Minutes of the 6th Meeting of IQAC, IMI Kolkata

December 23, 2022 at 3:00 P.M via Video Conferencing

Members present

1   *Professor Mohua Banerjee, Chairperson, IMI Kolkata*
2   *Professor Chanchal Chatterjee, Coordinator, IMI Kolkata*
3   *Professor Tirthankar Nag, Member as Trustee, IMI Kolkata*
4   *Professor Rachana Chattopadhyay, Member, IMI Kolkata*
5   *Dr. Rajashri Chatterjee, Member, IMI Kolkata*
6   *Dr. Sachin Modgil, Member, IMI Kolkata*
7   *Mr. Subrata Debnath, Member, IMI Kolkata*
8   *Ms. Abhisikta Chakraborty, Member, IMI Kolkata*
9   *Professor Pradip K. Bhaumik, Member from the Management, IMI Kolkata and Distinguished Academician, Professor Emeritus, IMI Delhi*
10 *Mr. Gautam Ray, Member from Employer, IMI Kolkata, Executive Director – HR & Administration, CESC Limited*
11 *Ms. Bharti Agarwal, Member as Student, IMI Kolkata*
12 *Mr. Shaswath Sharma, Member as Student, IMI Kolkata*
13 *Mr. Abhishek Pal, Member as Alumni, IMI Kolkata*
14 *Ms. Amrita Datta, Member Secretary, IMI Kolkata*

Leave of absence

1. *Dr. Sahana Roy Chowdhury, Member, IMI Kolkata*
2. *Dr. Rohit Singh, Member, IMI Kolkata*
3. *Ms. Solanki Sengupta, Member, IMI Kolkata*
4. *Mr. Dinesh Upadhyay, Member, IMI Kolkata*
5. *Professor Debdas Rakshit, Member as Distinguished Academician, University of Burdwan*
6. *Mr. Harsh V. Agarwala, Member from Industry, Ori-Plast Limited*
7. *Mr. Piyush Pagaria, Member as Alumni, IMI Kolkata*

Agenda

1. Confirmation of the minutes of the previous meeting
2. Action taken on suggestions made in the last meeting
3. Snapshot of Entrepreneurial Initiatives by the IMI Kolkata
4. Discussion on PGDM Programme at IMI Kolkata

Highlights of the Meeting:

1. The Chairperson and Coordinator greeted every one present at the meeting.

2. As per request by Coordinator, the Member Secretary introduced the new members.

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3. The Coordinator introduced the other faculty members present from IMI Kolkata to the external members.

4. All the members have confirmed the minutes of the previous meeting held on September 24, 2022.

5. The Coordinator requested Dean – Research & International Relations to present the action taken on suggestions made in the last meeting.

6. Suggestions that were made by Dr. Debdas Rakshit in IQAC meeting dated September 24, 2022 included -

   ➤ The institute already has well defined policy for promotion of research but if possible same should be uploaded on the website

   ➤ Bibliometrics of the publications in the last 3 years or 5 years based on average citation index in either Scopus or WoS or intercitation index for all the 100 publications may be published

   ➤ Perform SWOT analysis to understand and strategize research policies in future.

Professor Tirthankar Nag, Dean – Research & International Relations, appraised the members regarding the following:

   • All research policies of IMI Kolkata including Faculty Performance Policy, Faculty Promotion Policy, Faculty Recruitment Policy, Research Grant Policy and Travel Policy have been uploaded on the intranet.

Mr. Gautam Ray had raised a query as to whether the policies mentioned by Professor Nag are aligned with AICTE guidelines. Professor Nag clarified that when the policies were formed across the three IMIs and when the policies were being formed, care was taken to ensure that there were no contradictions with existing regulations. Also, the major policies are the same across all the three IMIs. Professor Mohua Banerjee added that the policies were approved by the Steering Committee and in comparison to the benchmarks like AICTE, the IMI norms are more stringent.

