

**31<sup>st</sup> SCHOOL BOARD MEETING**  
**SCHOOL OF MANAGEMENT STUDIES**

**DATED: January 21, 2014**

**VENUE:**

Conference Room, SOMS, Visveswaraya Bhawan  
(Block C), New Academic Complex, IGNOU Campus,  
Maidan Garhi, New Delhi – 110 068

**AGENDA**

Item No.	Subject
No. 31.1	To confirm the Minutes of the 30 <sup>th</sup> Meeting of the School Board held on July 22, 2013
No. 31.2	To consider and approve the Minutes of the meeting of DRC in Management held on 25.09.2013
No. 31.3	To consider and approve the list of Evaluators for Ph.D. in Management
No. 31.4	To consider and approve the list of experts/course writers for minor revision of courses MS-1, and MS-27
No. 31.5	To consider and approve Phase Zero Form and the list of experts/course writers for the Revision of the course MS-2: Management of Human Resources
No. 31.6	To consider and approve Phase Zero Form and the list of experts/course writers for the Revision of the course MS-21: Social Processes and Behavioural Issues
No. 31.7	To consider and approve Phase Zero Form and the list of experts/course writers for the Revision of the course MS-22: Human Resource Development
No. 31.8	To consider and approve the list of paper setters for courses in various Areas of management
No. 31.9	To consider and approve the list of Question Paper moderators in various Areas of Management
No. 31.10	To consider and approve additional list of evaluators for various courses in Management

No. 31.11	To consider and approve clarification regarding applicability of New Eligibility criteria for Management Programme
No. 31.12	To consider and approve the proposal for extension of MOU between IGNOU and IIBF
No. 31.13	To consider and approve the panel of experts for writing and editing International Business Strategy and International Logistics and supply chain Management courses respectively
No. 31.14	To consider and approve the list of experts/course writers for minor revision MS-93: Management of New and Small Enterprises
No. 31.15	To consider and approve the list of experts/course writers for minor revision of courses MS-64 and MS- 65
No. 31.16	To consider and approve Phase-Zero forms and list of experts/course writers for the course MS-6 and MS-66
No. 31.17	To consider and approve the renewal of MoU between IGNOU and Retailer's Association of India, Mumbai
No. 31.18	To consider and approve admission of 10 candidates in Ph.D. programme in Commerce
No. 31.19	To consider and approve admission of candidates in M.Phil. Programme in Commerce
No. 31.20	To consider and approve the Progress Reports and Pre-submission Seminar for Ph.D. in Commerce
No. 31.21	To consider and approve the list of evaluators for Ph.D. in Commerce
No. 31.22	To consider and approve the panel of evaluators, paper setters and moderators for the courses being offered by Commerce Discipline
No. 31.23	To consider and suggest suitable measures for overcoming the hurdles being faced in the course development processes in Management Discipline
No. 31.24	Any other item

**MINUTES OF THE 31<sup>st</sup> SCHOOL BOARD MEETING OF THE SCHOOL OF MANAGEMENT STUDIES HELD ON JANUARY 21, 2014 AT 11.00 AM IN THE CONFERENCE ROOM, SOMS, VISVESWARAYA BHAWAN, BLOCK-C, NEW ACADEMIC COMPLEX, IGNOU, MAIDAN GARHI, NEW DELHI – 110 068.**

The following members were present:

1. Prof. Srilatha, Director, SOMS, Chairperson
2. Prof. K. Viyyanna Rao, Vice Chancellor, Acharya Nagarjuna University, Guntur
3. Prof. P.K. Singh, Professor, IIM, Indore
4. Prof. Gopa Bharadwaj, Professor, University of Delhi
5. Mr. Nesar Ahmad, President, ICSI
6. Prof. B.B. Khanna, SOMS, IGNOU
7. Prof. Nawal Kishor, SOMS, IGNOU
8. Prof. G. Subbayamma, SOMS, IGNOU
9. Prof. K. Ravi Sankar, SOMS, IGNOU
10. Prof. Kamal Yadava, SOMS, IGNOU
11. Prof. M.S.S. Raju, SOMS, IGNOU
12. Prof. Anurag Saxena, SOMS, IGNOU
13. Prof. T.U. Fulzele, SOMS, IGNOU
14. Dr. Neeti Agrawal, SOMS, IGNOU
15. Dr. Sunil Kumar, SOMS, IGNOU
16. Mr. T.V. Vijay Kumar, SOMS, IGNOU
17. Dr. Madhulika P. Sarkar, SOMS, IGNOU
18. Prof. Satyakam, SOH, IGNOU
19. Prof. S.R. Jha, SOS, IGNOU
20. Dr. Manoj Kulshtreshta, SOET, IGNOU

Prof. Madhu Tyagi, SOMS, IGNOU, Prof. N.K. Dash, SOE, IGNOU, Prof. B.S. Rajpurohit, Vice Chancellor, J.N. Vyas University, Jodhpur could not attend the meeting.

