

Justification for the proposed Programmes by MDI Deemed to be University under distinct category

The Management Development Institute (MDI)'s transformation into a deemed to be University under 'distinct' category after its existence over 50 years is a natural aspiration to achieve its vision of the its founders. The aspiration of MDI to become a deemed to be University is response to the changing needs of the management education to cater the industry and society at large at this crucial juncture.

The significant step of moving ahead of time of the MDI is based on the following firm grounds keeping view the larger public good and to contribute to the overall growth of the country

The National Education Policy 2020

The National Education Policy 2020 envisages to end the fragmentation of higher education and standalone institution into large multidisciplinary universities. The NEP 2020 lay emphasis on building vibrant communities of scholars and peers to break down the compartmentalization of higher education and moving towards a more integrated education system in India.

NEP 2020 encourages a Multi-Disciplinary Approach to learning, allowing students to choose subjects across streams. The NEP 2020 also aims to transform the curriculum and pedagogy by introducing subjects for the 21st century, such as artificial intelligence, design thinking, and environmental education to enable the students to become well-rounded citizens with critical thinking not only in their chosen domain but also in cross discipline such as creative arts, cultural heritage etc.

Key initiatives of the Government have laid a foundation that encourages a mindset shift towards entrepreneurship and risk-taking. Accordingly, the new programmes proposed under the MDI deemed to be Universities are primarily aimed to address the changing entrepreneurial mindset of the future business leaders.

The proposed programmes of MDI as deemed to be University are intended to achieve the motto and spirit of the recommendations of the National Education Policy 2020.

Shift in the management education at global level

The global landscape of management education is presently undergoing significant transformations driven by advances in technology, shifts in the skills demanded by the workforce, and evolving learner expectations. These changes affect both curriculum design and delivery methods, creating new standards and expectations for business schools worldwide. Business schools are increasingly integrating digital tools like artificial intelligence (AI), machine learning, and data analytics into their curricula. The

rise of virtual and augmented reality for immersive learning experiences also allows students to simulate real-world business scenarios. This evolving landscape signifies that management education must keep adapting to produce leaders who can navigate complex, tech-driven, and globally interconnected markets.

The new programmes to be rolled out by the MDI after attaining deemed to be University status are to be **driven by technology with interdisciplinary approach** to meet the new age challenges being posed to the industry, world of work and the society.

Globalization and Cross-Cultural Competencies

Institutions are forming global partnerships, allowing for cross-border educational experiences, including exchange programs and collaborative research. These partnerships are often with universities in emerging markets, providing exposure to a broader range of business environments.

The advantage of the MDI being a globally recognized management institute with high global rankings have strong international partnership with exchange students and international faculty visiting MDI from European countries. The formation of MDI was also fostered by Kreditanstalt für Wiederaufbau (KfW), Germany facilitated by the Government of India, Ministry of Finance way back in 1972. Over the years, the MDI has hosted international students and faculty from 32 countries from Australia to USA.

The grant of deemed university status to MDI will strengthen the initiatives by the Government towards internationalization of higher education in India to avoid outflow of Indian students to foreign universities. MDI once become a deemed University will have more freedom and opportunities at global level to enter into more collaborative agreements with globally ranked Business schools for offering joint degree/twinning programme within the framework of the UGC.

Strong Industry Engagement and Alumni Network

The MDI's foundation as Management Institution based on the industry needs realized by the Government with special reference to management of financial institutions of India. MDI's industry and strong alumni network plays a vital role in nurturing the talents of students and make them industry ready. After the grant of deemed to be University, the MDI will be in better position to provide value addition to the students and the industry.

Expansion of Research Capabilities on attaining deemed to be University status

National Education Policy (NEP) 2020 emphasizes enhancing research capabilities in India's higher education institutions (HEIs) to drive innovation, support national development goals, and make India a global knowledge hub. MDI being a standalone management institution has its own limitation to offer full-fledged research degree (Ph.D). Grant of deemed to be University status under 'distinct' category will vastly help to build up the research capacities of MDI and reposition itself as research intensive management institute and attract talents.