   • Next Professor Nag shared the Bibliometric analysis of publications by IMIK faculty starting from 2010 taking into consideration only 1 repository, SCOPUS. From the chart it was evident that the number of publications increased over time.
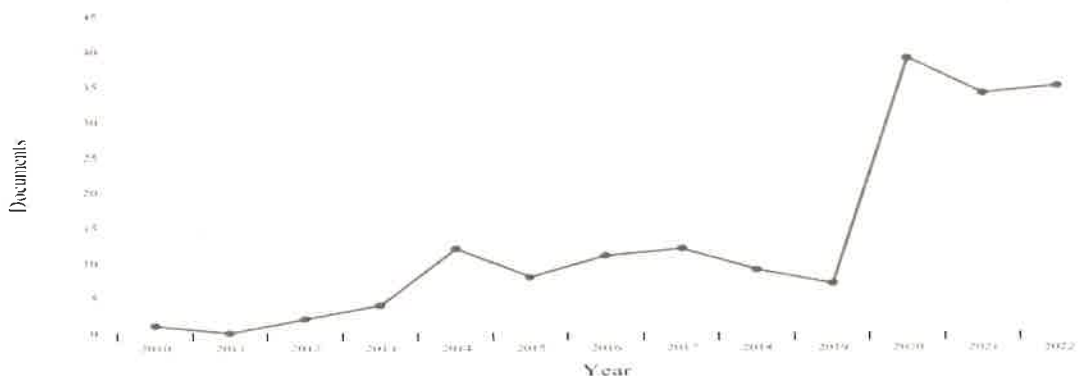

Figure 1: Year Wise Publications

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- Professor Nag further presented the Publication by Source – Top 10 Journals (No. of Publications). He mentioned that there had been shift from lower quality journals to higher quality journals.

Figure 2: Publications by Source – Top 10 Journals (No. of Publications)

- Professor Nag further presented the country wise data on publication with co-authors with foreign affiliation. He appraised the members that IMIK faculty have written with authors with foreign affiliation and that has helped in growing the global network.
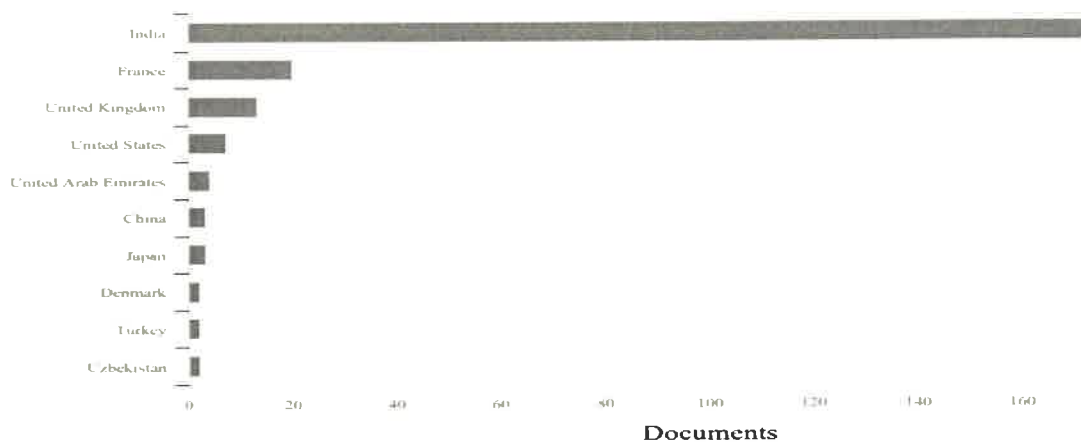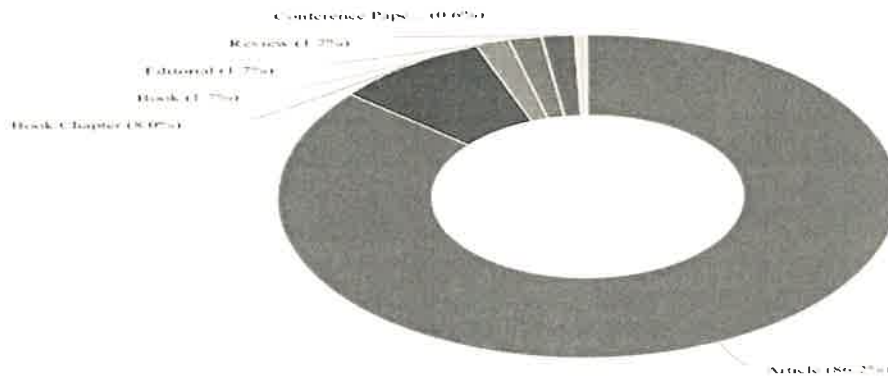

