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**REPORT OF UNIVERSITY GRANTS COMMISSION
EXPERT COMMITTEE FOR ITS VISIT TO NARSEE
MONJEE INSTITUTE OF MANAGEMENT STUDIES
(NMIMS), MUMBAI, FOR CONSIDERATION OF DEEMED
TO BE UNIVERSITY STATUS ON TO IT**

Narsee Monjee Institute of Management Studies, Mumbai, an institution affiliated to the University of Mumbai and recognized by UGC under Section 2(F) of the UGC Act, 1956 had submitted its proposal for Deemed to be University Status through the Ministry of Human Resource Development, Government of India.

With a view to consider the proposal of NMIMS, Mumbai, the Chairman, UGC, constituted a committee with the following:

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| (i) Prof Sureshwar Sharma,
Member, University Grants Commission,
New Delhi | Convenor, |
| (ii) Prof. Sharat Kumar,
Former Director, IMT Ghaziabad | Member |
| (iii) Prof. O. P. Goyal,
I.P. University, New Delhi | Member |
| (iv) Prof. K. Sarukesi,
Head, Dept. of Computer Science,
Bharathiar University, Coimbatore | Member |
| (v) Dr. Tilak R. Kem,
Additional Secretary, UGC | Member Secretary |

The committee, thus constituted, visited NMIMS, Mumbai, on 6th – 8th September 2002 (inclusive journey). The committee on being received by the Director General and Director of NMIMS, Mumbai, had a detailed powerpoint presentation on overall working of NMIMS. The committee then had a

detailed round of discussion with the staff, students and alumni of NMIMS. The committee was also shown around the various facilities / infrastructure such as Lecture Halls, Staff Cabins, Library, Bhaidas Hall, Santokba Hall, Computer Centre, Computer aided Online Examination Centre (NMAT Centre) and other facilities created by the institute for the welfare of teachers and students.

The Convenor of the committee was requested to inaugurate a Language Lab recently built with the financial assistance provided by All India Council for Technical Education primarily set up to enhance the student capacity for communication and pronunciation skills. The committee was also provided an opportunity to participate in the BT Acumen, an inter-management institution competition for the western region organized by NMIMS with sponsorship from Business Today, Standard Chartered and TCS.

BACKGROUND OF NMIMS

The NMIMS, Mumbai, was established in 1981 and is managed by Shri Vile Parle Kelavani Mandal, a public charitable trust registered under the Societies Registration Act, 1860, and Bombay Public Trust Act, 1950. NMIMS is a single faculty institute having specific thrust on management studies. Narsee Monjee Institute of Management Studies, one of India's top ten business schools, stands apart as a symbol of quality in management education. It has evolved over the years into a citadel of management thought and learning. This has been possible because of the dedication of its competent faculty, committed students, its mission to influence the quality of management education in industry and the ability to bridge the gap between an academic

institution and a challenging business world. The highest quality rating awarded to the institute by the All India Council for Technical Education (AICTE) certifies the spirit of excellence that the institute has symbolized and always practiced.

NMIMS VISION & MISSION

The vision of NMIMS is to be a world-class centre of excellence in management learning and innovation driven by social sensitivity and state-of-the-art technology. In the next ten years, by 2010, it will be among the top 10 business schools in the Asia-Pacific region offering state-of-the-art management education, high quality research, training and consultancy services to suit the ever changing needs of industry and society.

The Institute is committed to the mission of influencing the quality of Management in organizations in various sectors toward greater professionalisation through a new breed of managers, who combine the use of managerial skills with the understanding of the socio-cultural system in which they have to operate as harbingers of change.

GOVERNANCE

The overall management of the Institute vests in the parent body, Shri Vile Parle Kelavani Mandal which is led by a team of selfless entrepreneurs and professionals committed to the cause of education. SVKM is headed by Shri Amrish Patel well known and dynamic entrepreneur and philanthropist, committed and deeply involved for the cause of Education.

