0	3
Macroeconomic Environment of Business	2-0-0	2 #
Strategic Management	3-0-0	3 #
Ethical Leadership & Values	2-0-0	2 #

Total CC

28-0-4

30

To be re-designed/developed

Unique Core (UC)
SMD 890 Major Project

L-T-P
0-0-12

Credits
6

The UC will include the major project which would focus on a research driven application of skills acquired in a particular functional area, through the programme.

Flexible Core (FC) – Flexible core consists of 2 baskets of courses, viz., Soft Skills (SS) basket and Analytical Skills (AS) basket. The students are required to take/fulfil the credit requirements from each basket.

a. Soft Skills (SS) Basket– Students would be required to do at least 6 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	<u>L-T-P</u>	<u>Credits</u>
Communication Skills	2-0-0	2 #
Negotiations	2-0-0	2 #
Interpersonal Behaviour & Teams	2-0-0	2 #
Managing with Power	2-0-0	2 #

To be re-designed/developed

b. Analytical Skills (AS) Basket – Students would be required to do at least 6 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	L-T-P	Credits
SML 710 Creative Problem Solving	2-0-2	3
SML 740 Quantitative Methods in Management	2-0-2	3
Statistics for Management	3-0-0	3 #
Systems Thinking	3-0-0	3 #
# To be re-designed/developed		

Electives (E) – (Total credits = 24)

Students would be required to do at least 24 credits from the Electives offered. Electives would be offered through the following functional areas:

1. People & Organization Management
2. Finance
3. Marketing
4. Operations & Supply Chain Management
5. Strategy
6. IT

II. Programme Code: SMT

Master of Business Administration (Telecommunication Systems Management)

Overall credits structure

Category	Common Core	Flexible Core			Compulsory Audit	Electives	Total
	CC	(Total 24 credits)			CA	E	
		Soft Skills	Analytical Skills	Focus			
		SS	AS	F + UC			
Credits	30	6	6	6+6	3*	18	72

*** Compulsory Audit Courses (credits not to be counted for SGPA/CGPA calculation)**

	L-T-P	Credits
Corporate Sector Attachment	0-0-4	2
Social Sector Attachment	0-0-2	1

The Common Core (CC) will remain the same as in the generic MBA programme.

The Flexible Core (FC) will be split into Soft Skills (SS) Basket, Analytical Skills (AS) Basket and the Focus (F) Basket. The students are required to take/fulfil the credit requirements from each basket. The SS and AS baskets will remain the same as in the generic MBA programme. The Focus (F) basket will include the unique core (UC) and other focus courses as follows:

c. Focus (F) Basket - Students would be required to do at least 12 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	L-T-P	Credits
SML 723 Telecommunication Systems	3-0-0	3
SML 726 Telecom Systems Analysis Planning & Design	3-0-0	3
SML 728 International Telecommunication Management	3-0-0	3
EEL 767 Telecommunication Systems	3-0-0	3

Unique Core (UC)

SMD 890 Major Project – Telecommunication Systems Management	0-0-12	6
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The UC will include the major project which would focus on a research driven application of skills acquired in telecommunication systems management, through the programme.

The Electives (E) will remain the same as in the generic MBA programme, except that the credit requirements would be 18.

III. Programme Code: SMN
Master of Business Administration (Technology Management) (Part Time)
Overall credits structure

Category	Common Core	Flexible Core			Compulsory Audit	Electives	Total
	CC	FC (Total 24 credits)			CA	E	
		Soft Skills	Analytical Skills	Focus			
		SS	AS	F + UC			
Credits	30	6	6+6	6	3*	18	72

**** Compulsory Audit Course (credits not to be counted for SGPA/CGPA calculation)**

Seminar on Society/Organization Interface	L-T-P 0-0-6	Credits 3
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The Common Core (CC) will remain the same as in the generic MBA programme.