Item No.	Subject
No. 31.1	<p><b>To confirm the Minutes of the 30<sup>th</sup> Meeting of the School Board held on July 22, 2013.</b></p> <p>The Chairperson informed the Board that the Minutes of the 30<sup>th</sup> meeting of the School Board held on July 22, 2013 were circulated to the members. No comments have been received from any member.</p> <p><b>The School Board approved the minutes.</b></p>

No. 31.2	<p>To consider and approve the Minutes of the meeting of DRC in Management held on 25.09.2013.</p> <p>The Chairperson informed the Board that as per provisions of Ph.D Ordinance of IGNOU, every Research Scholar is supposed to present two Research Seminars during his/her period of study.</p> <p>In consonance with the Ordinance, two Ph.D Research Scholars of Management have presented their seminars before the DRC meeting held on 25.09.13. The DRC also considered and approved the Progress Reports of these students as well in the meeting. The minutes of the DRC meeting has all the details.</p> <p>The Board approved the Minutes of the DRC meeting of Management held on 25.09.2013.</p>
No. 31.3	<p>To consider and approve the list of Evaluators for Ph.D in Management.</p> <p>The Chairperson informed the Board that two students of Ph.D in Management have submitted their Ph.D Thesis for evaluation, following the due processes as prescribed in the Ordinance. As per requirement the Chairperson presented student wise panel of seven evaluators each (Annexure 31.3) for evaluation of the thesis submitted by them. for consideration and approval of the Board.</p> <p>The Board approved the student wise panel of evaluators. (Annexure 31.3)</p>
No. 31.4	<p>To consider and approve the list of experts/course writers for minor revision of courses MS-1, and MS- 27.</p>

	<p>The Chairperson informed the Board that revision of the existing courses is a continuous activity undertaken by the faculty from time to time. The Human Resource Management Area of the Management discipline has proposed for minor revision of two courses viz; MS-01: Management Functions and Behaviour, and MS-27: Wage and Salary Administration.</p> <p>As per prior practices, the Faculty has been following either of the available courses of Action for Minor revision of a course in Management discipline. As per need and availability of the experts, the Faculty has either been assigning such activity to a particular expert at the relevant rates approved by the University or has also been following the route of assigning different units to different experts for revision as per IGNOU norms, which are in vogue at that time. In the instant case either of the provisions will be adopted for revision. A list of proposed experts/course writers (Annexure 31.4) for the purpose is being presented to the Board for its consideration and approval.</p> <p><b>The Board considered and approved minor revision of the courses MS-1, and MS-27 along with the list of experts/course writers (Annexure 31.4) for the purpose.</b></p>
No. 31.5	<p><b>To consider and approve Phase Zero Form and the list of experts/course writers for the Revision of the course MS-2: Management of Human Resources.</b></p> <p>The Chairperson apprised the Board that as per approved procedures the</p>

	<p>proposal for major Revision of a course is required to be considered and approved by the School Board through Phase Zero Form.</p> <p>The Faculty of Management (HRM Area) has proposed to revise course MS-02: Management of Human Resources. As per requirement Phase Zero Form along with the proposed list of experts/course writers (Annexure 31.5) is being presented before the Board for its consideration and approval.</p> <p><b>The Board considered and approved Phase Zero Form for revision of the course MS-02: Management of Human Resources along with the list of experts/course writers (Annexure 31.5) for the purpose.</b></p>
No. 31.6	<p><b>To consider and approve Phase Zero Form and the list of experts/course writers for the Revision of the course MS-21: Social Processes and Behavioural Issues.</b></p> <p>The Chairperson apprised the Board that as per approved procedures the proposal for major Revision of a course is required to be considered and approved by the School Board through Phase Zero Form.</p> <p>The Faculty of Management (HRM Area) is proposing to revise course MS-21: Social Processes and Behavioural Issues. As per requirement Phase Zero Form along with the proposed list of experts/course writers (Annexure 31.6) is being presented before the Board for its consideration and approval.</p> <p><b>The Board considered and approved Phase Zero Form the course for revision of the course MS-21: Social Processes and Behavioural Issues along with the list of experts/course writers (Annexure 31.6) for the purpose.</b></p>