The Institute has a Governing Council with representation from the Parent Body, industry, management experts and the representatives from the All Indian Council for Technical Education, University of Mumbai and the Government of Maharashtra. The Governing Body is responsible for policy formulation, giving direction to the Institute and the overall management of the Institute.

COURSES

The Institute conducts 4 University programmes and 3 Autonomous programmes approved by All India Council For Technical Education.

The programmes details are as under :

Name of the Programme	Year of Starting	Duration Yrs.	Sanctioned Intake	Recognition / Affiliated to
FULL TIME				
Masters degree in Management Studies (MMS)	1981	2	120	AICTE / University of Mumbai
Post Graduate Diploma in Business Management (PGDBA)	1992	2	60	AICTE
Post Graduate Diploma in Advertising and Communications Management (PGDACM)	1993	2	30	AICTE
Post Graduate Diploma in Rural Marketing (PGDRM)	1994	2	30	AICTE

PART TIME :				
Masters Degree in Marketing Management (MMM)	1985	3	120	AICTE / University of Mumbai
Masters Degree in Financial Management (MFM)	1985	3	120	AICTE / University of Mumbai
Masters Degree in Human Resource Development Management (MHRDM)	1985	3	120	AICTE / University of Mumbai
Ph. D	1992	3	15	University of Mumbai

ADMISSION CRITERIA

The admission is open to all persons irrespective of their caste / creed / religions. Admissions are made solely on merit basis. Admissions take place on the basis of following criteria :

Name of the Programme	Selection procedure
FULL TIME :	
Masters degree in Management Studies (MMS)	Merit on the basis of aggregate marks at CET/NMAT + GD + PI + Academic + Work Experience
Post Graduate Diploma in Business Administration (PGDBA)	Merit on the basis of aggregate marks at NMAT + General Awareness Test + GD + PI + Work Experience
Post Graduate Diploma in Advertising and Communications Management (PGDACM)	Merit on the basis of aggregate marks at NMAT + General Awareness Test + GD + PI + Work Experience
Post Graduate Diploma in Rural Marketing (PGDRM)	Merit on the basis of aggregate marks at NMAT + General Awareness Test + GD + PI + Work Experience
PART TIME :	
Masters Degree in Marketing	Merit on the basis of aggregate marks

Management (MMM)	at NMAT + PI
Masters Degree in Financial Management (MFM)	Merit on the basis of aggregate marks at Written Test + PI
Masters Degree in Human Resource Development Management (MHRDM)	Merit on the basis of aggregate marks at Written Test + PI

For Part time Masters Programme minimum of two years experience at the supervisory /executive level is mandatory. These programmes are conducted by University of Mumbai.

***CET - Conducted by the Government of Maharashtra**
NMAT - Conducted by the Institute

FACULTY

NMIMS has 42 Full time faculty and Part time faculty with a strong academic background and significant exposure to industry. The break up of Full time Faculty is as below:

Professors	10
Readers	12
Lecturers	9
Adjunct Faculty	6
Research Associates	4
Librarian	1

The faculty strength with Ph.D is 13. Six Faculty members have registered for Ph.D. and two Faculty members have applied for registration of Ph.D.

(Details of Faculty along with the Pay scales enclosed as Annexure I)

FACULTY / FEEDBACK SYSTEM

Over a period of 7-8 years, the Institute has standardized the feedback of faculty on five important parameters. The feedback on these parameters is graded on a scale of 5 points. The office collects the feedback in the absence of the faculty members, towards the end of the semester. The student's identity is not required on the feedback form. The office tabulates and summarizes the feedback and circulates it to the individual faculty member and also makes it available to the Dean Academics and to the Head of the institution. Course Co-ordinator discusses the feedback with the faculty concerned to work out ways and means of improving upon those parameters

ACCREDITATIONS

The MMS and PGDBA courses offered at the Institute have been accredited and awarded an 'A' grade by the National Accreditation Board – the accreditation agency of the AICTE, which is the highest quality rating awarded by the board.