Way Forward

MDI is committed towards the implementation of NEP 2020 in letter and spirit duly incorporating in its academic programmes towards more holistic and multi-Disciplinary approach.

MDI will adopt Learning Outcomes based Pedagogical approach with paradigm shift from teacher centric to learner-centric and from passive to participatory pedagogies to achieve Quality Higher Education.

MDI will have multi-disciplinary research-based Centres and Schools in the emerging areas of knowledge from digital economy, data mining, cyber security, fintech liberal arts and creative enterprise to cultural heritage and to create a stimulating learning environment for the students and young minds.

Schools and Academic Programmes Proposed to be offered in MDI as a deemed to be University

In addition to the three existing Schools namely School of Business, School of Public Policy and Governance (SPPG) and School of Management of Financial Institutions (SMFI), the following three new Schools are proposed to be created:

- i. School of Decision Science;
- ii. School of Technology, Innovation and Entrepreneurship; and
- iii. School of Liberal Arts, Habitat and Heritage.

The existing School of Public Policy and Governance will be renamed as School of Public Policy, Law and Governance to expand the scope integrating regulatory framework of law governing economics and business with governance and public policy. School of Management of Financial Institutions will start offering full-fledged academic programme from the academic year 2026-27.

All the three new schools proposed and its academic and research programmes are technology, innovation and demand driven. The schools will be comprising of Centres in the relevant areas of study to carry out the teaching and research activities including curriculum development.

a) Rationale for the new Schools

i) School of Decision Science:

The academic programmes in decision science are crucial in today's data driven digital based economy and knowledge society. The proposed PG programmes are aimed to equip the students with the skills and knowledge needed to make informed data backed decisions in the world of work/industry with futuristic vision. Decision science academic programs prepare the students to take leadership roles that drive strategic advantage in business.

Decision science is an emerging area of technology-based management education which helps the students in formulating policies that promote sustainability, improve healthcare systems, and optimize resource allocation in public sectors. The digital transformation has reshaped industries, making knowledge of technology essential for business success. Management Education in emerging technologies like AI, blockchain, and data analytics equips students with the skills to innovate and leverage technological advancements for competitive advantage of business landscape.

ii) School of Technology, Innovation and Entrepreneurship

The integration of technology and innovation to promote entrepreneurship within a premier business school like MDI has become vital in the context of evolving demographic dividend in the global business landscape. Many Indian startups, social/ entrepreneurs are presently technology-driven. The students pursuing management courses in MDI need to understand the nuances of world of entrepreneurship to create, manage, or invest in tech-based ventures. Such tech-innovation centric courses are expected to enable the students to lead in the digital age of business and promote inclusive growth.

Innovation-centric courses encourage students to think critically and solve complex problems and prepare themselves to develop breakthrough ideas, products, and services that can disrupt markets. By creating a new school, MDI can focus on innovation and technology to promote entrepreneurship which may create a multidisciplinary learning environment, blending business management with technological innovation. This equips students to manage tech-driven innovative companies and understand the market potential of technological inventions. Through the new School, MDI can harness the technology serve as hub for local innovative ecosystem, supporting startups through its own incubator.

iii) School of Liberal Arts, Habitat and Heritage

Liberal arts education emphasizes understanding human settlements, behavior, art, culture, and ethics. Liberal arts programmes in MDI are expected to help the students to develop critical thinking and analytical skills by exposing them to history, cultural heritage, philosophy, ethics, sociology, and other allied

disciplines. Such courses allow the students to approach problems with humanistic perspectives with more holistic development approach in solving development problems by developing students' intellectual, creative and moral capabilities.

Liberal arts programme improves written and verbal communication skills, which are essential for negotiation, conflict resolution, and presenting complex ideas to various stakeholders in business. These are essential qualities for leaders who must balance business objectives with social responsibility and ethical considerations.