Figure 3: Country Wise Network

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- Professor Nag also shared the type of publications by IMIK faculty. Most of the publications are journal articles and rest are book chapters, reviews, editorials etc. He further appraised the members that the focus is on journal articles as the same helps in securing scores for NIRF and other accreditation rankings.

- Lastly an initi **Figure 4: Publications by Type (since 2010)**

Strength	Weakness
• Research Active Faculty • Availability of Research Support • Own research journals and magazines • Mou with International Partners • Track record of organizing FDPs, conferences and seminars	• Institute brand and research financing
Opportunities	**Threats**
• NEP's focus on multidisciplinary research and National Research Foundation (NRF) • International interest in collaborating with Indian research organizations	• Entry of foreign Universities and flow of talent and available research funds • NEP's flexible curriculum may need more time and focus on managing students

Figure 5: Research – Initial SWOT

Professor Nag appraised the members that IMI Kolkata has research active faculty as same is guided by the faculty recruitment policy wherein faculty members must have PhD with at least 2 papers published in good journals. Also, IMIK facilitates research in terms of support for FDPs, conferences, databases. IMIK also has its own research journal and in-house scholarly publication. In addition the institute has MoUs with 15 international partners.

The weakness is that the institute brand is still developing. Hence, acquiring independent research funding is a concern though over time, the faculty have been able to tide over the same.

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Opportunities include the fact that NEP focusses on multidisciplinary research and as a result there is rising demand for researchers. Also, the formation of the National Research Foundation will facilitate independent funding of research projects so the opportunity for funded research will increase. Also a growing interest has been observed among the foreign universities for collaborating with the Indian research organizations. IMIK also has a few collaborations under process.

Threats include the entry of foreign universities in the education domain in India. This would result in flow of talent and research funding to these universities. Secondly, NEP's flexible curriculum would allow students to take up courses from different institutes in different terms and this may lead to complexities which would require more time for managing.

7. Professor Nag thereafter opened the floor for suggestions and questions by the other members. Professor Bhaumik questioned whether data on publications from sponsored research and case studies get captured separately. Professor Nag appraised him that the report that was presented was prepared in line with the suggestion made in the last meeting regarding faculty publications and as such the data on publications from sponsored research and case studies are being maintained separately.

Professor Bhaumik further suggested to consider the NIRF score on research as the same showcases percentile value and so the institute's relative position can be ascertained. Professor Nag appraised the members that the NIRF scores are being tracked.

Mr. Gautam Ray further suggested to highlight following three points:

   i. Number of research fellows and whether there is any policy for engaging the research fellows

   ii. Faculty distribution in research involvement

   iii. Number of collaborative research projects (with Government institutions, other institutes, industry etc.)

Professor Nag appraised Mr. Ray that there are 13 FPM scholars and yes there exists policies at present for engaging the research fellows, who are selected basis a screening process involving research proposal submission and presentation in line with the guidelines from AICTE. There is a handbook with guidelines prescribed regarding the timelines for thesis presentation, number of guides etc. Moreover, few joint papers have been published by the research fellows along with the faculty.

He further explained that faculty involvement in research is equitable as it is part of the policy. Professor Banerjee further added that although the faculty distribution in research involvement is more or less equitable across areas, there are some prolific publishers who far supersede the average count. In case it has been a while for a faculty who has published we try to ease the teaching course load to enable them to focus better on research.

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In terms of collaborative research, there has been publications by Professor Banerjee in collaboration with UGC UKEIRI wherein she published with University of Leeds. Also, referring to Figure 3, it is evident that IMIK faculty have published with a wide range of authors from other countries.

The Coordinator thanked Professor Nag for presenting the action taken report.

8. The Coordinator thereafter request Professor Rachana Chattopadhyay to present before the committee the programme initiatives.