NMIMS is the first business school to be accredited and awarded a "FIVE STAR" rating by the UGC sponsored National Accreditation and Assessment Council (NAAC), which is the highest rating that is awarded by the council.

CUTTING EDGE

NMIMS as ever, remains at the cutting edge of management education. This fact is well recognized in the media also.

- NMIMS ranks 1st in International Linkages. (Source : Asia Week, July 2000)
- NMIMS ranks 5th overall amongst Indian Business Schools. (Source : Asia Week, July 2000)
- NMIMS ranks 10th amongst Indian Business Schools. (Source : Business Today, 12 November, 2001)

AWARDS (2000- 2002)

- ◆ Best Management Institute for 2 consecutive years – Bombay Management Association
- ◆ 5 times Best Teacher Award (in the last 12 years) - Bombay Management Association
- ◆ Best Summer Project Award (IMCI Competition)
- ◆ Best Paper Presentation on Supply Chain Management – PRERANA, NITIE, Mumbai
- ◆ Best Research Paper Presentation Award At AIMS Annual Convention – Vishakhapatnam
- ◆ Best case study on SUPPLY CHAIN MANAGEMENT at Ensemble, XLRI

STUDENTS PLACEMENT

The placement process at the Institute is coordinated by the Placement Committee consisting of Faculty, the Registrar, the Placement Officer and the Students. The Faculty with students visits the companies for presentation about the Institute. The Committee liaises between the students and the Companies for on-campus recruitment saving their considerable time and expense and promoting the relationship between the Institute and industry.

The summer Placement of the students in the full-time Courses namely, M.M.S., P.G.D.B.A., P.G.D.A.C.M. and P.G.D.R.M. are also coordinated by the Placement Committee. Details of placement for year 2001-2002 given below :

Course	Total No. of students	Placed	Not seeking placements/self employed
Master of Management Studies	126	101	16
Post Graduate Diploma in Business Administration	60	52	8
Post Graduate Diploma in Advertising & Communications	27	25	2
Post Graduate Diploma in Rural Marketing	29	28	1

INFRASTRUCTURE

The Institute over a period of time has developed infrastructural facilities, which will enhance the quality of education. The Institute has already completed the air conditioning of the classroom to minimize the noise pollution, to keep the environment clean and create an environment conducive to learning. Air-conditioned Seminar/conference Rooms and Library provide the right ambiance for conducting the various programmes for the students and industry.

ALLOCATION OF SPACE FOR DIFFERENT FUNCTIONAL AREAS

SR. NO.	DESCRIPTION	AREA (Sq.ft.)	AREA (Sq.mtr.)
1	Academic/ Instructional	21042.5	1955.57
2	Administration	7689.5	714.64
3	Amenities	12411.5	1153.48
4	Hostels	53218.96	4946.0
5	Conference Facility / Seminar Hall	2555	237.45
6	Computer Facility	1787	166.08
7	Library	5628.5	523.09
8	Classrooms & Tutorial Rooms	12064.0	1121.19

Additions to Infrastructural Facilities

Gymkhana	800 sq. ft.
Library reading area - open space	4500 sq.ft.

The Institute also avails the infrastructure facilities of Shri Vile Parle Kelavani Mandal

LIBRARY FACILITIES

The Institute is equipped with 28,054 books, 168 journals, 63 magazines and 363 Video Cassettes. The Library has installed 'Capitaline Software Package' for the Company database and library suite, for bibliographic information.

