Feedback Analysis Report

Academic Year 2025–26

1. Introduction

This report presents a comprehensive analysis of stakeholder feedback collected from employers, alumni, academic peers, students, and members of the Board of Studies. The objective of the analysis is to evaluate the effectiveness of the curriculum, assess student learning outcomes, identify strengths, and determine areas for continuous improvement. The feedback demonstrates that the curriculum remains highly relevant to industry requirements while highlighting opportunities to further strengthen employability, digital competencies, and experiential learning.

The analysis integrates quantitative responses from surveys and qualitative observations from employers, alumni, academic peers, and external experts to provide a holistic evaluation of programme quality.

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2. Employer Feedback Analysis

Employer feedback reflects a highly positive perception of graduates with respect to their professional attitude, adaptability, and organizational fit. Employers consistently appreciated students for their discipline, learning agility, positive work attitude, and cultural compatibility within organizations. Several recruiters also expressed willingness to continue recruiting students from the institution, indicating sustained confidence in graduate quality.

Key Strengths Identified

- Strong professional attitude and workplace discipline.
- High learning agility and adaptability to organizational environments.
- Good cultural fit and ethical orientation.
- Positive employer confidence resulting in repeat recruitment interest.

Areas for Improvement

Although employers were satisfied with students' overall professionalism, recurring suggestions were made regarding:

- Strengthening technical and functional domain knowledge.
- Improving analytical and problem-solving capabilities.
- Enhancing communication skills and professional body language.
- Increasing workplace readiness through practical exposure.

- Developing leadership and initiative among students.

The employer responses clearly indicate that behavioural competencies are already well established, while future curriculum revisions should focus more on advanced technical competencies and industry applications.

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3. Student Course Exit Survey Analysis

The Course Exit Survey collected responses from **348 students**, providing statistically significant evidence regarding Course Outcome (CO) attainment across Trimester I courses.

Across all MBA core courses, students reported consistently high attainment levels.

Financial Accounting for Managers

For all five course outcomes, approximately **80–87% of students rated attainment as either 4 or 5**, indicating strong conceptual understanding of accounting principles, financial statement preparation, cash flow analysis, and interpretation of financial performance.

Managerial Economics

Responses similarly demonstrated high confidence in understanding microeconomic concepts, market structures, consumer behaviour, production analysis, and managerial decision-making, with over **84% of students selecting ratings of 4 or 5** for most outcomes.

Principles of Management

Students expressed strong satisfaction with their learning experience. More than **82%** reported high attainment across management theories, staffing, leadership, ethics, and organizational practices.

Statistics for Business

While ratings remained positive, this course received comparatively lower attainment scores than other MBA core courses. Around **72–77%** of students rated learning outcomes as 4 or 5, indicating that statistical modelling and quantitative analysis remain comparatively challenging and require additional academic support.

Organizational Behaviour

Student responses demonstrated strong attainment across behavioural sciences, motivation, organizational culture, leadership, and teamwork, with approximately **81–84%** of respondents assigning ratings of 4 or 5.

Overall Student Insights

Student feedback reveals several important trends:

- Strong achievement of Course Outcomes across all MBA core subjects.
- Effective teaching-learning processes and assessment methods.
- High levels of student confidence in conceptual understanding.
- Slightly lower confidence in quantitative and analytical courses suggests the need for additional practical sessions and guided problem-solving workshops.

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4. Academic Peer Feedback Analysis

Academic Peer Feedback involved **20 faculty members** teaching across multiple programmes including MBA, Commerce, Artificial Intelligence, Computer Science, and Chemistry.

Faculty overwhelmingly agreed that the curriculum effectively supports programme outcome attainment.

Across multiple Programme Outcome indicators:

- **55–75% of faculty awarded the highest rating (5).**
- Nearly all remaining responses were rated **4**.
- Very few responses fell below rating 3, demonstrating strong academic confidence in curriculum quality.