Similarly, courses that focus on creative enterprise (in the fields of art, film, music, media, design) enable business students to understand how modern and tradition creativity fuels innovation. This is essential for industries where innovation drives competitive advantage, to respect heritage, art and culture of the society.

b) Schools and Academic Programmes proposed to be offered under MDI deemed to be University

The following PG Diploma/Undergraduate/Postgraduate/Research programmes under various Schools are proposed to be offered under the MDI as deemed to be University at Gurgaon and its constituent unit at Murshidabad with intake and time line under the MDI as a deemed to be University:

<i>Schools</i>	<i>Programmes</i>
School of Business	<ol style="list-style-type: none"> 1. MBA (General Management) 2. MBA (Human Resource Management) 3. MBA (International Business) 4. MBA (Business Administration /Management) 5. MBA (General Management) Online Mode 6. Ph.D (Residential/Non-Residential)
School of Banking and Financial Services	<ol style="list-style-type: none"> 1. MBA (Banking and Financial Services) 2. Ph.D (Residential/ Non-Residential)
School of Public Policy, Law and Governance	<ol style="list-style-type: none"> 1. Five Year Integrated Programme in Management (IPM) leading to B.A/BBA (Hons/Research) in PPL & Governance. 2. MBA (Public Policy and Management) 3. M.A. (Public Policy & Governance) 4. Ph.D (Residential/ Non-Residential)
School of Decision Science	<ol style="list-style-type: none"> 1. MBA (Business Analytics) 2. M.Sc. (Decision Science) 3. M.Sc.(Behavioural Science) 4. Ph.D (Residential/Non-Residential)

<i>Schools</i>	<i>Programmes</i>
School of Technology, Innovation and Entrepreneurship	<ol style="list-style-type: none"> 1. Five Year Integrated Programme in Management (IPM) BBA (Hons/Research) in Technology and Business (Integrated with School of Business leading to M.B.A.) 2. MBA (Artificial Intelligence in Business) 3. M.Sc. (Data Mining and Qualitative Risk Management) 4. MBA (Data Mining, Artificial Intelligence & Machine Learning) (jointly with School of Banking and Financial Services) 5. One year PG Diploma in Data Mining (Weekend) 6. One year PG Diploma in Cyber Security (Weekend) 7. Certificate Program in Acceleration for Incubatees 8. Ph.D. (Residential/ Non-Residential)
School of Liberal Arts, Habitat and Heritage	<ol style="list-style-type: none"> 1. Five Year Integrated Programme in Management (IPM) in Liberal Arts leading to B.A (Hons/Research) in Liberal Arts (Integrated with School of Business leading to M.B.A.) 2. M.A (Liberal Arts) 3. B.A. (Hons/Hons with Research in Liberal Arts with Psychology)- FYUP 4. B.A. (Hons/Research) in Liberal Arts with Economics- FYUP 5. Ph.D. (Residential/Non-residential)
MDI Murshidabad (A Constituent Unit of MDI)	<ol style="list-style-type: none"> 1. Five Year Integrated Programme in Management leading to BBA (Hons/Research) and MBA 2. MBA (General Management)

The proposed new programmes will be introduced in a staggered manner in a span of two to five years from the date of conferment of deemed to be University status to MDI by the Govt. of India. It is also proposed to offer MS/BS degrees in consonance with the NEP-2020 once the new nomenclatures are approved and notified by the UGC/AICTE.

c) Relevance of the proposed new Academic Programmes

1) Five Year Integrated Programme in Management (IPM) leading to BBA/BA(Hons/Research)-FYUP *and MBA

The IPM programme is expected to focus on early industry exposure to young students through internships and live projects. The programme aims to provide a competitive edge in the job market and to groom them to be a successful entrepreneur. The programme with its integrated and compressive approach is supposed to ensure blending the theoretical knowledge with practical skills to be used in real corporate world. The last two years duration of the programme allows the students to learn advanced management skills with the PG programme students and provide adequate exposure with the regular postgraduate students in the School of Business.