Details of books and journals as on August 2002 are given below :

Subject	No.of Journals	No. of Books
Human Resource Management	7	2587
Finance	31	1963
Economics	13	2845
Information Technology	9	3463
Marketing	16	3146
Operations	9	1708
General Management	21	6074
Law	2	1297
General	60	4971
TOTAL	168	28054

No. of books as on August, 2002	: 28,054
No. of Journals	: 168
No. of Magazines	: 63
No. of Video Cassettes	: 363
No. of Audio Cassettes	: 286
No. of Compact Discs	: 39
No. of Video Compact Discs	: 6
No. of Newspapers	: 18

EQUIPMENTS

The Institute is well equipped with 31 overhead projectors, 11 LCDs, 22 Public Address Systems and Resographic facilities. The EPABX System is in operation.

Audio & Audio Visual	Quantity
16 mm film Projector	1
Overhead Projectors	31
Slide Projectors	1
Colour TV	2
VCR	3
Tape Recorders	8
Audio Systems in Classrooms	22
Video Projector	1
L.C.D. Ceiling Mounted - 9, Mobile -3	12
Equipments	

Plain Paper Copier	4
Duplicators	3
Electronic Typewriters	2
Manual Typewriters	2
EPBAX System	12 X 96
Resograph	1
Franking Machine	1
Fax Machines	2
Scanner	2
Pana Board	1

Computing Facilities

Computing facilities	No. available
Servers	9
PCs	225
Scanner	2
Laser Printer	1
Desk Jet Printer	33
Dot Matrix	47

*Software

Windows 95-98 ,Ms Office,Linux , Turbo C , Visual Studio , Oracle
,Back Office 4.5 , Foxpro , Cobol , Developer 2000 , Systat

LEASED LINE INTERNET ACCESS

SVKM has signed an agreement with BSES Telecom Company for a 2 Mbps leased line for internet access. With the installation of the leased line, the Institutes of SVKM will be thoroughly revamped using fiber optic cable to facilitate fast internet access round the clock with all the computers installed at the Institute

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NMAT Online

NMIMS has received very good response to its programmes as is evident from very large number of applicants for limited number of seats. For admission to the academic year 2002-2004 programmes in PGDBA/PGDACM/PGDRM, a total of 14600 aspirants applied from all over the country. The aspirants currently get only one chance at the admission test through a paper-pencil multiple choice examination conducted in 19 centres all over the country on first Sunday in the month of February.

To make the admission test more student-friendly and to give multiple chances to aspirants, beginning December 2001, NMIMS has been offering NMAT online through electronic medium in Mumbai, Ahmedabad and Delhi. The structure of the question paper, segregation of questions in different categories, difficulty levels and the time permitted is the same as those for paper-pencil examination.

An aspirant now has option of taking up to 3 chances at NMAT examination. He/she can appear up to 2 online exams if he/she is taking paper-pencil examination. In the event of an aspirant not registering for paper-pencil examination, he/she can take up to 3 examinations by electronic mode.

NMIMS is one of the first management institutes in the country to offer NMAT online through electronic mode. NMIMS proposes to offer NMAT online for the programme academic years 2003-2005 from September 2002 at ten centres. Undoubtedly this is a path-breaking initiative of NMIMS.

OBSERVATIONS AND RECOMMENDATIONS:

1. The committee observed that NMIMS has been meeting the demand for managers. The infrastructural facilities, faculty, equipments, library, operational philosophy, belief and governance that has grown / developed over the years quite satisfactorily matches with its vision of becoming "A world class center of excellence in management learning and innovation driven by social sensitivity and state of the art technology."
2. The NMIMS now enjoys the Five-Star rating by National Assessment and Accreditation Council, University Grants Commission and 'A' grade rating by National Board of Accreditation, AICTE.
3. The State Government of Maharashtra has given "No Objection Certificate" to NMIMS for its being considered for the Deemed to be University Status. NMIMS has given undertaking to frame its MoA and rules / regulations in

accordance with the guidelines of University Grants Commission.