9. Professor Chattopadhyay appraised the members regarding the following:

> Two accreditation bodies AMBA and NBA had evaluated IMI Kolkata and given an overall positive feedback. AMBA has verbally communicated to IMI Kolkata regarding the 5 year accreditation although the official communication is awaited. Also, the NBA result is pending. However, considering the exit feedback given by these bodies, certain initiatives have been taken so that we can incorporate the changes suggested.

> Professor Chattopadhyay further explained each point mentioned in the exit feedback from AMBA and NBA that included the following:

i. Core Course Reduction - Professor Chattopadhyay mentioned that the AICTE requirement of the core course credit is 54 however, that of IMI Kolkata is 81. So, both the bodies have suggested to reduce the core course.

ii. Comprehensive Management Project – Professor Chattopadhyay mentioned that IMI Kolkata has course wise projects but does not have a comprehensive management project based on the specialization after 1 year which has been suggested.

iii. Class time reduction / Credit reduction – Professor Chattopadhyay mentioned that IMI Kolkata can consider either class time reduction or credit reduction.

iv. Give more free time to the students for core course related activities - Professor Chattopadhyay mentioned that IMI Kolkata has been suggested to provide the students with more time for their self-activity or group activity and thereby assess their capabilities.

v. Course with focus on sales needs to be introduced in the first year core course in the area of marketing. The same was suggested by Professor Rachana Chattopadhyay in line with suggestions given by accreditation bodies.

vi. Incorporate a course on 'Self Understanding' – Professor Chattopadhyay explained that as AICTE has not yet made it mandatory to include courses like UHV etc. hence, IMI Kolkata has not yet introduced such courses however, AMBA has suggested to include some self-understanding courses.

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    vii.   Avoid Text books and focus more on reading materials which has shorter read and time.

> Based on the above suggestions, the following action has been taken:

    i.   Formation of task force [All Area Chairs, Chaired by Dean (Academics)] aims to reduce the core course credit from 81 to close to 60. Also, the courses are being sequenced logically, overlapping areas are being removed and possibility of clubbing some courses are also being considered.

    ii.   Area wise core course reduction has been suggested

    iii.   Few courses have been made as a qualifying non-credit course. So, before the commencement of the actual course, these courses will be taught although the students will have to pass these courses.

    iv.   First meeting held on December 21, 2022 wherein it has been suggested by the areas on shifting some courses to other areas, or shifting them to the section of qualifying non-credit courses

These are some of the initiatives that have been taken in terms of Programmes.

> Professor Chattopdhyay further appraised the members that the accreditation bodies had also suggested some changes in the course evaluation process. With regards to the same it was suggested that as IMI Kolkata has to reduce the courses, so the activities of the student bodies like the various clubs may be assessed as part of the course evaluation. This way the students can have some free time which can be utilized meaningfully for course evaluation also.

> Professor Chattopadhyay appraised the members that IMI Kolkata's programme learning outcomes (PLOs) are based on Bloom's taxonomy. The accreditation bodies have suggested that focus should be on measuring the fundamentals, problem solving up to application while measuring the PLO for the first year courses. In case of elective courses we were suggested to the ability of a student's analysis, synthesis, creative thinking or integrated thinking. Accordingly, area wise redesigning of the evaluation process has been initiated.

Professor Chattopadhyay thanked the members and ended her presentation.

10. The Coordinator thereafter opened the floor for questions and suggestions.

11. Student member, Mr. Shaswat Sharma suggested that in the area of Analytics, more inculcation in terms of softwares like Python, SQL and other softwares that are there may be better in addition to the concepts that are taught because in the industry proficiency is needed in a particular software and concepts may not be so much needed.

Professor Chattopadhyay appraised the members that through Coursera students who require these particular skill can do a self-study or self-certification as a pre-qualifier as allocation of such certifications in the course is not possible at present.