() in BBA (Hons/Research) in General Management, BA (Hons/Research) in Public Policy, Law & Governance and BA (Hons/Research) in Technology and Business.*

2) B.A.(Hons/Research) in Liberal Arts with Economics or Psychology - FYUP

The Four-Year Undergraduate Programme (FYUP) is part of the initiatives of MDI under NEP 2020 to provide sufficient exposure to the real-world challenges with flexible learning with research components. The new programme will have Innovation-centric courses to encourage the students to think critically and solve complex problems and prepare themselves to develop breakthrough ideas, products, and services that can disrupt markets. The programme aims to develop the students as techno-savvy startup entrepreneurs who can bridge the gap between IT and strategy. This equips students to manage tech-driven innovative companies and understand the market potential of technological inventions.

Liberal arts is a traditional academic course in Western higher education that aims to provide general knowledge and intellectual capacities. It is different from a professional, vocational, or technical curriculum. Liberal arts education can refer to a university education more generally or to studies in a liberal arts degree course. The programme will include history, literature, writing, philosophy, sociology, psychology, and creative arts. The new Four-Year Undergraduate Programme (FYUP) in Liberal Arts is aimed to align with the National Education Policy (NEP) 2020 to provide students more flexibility with a research component.

3) MBA (Banking and Financial Services)

The programme is aimed to equip students with advanced knowledge in banking, fintech, investment management, risk, compliance, and financial analytics. It prepares the students to lead in a constantly evolving banking and financial sector in a global scenario which is dynamic and tech-driven. The programme will

offer vast career opportunities in both traditional and new-age financial institutions. The programme is also aimed to fulfil the mandate of the MDI to cater the need of professional manpower in the banking and financial institutions.

4) MBA (Artificial Intelligence in Business)

Artificial Intelligence (AI), and machine learning are related fields that use technology to analyse large amounts of data to discover patterns and relationships. Data mining is a crucial step for machine learning because it helps prepare data for machine learning models. Data mining involves cleaning, transforming, and selecting features from data to ensure it's suitable for machine learning. Courses in Data mining, artificial intelligence (AI), and machine learning will get jobs in both the Public and Private sectors. They can work in the IT field and other related fields like Data Analytics, Gaming, Manufacturing Sector, Assembly Line Operations, Natural Language Processing, Robotics, etc.

5) MBA (Data Mining, Artificial Intelligence & Machine Learning)

The programme is aimed to cater the growing the need of the industry in the field of Data science, machine learning (ML), and artificial intelligence (AI). These fields are the most in-demand in the technology driven industry and its management. The demand for the programme is growing in India because of the innovation taking place in emerging technology including automobile industry (self-driving cars) which are relying on AI and ML to process data from various sensors to operate safely.

6) M.Sc. (Data mining and Qualitative Risk Management)

Data mining can be used to identify risks and support qualitative risk management, which is a method for evaluating the likelihood and severity of potential risks. Combining qualitative and quantitative risk management approaches can help ensure a robust strategy to monitor and mitigate potential threats. This program teaches students how to use mathematical modelling, statistics, and machine learning to analyse risk. Students learn how to handle real financial data and solve real-world problems through case as parts of operations research, microeconomics, statistical inference, management control, cognitive and social psychology.

7) M.Sc. (Decision Science)

Decision Science provides students with knowledge of quantitative skills and experience in analysing problems arising in a business environment. The program is designed to provide knowledge about applying quantitative methods to real-world problems using modern methodologies adopted from statistics, and operations research (management science). Today companies in every conceivable industry are reaping the benefits of using formal mathematical models to assist them in addressing complex business problems. Decision Science focuses on modelling and applications which prepares students for a career as a

Decision Science specialist in industry or government and bridge the gap between quantitative analysis and management. Decision Science seeks to understand and improve the judgment and decision making of individuals, groups, and organizations. Qualified graduates can continue to Ph. D.