4. The institute is currently running four full-time management programmes of two years duration and three part-time management programmes of three years duration covering almost all the functional areas of specialization, namely, Generic Management, Marketing Management, Financial Management, Human Resource Management, Operations and Systems Management aside Advertising and Communication Management and Rural Management.
5. The committee noted that it is encouraging that NMIMS has already finalized the plans to introduce one year duration part-time post graduate programmes in Insurance Management, Management of VSOs and Pharmaceutical Marketing with the effect from the academic session from 2002-03
6. The committee felt that NMIMS should identify the fields of specialization that may be offered within the overall discipline of management such as Management Information System, Computer-aided Accounting and Finance, E-banking and Insurance, Public Systems Management, E-Governance, E-Business, Values and Ethics, Corporate Business Practices, Indic Studies, Behavioural Sciences, Communications Skills, etc. And for each identified field, a separate department may

be created so as to develop the competitive edges for the institute in years to come.

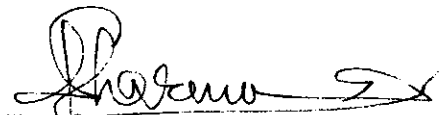
7. The emersion of technology with management discipline has seen rather a smoother path in NMIMS with the installation of needed computer hardwares and softwares, internet facilites, recruitment of professionally qualified and experienced faculty. Even so the committee persuasively felt that NMIMS needs to take appropriate and timely measures for the upgradation of both the hardwares and knowledge base of the faculty by implementing timely modernization and replacement of hardwares and by subscribing to more of electronic journals in the library.
8. The organizational structure that has been created by NMIMS for carrying out varied curricular and co-curricular activities like academics and curriculum development, corporate communications and placements, case monographs, management development programmes, research and publications, family business, guest lectures, social development projects, students' welfare activities, alumni, examinations, sexual harassment at workplace, convocation and awards, is worth appreciation. However, the committee felt that the examination system, students' welfare machinery,

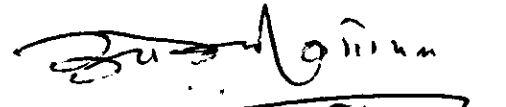
- sports, etc. needs to be looked at in details and a proper setup needs to be placed.
9. NMIMS has to take ample measures to promote research and consultancy among its faculty members. However, it comes out with certain publications covering case studies developed by the faculties and the proceedings of the seminars, workshops, etc. held by it over the years. The committee is of the opinion that NMIMS should strengthen its vision for its research and publications and should place a satisfactory system in order so as to achieve its set goal.
 10. The committee noted with great satisfaction that the institute has also involved in innovative programmes like Enterprise Training for Women (ETW) in collaboration with Scottish Enterprise Foundation, Education Management Resource Programme (EMRP), funded by European Commission, Management of Voluntary Service Organization and online training and examinations, experimentations.
 11. The committee noted that Shri Vile Parle Kelavani Mandal trust has five institutions / colleges imparting higher education in Arts and Science, Commerce, Engineering and Management. The trust has however requested MHRD / UGC to bring NMIMS, Mumbai under the ambit of Deemed to be University. The committee is of the view that other institutes /

colleges if the same trust, all being in neighbourhood, may also be brought under the ambit of Deemed to be University as and when they attain the academic excellence at par with NMIMS.

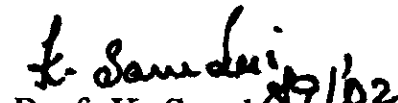
The Recommendation

The committee after having detailed discussion with the Director General, Director, faculty, students of NMIMS and on visiting the facilities / infrastructure created at NMIMS and in the backdrop its observations, unanimously recommend that the Deemed to be University Status be conferred on Narsee Monjee Institute of Management Studies, Mumbai so as to enable it to further enrich the academic excellence in the field of management sciences.


Prof. Sureshyar Sharma
8.9.02


2/5/2002
Prof. O. P. Goyal


Prof. Sharat Kumar


8/9/02
Prof. K. Sarukesh


Dr. Tilak R. Kem