No. 31.7	<p>To consider and approve Phase Zero Form and the list of experts/course writers for the Revision of the course MS-22: Human Resource Development.</p> <p>The Chairperson apprised the Board that as per approved procedures the proposal for major Revision of a course is required to be considered and approved by the School Board through Phase Zero Form.</p> <p>The Faculty of Management (HRM Area) has proposed to revise the course MS-22: Human Resource Development. As per requirement Phase Zero Form along with the proposed list of experts/course writers (Annexure 31.7) is being presented before the Board for its consideration and approval.</p> <p>The Board considered and approved Phase Zero Form for revision of the Course MS-22: Human Resource Development along with the list of experts/course writers (Annexure 31.7) for the purpose.</p>
No. 31.8	<p>To consider and approve the list of paper setters for courses in various Areas of Management.</p> <p>The Chairperson informed the Board that the Faculty regularly updates the existing list of Question Paper Setters from time to time as per requirement and feedback. In tune with the above process, the Faculty of Management has drawn the panels of paper setters in all the five areas of Management Discipline. These panels (Annexure 31.8) are placed before the Board for its consideration and approval.</p> <p>The School Board considered and approved the panel of paper setters in all the areas of Management. (Annexure 31.8)</p>

No. 31.9	<p><b>To consider and approve the list of Question Paper moderators in various Areas of Management</b></p> <p>The Chairperson informed the Board that as per requirement and availability the panels of Question Paper Moderators in various areas of Management Discipline is revisited and revised from time to time. In tune with the above process, the Faculty of Management has drawn the panels of Question Paper Moderators in all the five areas of Management Discipline. These panels (Annexure 31.9) are placed before the Board for its consideration and approval.</p> <p><b>The School Board considered and approved the panels of Question paper moderators in all the areas of Management. (Annexure 31.9)</b></p>
No. 31.10	<p><b>To consider and approve additional list of evaluators for various courses in Management.</b></p> <p>The Chairperson apprised the Board that the Student Evaluation Division has requested for providing additional evaluators for various courses of Management Discipline.</p> <p>As per above mentioned request, the Faculty of Management has identified and drawn additional list of evaluators for various courses in Management. These lists (Annexure 31.10) are placed for consideration and approval of the Board .</p> <p><b>The Board considered and approved the additional list of evaluators of various courses in Management. (Annexure 31.10)</b></p>



No. 31.11	<p><b>To consider and approve clarification regarding applicability of New Eligibility criteria for Management Programme</b></p> <p>The Chairperson apprised the Board that the Student Registration Division of the University has requested the Management Faculty for further clarification on non-applicability of the new eligibility criteria for admission into Management Programme w.r.t. existing students who have completed the maximum duration of completion of Management Programme (i.e. 8 years) and, as per rules of the university, have applied for readmission to complete their left over courses.</p> <p>The Faculty of Management has deliberated on the issue at length and has offered clarification in the matter. The details of this clarification is placed before the Board for its consideration and approval.</p> <p><b>The School Board discussed the issue and approved the clarification offered by the Faculty of Management in the agenda item.</b></p>
No. 31.12	<p><b>To consider and approve the proposal for extension of MOU between IGNOU and IIBF</b></p> <p>The Chairperson informed the Board that the MBA (Banking and Finance) Programme of the School has been successfully running under an MoU with IIBF (Indian Institute of Banking and Finance) since 1998. She explained the salient features of the MoU and informed that the above mentioned MoU is extended/renewed for a period of five years at one go. The last extension of this MoU has expired in March 2013. Both the parties (IGNOU &amp; IIBF) have agreed for the extension of the same MoU, on same terms and conditions, for a period of another five years, following the expiry of the last extension.</p>

	<p>The School Board considered and approved the extension of the MoU between IGNOU and IIBF on same terms and conditions for a period of another five years, as proposed.</p>
No. 31.13	<p><b>To consider and approve the panel of experts for writing and editing International Business Strategy, and International Logistics and Supply Chain Management courses respectively.</b></p> <p>The Chairperson informed the Board that the Corporate Management Area of the Management Discipline is developing two new courses viz: International Business Strategy, and International Logistics and Supply Chain Management, which have already been approved by the School Board. The faculty felt the need of additional course writers and course editors for these courses as per the lists enclosed. These additional lists of course writers/course editors (Annexure 31.13) are placed before the Board for its consideration and approval.</p> <p>School Board considered and approved the additional list of course writers and course editors for the courses International Business Strategy, and International Logistics and Supply Chain Management. (Annexure 31.3)</p>
No. 31.14	<p><b>To consider and approve the list of experts/course writers for minor revision of the course MS-93: Management of New and Small Enterprises.</b></p> <p>The Chairperson informed the Board that revision of the existing courses is a continuous activity undertaken by the Faculty from time to time. The Corporate Management Area of the Management discipline has proposed for minor revision of the course MS-93: Management of New and Small</p>