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The Chairperson, Professor Banerjee further added that the thought process behind what Professor Chattopadhyay mentioned has been to allow the core courses and the electives to focus on the application of the tools for decision making, problem identification etc. but learning the tools can be taken up under the pre-qualifiers before the student starts with the core courses. She further added that IMI Kolkata is trying to procure Coursera at an institutional level so that the students can get hands on benefit not only for course material pre-read but also placement proficiency, skill set certifications. So, all the tools related to Analytics like Excel, Python or any other software will be included there so that the students can go through the same to know the tool, practise it and get the certification at no cost to the student and thereafter in class the students can delve into the numbers and datasets and get into the application part.

12. The Coordinator thanked Professor Chattopadhyay for her presentation and next requested Dr. Modgil to present the initiatives of IMI Kolkata in the area of Entrepreneurship.

13. Dr. Modgil appraised the members about the following:

➤ The PDGM programme may be divided into three levels including Input where IMI Kolkata does not have much control, followed by Process which includes the 2 years of the PGDM programme and lastly the Output wherein the students get placed in the industry. Now the process part has a lot of potential and that can influence both input as well as output.

➤ IMI Kolkata has thought about 2 courses (New Venture Development Course and Local Business Accelerator Course) that would help the students and give them practical hands on experience and apply the classroom learning to the actual business problems. These are 10 months (half a day weekly) courses. So weekly half a day, students will be working on a particular business problem. In New Venture Development Course, students will be starting their own companies within the campus and they will be working upon their business ideas and in the Local Business Accelerator Course, students will work closely with the local businesses, identify their problems and help them accelerate their business upto a certain extent.

➤ The impact of the local business accelerator that is being contemplated include –

i.   Exposure to consulting

ii. Improving the Top and Bottom line of local businesses

iii. Awareness about IMI Kolkata in market that can impact admissions, certifications like family managed businesses

iv. Applying classroom learning to actual business

v.   Practice of consulting frameworks

vi. Showcase the findings of the consulting firms and corporates for SIPs and final placements.

➤ The programme has been launched on December 20, 2022

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➢ The impact of the new venture development course that is being contemplated include –

    i. Exposure to run a business

    ii. Potential to have minimum 1-2 ventures in a year and contribute to Indian and World Economy

    iii. Applying the classroom teaching in designing and development of their venture

    iv. Students can share their successful or partially or ongoing venture in their placement interviews

    v. Later the successful ventures have potential for case studies.

➢ Dr. Modgil further mentioned that the Programme details included –

    i. 16 industry partners

    ii. 10 months course

    iii. No Teaching involved as there is already a course on Entrepreneurship taught and students are already aware.

    iv. No exams

    v. Weekly evaluation by faculty and industry mentors

    vi. Quarterly presentation

    vii. 4.5 credits weightage

➢ Dr. Modgil then appraised the members regarding the key measurement criteria that included

    i. Detailed facilitator's guide encapsulates key entrepreneurial concepts into weekly milestones

    • Deeply understanding the problem

    • An aptitude to navigate obstacles

    • Consistency, teamwork, clear communication

    ii. Building something "useful" and "valuable"

➢ Dr. Modgil thereafter shared the names of some of the industry partners that included Ingreens, Diverse Genomics, Dhanwantary Medicare, Poddar Mercantile Group, Turnip, Leveraged Growth, calcuttaphototours, Gravitas AI, CHEM MACO, TABLT Pharmacy, My Canvas Talk, Webingo, Om Foods, now Purchase, Arosia water, Durga Caterers etc.

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➤ Dr. Modgil thereafter invited questions.

➤ Mr. Abhishek Pal enquired when the mentioned courses would be taught to the students. Dr. Modgil appraised the members that the same would be taught in the second term as it is of 10 months and needs to be completed prior to the starting of the placement process.

➤ Mr. Pal further enquired whether students would have the summer internship over and above this. Dr. Modgil replied that yes the students would have a summer internship over and above these courses.

➤ Mr. Pal further congratulated IMI Kolkata for the nice initiative taken with regards to the introduction of the entrepreneurship courses.

➤ Professor Bhaumik enquired whether the entrepreneurship courses would be electives or for all the students. Dr. Modgil appraised him that as of now the courses were meant for all the students.