The Flexible Core (FC) will be split into Soft Skills (SS) Basket, Analytical Skills (AS) Basket and the Focus (F) Basket. The SS and AS baskets will remain the same as in the generic MBA programme. The Focus (F) basket will include the unique core (UC) and other focus courses as follows:

Focus (F) Basket - Students would be required to do at least 12 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	L-T-P	Credits
SML 700 Fundamentals of Management of Technology	3-0-0	3
SML 701 Strategic Technology Management	2-0-2	3
SML 702 Management of Innovation and R&D	2-0-2	3
SML 703 Management of Technology	2-0-2	3

Unique Core (UC)
SMD 890 Major Project – Technology Management

0-0-12

6

The UC will include the major project which would focus on a research driven application of skills acquired in technology management, through the programme. The Electives (E) will remain the same as in the generic MBA programme, except that the credit requirements would be 18.

Current Status

The DFB has been entrusted with redesigning/redeveloping of the core courses and electives based on the above finalized structure.

Annexure B

M.Sc. Curriculum Approach Paper

Issues

1. Heterogeneity in preparedness of the student intake
2. Diversity in the aspirations of the students
3. Desirability of tutorials
4. Project component
5. Credit structure

Background of Issues

1. *Heterogeneity in Preparedness of the Student Intake:* With the increase in intake the heterogeneity among admitted students, with respect to analytical and communication abilities, has become more pronounced. This is also showing up in relatively poor performance of students.
2. *Diversity in the Aspirations:* M.Sc. is, in general, not a terminal degree, from a placement point of view, in the core subject. Students would normally be required to do Ph.D. for a research/teaching career in the core subject; however, a number of students do seek placement in other sectors after M.Sc. Thus, the aspirations of the students vary from higher studies in the core subject to careers in beyond the core subject.
3. *Desirability of Tutorials:* In the last curriculum review, tutorials were introduced in the core courses. General feedback from some departments is that these are useful while in some other cases, these have not been very useful.
4. *Project Component:* There is often a complaint from faculty that the students are not regular and are not taking the project work seriously. Further, most projects are not hardware based. There are also many problems with evaluation of project, such as the role of supervisor vis-à-vis the committee.
5. *Credit Structure:* It has been brought out that in comparison to the M.Sc. in other sister institutions and also vis-à-vis B.Tech./M.Tech. programmes, the credits requirement in M.Sc. are too high and there is need for reducing the credits by 10-15. This would be more in line with the credit budgeting of 20 credits per semester as proposed (and approved by the Senate) for the UG curriculum.

Proposals:

1. *Credit Structure:* The total credits for an M.Sc. programme would be 75 with following break-up:

Programme Core+Elective: 69
(PE minimum 9)
Open Electives (OE): 6
Total: 75

Existing Programme Structures			
	Physics	Maths	Chemistry
PC	69	72	72
PE	15	12	12
OE	6	6	6
Total	90	90	90

The Programme electives are out of specified list of courses. The open electives are chosen by the student, could be from the list of programme electives. Project would be in two parts, first one of which is compulsory and the other conditional elective. The first part of minimum 3 credits would be in the PC while the other of 4-8 credits could be in the PE. Suitable criteria for eligibility to take the second part may be evolved by the respective departments.

2. *Tutorials*: Tutorial can be included in the core courses.
3. *Course Distribution*: Since the intake is heterogeneous and coming from a different academic environment, we may reduce the credit assigned to the first semester to a maximum of 20.
4. *Specialization*: It is proposed that an option for specialization could be introduced by the department. This would require additional courses of 12 credits including the 6 OE credits in addition to the Part-II project in the area of the specialization. Thus the minimum credits with specialization would be 81.
5. *M.Sc.+Ph.D. Dual Degree*: It is proposed that a student can opt to switch to Ph.D. at the end of first year. She/he would not do any project for M.Sc. [3+(4-8)] credits and the OE credits and 6 PE credits would count towards Pre-Ph.D. requirement. In consultation with the supervisor, she/he would carry out literature survey/preliminary studies in the area of research. This would count towards the M.Sc. credits in place of the project. The admission to Ph.D. would start from the second year of M.Sc. He/She would have to clear GATE for assistantship for the next 4 years. M.Sc. degree will be awarded only along with the Ph.D. degree.