	<p>Enterprises.</p> <p>As per prior practices, the Faculty has been following either of the available courses of Action for Minor revision of a course in Management discipline.</p> <p>As per need and availability of the experts, the Faculty has either been assigning such activity to a particular expert at the relevant rates approved by the University or has also been following the route of assigning different units to different experts for revision as per IGNOU norms, which are in vogue at that time. In the instant case either of the provisions will be adopted for revision. A list of proposed experts/course writers (Annexure 31.14) for the purpose is being presented to the Board for its consideration and approval.</p> <p><b>The Board considered and approved minor revision of the courses MS-93: Management of New and Small Enterprises along with the list of experts/course writers for the purpose. (Annexure 31.14)</b></p>
No. 31.15	<p><b>To consider and approve the list of experts/course writers for minor revision of the courses MS-64, and MS-65.</b></p> <p>The Chairperson informed the Board that revision of the existing courses is a continuous activity undertaken by the Faculty from time to time. The Marketing Area of the Management discipline has proposed for minor revision of two courses viz; MS-64: International Marketing, and MS-65: Marketing of Services.</p> <p>As per prior practices, the Faculty has been following either of the available courses of Action for Minor revision of a course in Management discipline.</p> <p>As per need and availability of the experts, the Faculty has either been assigning such activity to a particular expert at the relevant rates approved</p>

	<p>by the University or has also been following the route of assigning different units to different experts for revision as per IGNOU norms, which are in vogue at that time. In the instant case either of the provisions will be adopted for revision. A list of proposed experts/course writers (Annexure 31.15) for the purpose is being presented to the Board for its consideration and approval.</p> <p><b>The Board considered and approved minor revision of the above mentioned courses MS-64: International Marketing, and MS-65: Marketing of Services along with the list of experts/course writers for the purpose. (Annexure 31.15)</b></p>
No. 31.16	<p><b>To consider and approve Phase-Zero Forms and lists of experts/course writers for revision of the courses MS-6 and MS-66.</b></p> <p>The Chairperson apprised the Board that as per approved procedures the proposal for Major Revision of a course is required to be considered and approved by the School Board through Phase Zero Form.</p> <p>The Faculty of Management (Marketing Area) has proposed to revise courses MS-06: Marketing for Managers, and MS-66: Marketing Research. As per requirement Phase Zero Forms along with the proposed lists of experts/course writers (Annexure 31.16) are being presented before the Board for its consideration and approval.</p> <p><b>The Board considered and approved Phase Zero Forms for revision of the courses MS-06 and MS-66 along with the lists of experts/course writers for the purpose. (Annexure 31.16)</b></p>

No. 31.17	<p><b>To consider and approve the renewal of MoU between IGNOU and Retailer's Association of India, (RAI) Mumbai.</b></p> <p>The Chairperson informed the Board that the Faculty of Commerce has been running BBA (Retailing) programme under an MOU with Retailer's Association of India (RAI), Mumbai since 2007.</p> <p>The faculty of Commerce, in consultation with RAI, is proposing renewal of the said MOU with revised terms and conditions. Chairperson requested Prof. Nawal Kishor to explain the changes which are being proposed in the MOU and explain their impact on the roles and responsibilities of both the organizations.</p> <p>Prof. Nawal Kishor explained the changes being proposed to be effected in the existing MoU between IGNOU and RAI and detailed out the purpose and the effect of these changes on both the institutions.</p> <p><b>The Board approved renewal of the revised MOU between IGNOU and RAI and requested the Chairperson to circulate a summary sheet containing all the proposed changes along with the Minutes of the Board meeting.</b></p>
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No. 31.18, 31.19, 31.20	<p><b>To consider and approve the Minutes of the DRC meetings of Commerce Discipline held on July 29<sup>th</sup>, 2013, January 2<sup>nd</sup>, 3<sup>rd</sup> and 20<sup>th</sup>, 2014.</b></p> <p>The Chairperson informed the Board that the Commerce Faculty has held four Doctoral Research Committee meetings after the 30<sup>th</sup> meeting of the School Board. These meetings were held for selection of candidates for Ph.D programme, M.Phil programme, presentation of Seminars by existing Ph.D students, and also for considering the Progress reports of the Research Scholars in the Commerce Discipline. Prof. Nawal Kishor explained the details of these meetings and informed that the results of Ph.D. and M.Phil has been presented in the format prescribed by the Research Unit.</p> <p><b>The Board considered and approved the minutes of the DRC meetings of the Commerce Discipline held on July 29, 2013, January 2, 3, and 20, 2014.</b></p>
No. 31.21	<p><b>To consider and approve the list of evaluators for Ph.D in Commerce.</b></p> <p>The Chairperson informed the Board that one student of Ph.D in Commerce has submitted Ph.D Thesis for evaluation, following the due processes as prescribed in the Ordinance. As per requirement, the Chairperson presented student wise panel of seven evaluator (Annexure 31.21) for evaluation of the thesis submitted by the student, for consideration and approval of the Board.</p> <p><b>The Board approved the student wise panel of evaluators for evaluation of the Ph.D thesis of two students of Commerce.</b></p>