8) M.Sc. (Behavioural Science)

The PG programme in Behavioural Science is an interdisciplinary programme with diverse fields of managerial sciences including but not limited to neurosciences, sociology, economics, marketing, organizational behaviour aiming towards to make the students understand the subjects and influence their behaviour in real world contexts. The behavioural science tools help to study the deep-rooted behavioural patterns and biases and sheds new light in the understanding of the subject. The programme is expected to open up a multidisciplinary career path to tackle the increasing challenges due to tech usability and man-machine conflict. The meaningful insights are expected to benefit the industry, government and policy makers drawing fresh perspectives to shape policies that could spread the benefits to a wider section of the society.

9) M.A (Public Policy and Governance)

The programme is aimed to create public policy professionals with multi-disciplinary training to respond to the current and future challenges into the real world of policy practice of public policy. The programme will encourage the students to be reflexive in institutional designs, development to transform public services. It also aimed the students to develop a more holistic understanding of policy making process and programme implementation at multiple levels of governance. The programme intends to combine reflective and interactive learning with field visits. The programme is also expected to help in service government and PSU officers, financial and banking professionals, social entrepreneurs to understand the complexities in the practice of public policy and governance arising out of real-life situations in a diverse social and economic settings.

10) M.A. (Liberal Arts)

The Postgraduate programme in Liberal Arts aims to help the students to develop critical thinking and analytical skills by exposing them to history, cultural heritage, philosophy, ethics, sociology, and other allied disciplines. The programme will help the students to approach problems with humanistic perspectives with more holistic development approach in solving development problems by developing students intellectual, creative and moral capabilities. The programme will equip with the students to improve written and verbal skills to present complex ideas to various stake holders in the society and business.

11) Doctoral and Post-doctoral Research Programmes

Ph.D. programme (Residential-full time/non-residential-part-time) in six major disciplines will be offered depending upon the availability of the qualified faculty, research fellowships and research infrastructure under each Schools/Centres. Post-Doctoral programme in specialized domain will be undertaken under collaborative agreements with other institutions within India and abroad.

12) One year PG Diploma in Data Mining (Weekend)

Data mining is the process of analysing large data sets to find patterns and hidden connections. It's an interdisciplinary field that involves machine learning, databases, and algorithms. Data mining is used in many industries, including scientific research, healthcare, government, sports, and more. Data mining is the process of sorting through large data sets to identify patterns and relationships that can help solve business problems through data analysis. Data mining is the use of machine learning and statistical analysis to uncover patterns and other valuable information from large data sets.

13) One year PG Diploma in Cyber Security (Weekend)

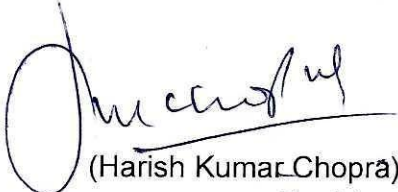
Cybersecurity is the practice of protecting systems, networks, and programs from digital attacks. These cyber-attacks are usually aimed at accessing, changing, or destroying sensitive information; extorting money from users through ransom ware; or interrupting normal business processes. This program is a fully hands-on program with practical including hundreds of offensive and defensive tools, labs and exercises that cover real-world scenarios.

d) NEP-2020 Implementation Plan

National Education Policy 2020 advocates that "Education is fundamental for achieving full human potential, developing an equitable and just society, and promoting national development". NEP aims for combining the theoretical knowledge with practical skills with full emphasise on industry linkages and demand-driven courses.

In line with the mandate given by the NEP, the new programmes are meeting the demand driven by the industry focused on emerging technology viz. Artificial intelligence, Machine Learning, FinTech, decision science, data analytics, entrepreneurship & Innovation, creative enterprise, liberal arts etc. All the new programmes are mediated through technology and are expected to create a huge job opportunity in India and abroad for the students.

Further these new programmes are aimed at holistic, innovative and multi-disciplinary approach to enable the students to pursue one or more specialized areas of interest and with a purpose to groom as ethical leaders imbued with constitutional values with scientific temper, creativity and spirit of service to nation aiming towards a '*Viksit Bharat*'.


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Registrar