➤ Professor Banerjee further appraised the members that the students would be divided into two groups right at the onset so they get to choose whether they want to opt for new venture development or, the local business accelerator course. So students who have the entrepreneurial acumen go for new venture development while others will go for local business accelerator course. Each group will have around 10 students who would work for each partner organization. There will be two to three problems that are identified and that they are expected to solve. For example it could be operations related, process related or related to managing finances, or business outreach.

➤ Dr. Modgil shared the split of students for the current year wherein 140 students have opted for local business accelerator and rest have opted for new venture development.

➤ Professor Bhaumik enquired about the evaluation process.

➤ Dr. Modgil further explained that within each group there would be further sub groups who would work for each partner organization. Each group working for a particular organization will again be divided into groups of 3 to 4 students who would work on a particular problem area for that organization. This has been discussed with the partner organizations and they have agreed to it. Dividing the students into sub groups to engage them with particular problem of the organization will help in engaging them better and also in their evaluation.

➤ Professor Bhaumik appreciated the process but expressed apprehension regarding the parameters that would be included for evaluation of the students.

➤ Dr. Modgil appraised the members that the evaluation would include –

    i.   Worksheet evaluation (20 %)

    ii.   Mid Term Presentation I (Business Ideas and validation steps) (20 %)

    iii.   Mid Term Presentation II (MVP, Marketing plan, execution and results) (20 %)

    iv.   End term presentation (20 %)

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v.   Report submission (20 %)

➤ Dr. Modgil further added that the faculty involved will be doing weekly evaluation to understand the problem areas and progress. He explained that Phase I would be related selecting a problem, validating the problem, market research, refining the idea, monitor the criteria I, conduct customer interviews, competitor analysis, developing the plan for product/service, developing preliminary marketing plan and then mentor the criteria II. Phase II involves creating marketing media, developing a minimum viable product, preparing website, setting up e-mail id and domain name, developing a go-to market strategy, mentoring the various criteria, developing a sales and market funnel, refining the product/service, developing a pitch desk, setting up company raising investment, mentor criteria II.

➤ Professor Bhaumik enquired regarding the number of students who have opted for the new venture and Dr. Modgil appraised the members that at present 70 students have opted for the same and 140 students have taken up local business accelerator.

➤ Professor Bhaumik further enquired about how the students in the new venture group would work. Dr. Modgil appraised the members that the 70 students who have opted for new business venture would be divided into groups of 10 and then each group 10 would be further divided into groups of 2 to 3 students dedicated respectively to take care of the marketing side, product designing, idea, website etc.

➤ Mr. Gautam Ray suggested a few points –

    i.   In case of business accelerator course, why local only, if someone wants to do a venture with someone in Gujarat, why not?

    ii.   In new venture business it would be important to consider the sustainability part.

    iii.   In new venture whether it is necessary that we restrict to business or initiatives? This is because in today's framework, business has a limited bandwidth but it is much larger for an initiative like a sustainability project and so whether something similar can be incorporated.

    iv.   As a branding exercise launching of these courses is a very innovative and good initiative.

    v.   Mr. Ray offered to help by keeping Chamber of Commerce involved so as to receive more responses and wider circulation. Professor Banerjee conveyed gratitude for the same.

    vi.   Mr. Ray was in sync with the apprehensions raised by Professor Bhaumik and mentioned that he did not observe any robust evaluation framework and same is also not proven as it is a new initiative. So at least in the initial stage some normalization process needs to be thought of. If a one day or two day process can be done initially thereafter a presentation for normalization wherein more weightage can be given to the faculty guide but there should be some provision of rectification through normalization. Industry feedback should not be restricted to informal feedback only in the form of essay writing but there can be some objective feedback also.

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vii.   Also one or two large scale industry from the organized sector needs to be engaged so that students get a holistic view, opportunities for collaboration and there may be a future possibility of these industries taking interest in IMIK students.

viii. Mr. Ray further mentioned that these were his thoughts and he would not mind if any of these are ignored. Professor Banerjee appreciated the suggestions and assured that the points will definitely be considered and worked upon to accommodate in the existing structure.

As there were no other matters to be discussed, the meeting ended with a vote of thanks and regard to all the members present by the Coordinator.

Signature of Coordinator
(Professor Chanchal Chatterjee)

Signature of Chairperson
(Professor Mohua Banerjee)

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