No. 31.22	<p><b>To consider and approve the list of Paper Setters, Moderators and evaluators for the courses being offered by Commerce Discipline.</b></p> <p>The Chairperson informed the Board that the Student Evaluation Division has requested for updation of the existing list of Question Paper Setters, Moderators, and Evaluators in various courses of Commerce Discipline. In tune with the above request, the Faculty of Commerce has re-drawn the list (Annexure 31.22) for courses offered by the Commerce Discipline.</p> <p><b>The Board considered and approved the updated list of Paper Setters, Moderators, and Evaluators in Commerce Discipline. (Annexure 31.22)</b></p>
No. 31.23	<p><b>To consider and suggest suitable measures for overcoming the hurdles being faced in the course development processes in Management Discipline.</b></p> <p>The Chairperson explained the purpose and objective of bringing this item before the Board for seeking its advice, recommendation, and measures for addressing the issue being faced by the Management Faculty.</p> <p>Elaborating the item, the Chairperson impressed upon the Board that since last 3-4 years the Management Faculty is facing acute problem in getting Quality Resource Persons to agree for writing units for the courses in Management Discipline. In effect we are finding ourselves stuck-up and hence the core activity of course development and revision is getting severely hampered.</p> <p>The Chairperson explained that in our assessment the primary cause for such a scenario is our present remuneration structure which does not address the socio-economic changes which have taken place in Management Professionals coupled with ever growing risk related to IPR issues in creation/writing of course material.</p> <p>In effect, therefore, there is a dire need of revising our payment norms for</p>

various academic activities, in particular that of course writing, as it is the back-bone of our core Academic Operations.

The members agreed on the genuinity and gravity of the issue in the wake of main reasons explained in the item note.

The members agreed on the following w.r.t. the issue at hand:

- ❖ In the quest for Quality the Faculty of Management has been engaging best available pool of talent in the relevant fields, whose share of time is at premium.
- ❖ A Public Institution like ours can not match the compensation offered to such talent pool by the private sector, yet the members unanimously felt that we must offer compensation at least matching with the ones being offered by the Apex Govt. Bodies like UPSC etc.
- ❖ The nature of our operations necessitates identifying, attracting, and sustaining the network of Quality Resource Persons for maintaining standards and reputation of the academic output.
- ❖ Compensation offered must be Honorable, Contemporary, and the one which addresses present day socio-economic realities and the extent and level of skill, effort, and competence required for writing SLM for IGNOU. It must also address the copy Right Issue, along with ever growing risk of IPR related dynamics in creating new course materials.
- ❖ It is imperative for the Institution and the Faculty to maintain the Quality of output through "Quality Process" in Input-Process-Output dynamics. However, in educational interventions like ours the word "Process" predominantly refers to the Quality of the Study Material apart from other services.
- ❖ A day's salary of a Professor is Rs. 5000-6000 approx.
- ❖ As per our decade long experience writing a unit takes at least a month, if not more.



- ❖ The re-structuring of compensation structure must necessarily be seen as 'investment for Quality', as the shelf life of a course is at least five years before the next revision of the same is undertaken.

The Board, after due deliberation, recommended for enhancing the remuneration for writing of a unit to Rs. 30,000/- in place of the present norm of Rs. 6000/-. The Board also recommended that the remuneration for other academic activities like Teleconference etc. be also revised to the same tune.

The meeting ended with a vote of thanks to the Chair.

  
(Srilatha)  
Director, SOMS

Copy to;

All the Members