Major Academic Observations

Faculty highlighted several strengths:

- Good alignment between Course Outcomes and Programme Outcomes.
- Appropriate sequencing of courses.
- Effective interdisciplinary integration.
- Well-balanced theoretical and practical components.
- Curriculum supports research orientation and higher-order thinking.

Suggested improvements included:

- Greater incorporation of emerging technologies.
- Increased industry interaction.
- More interdisciplinary projects.
- Continuous curriculum updates aligned with technological advancements.

Overall, peer feedback confirms that the curriculum effectively achieves intended learning outcomes while maintaining academic rigor.

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5. Alumni Feedback Analysis

Feedback was collected from **12 MBA alumni** employed in organizations such as Deloitte, EY, PwC, KPMG, Disney Star, JLL, Perfios, and LTI Mindtree, providing valuable evidence regarding curriculum relevance in professional practice.

Satisfaction with Education

Most alumni rated their educational experience highly.

- Approximately **67%** expressed high satisfaction (ratings 4 or 5).
- Curriculum relevance to current careers was also rated positively by the majority.

Courses with Maximum Professional Impact

Alumni identified several courses as particularly valuable:

- Financial Accounting
- Digital Marketing
- Operations Management
- Taxation
- Organizational Behaviour
- Artificial Intelligence
- Data-related courses

These responses indicate that application-oriented and technology-enabled courses contribute significantly to career success.

Career Readiness

Alumni unanimously agreed that extracurricular activities positively influenced career development, while most also appreciated faculty accessibility and career preparation initiatives.

Suggestions for Curriculum Enhancement

Common recommendations included:

- More practical workshops.
- Increased industry exposure.

- Greater emphasis on Excel, analytics, and visualization software.
- Introduction of international taxation concepts.
- Stronger networking opportunities.
- More industry mentoring initiatives.

These recommendations align closely with employer expectations, reinforcing the need for greater practical orientation.

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6. Overall Findings

The combined stakeholder feedback presents a highly encouraging picture of programme quality.

Major strengths include:

- Strong employer confidence in graduate professionalism.
- High student satisfaction and course outcome attainment.
- Positive alumni perception regarding career relevance.
- Strong academic endorsement of curriculum effectiveness.
- Continuous guidance from external experts supporting innovation.

Common improvement themes emerging across all stakeholder groups include:

- Strengthening analytical and quantitative competencies.
- Increasing AI, digital transformation, and data analytics integration.
- Expanding practical and industry-based learning experiences.
- Improving communication, presentation, and leadership skills.
- Enhancing interdisciplinary and technology-enabled learning.

Action Taken Report (ATR)

Curriculum Changes and Academic Enhancement Initiatives

Based on the Recommendations of the Eighth Board of Studies Meeting (January 2025)

1. Introduction

The recommendations made during the Eighth Meeting of the Board of Studies (BoS) for the School of Business and Management were systematically reviewed and implemented during the academic year 2025–26. The curriculum revisions, academic interventions, value-added courses, workshops, certification programmes, placement training, and industry engagements were aligned with the strategic recommendations of the Dean, external experts, student representatives, and industry members. The following Action Taken Report summarizes the initiatives undertaken and their outcomes.

Action Taken Report

BoS Recommendation	Action Taken
Rename **Financial Accounting** to **Financial Analysis** with greater managerial orientation.	The curriculum was revised to strengthen financial interpretation, ratio analysis, business decision-making and financial statement analysis. Case-based learning and financial modelling exercises were incorporated into the course delivery.
Introduce **FinTech and AI-driven business strategies** in MBA core courses.	AI applications, Digital Business Systems, FinTech case studies, Generative AI demonstrations, analytics-based assignments and digital transformation modules were integrated across core courses. Multiple expert talks on AI and digital business were organised during the academic year.
Introduce **Sustainability Certification**, ESG and Technology 5.0.	Sustainability, ESG reporting, responsible business practices and Technology 5.0 concepts were incorporated through Value Added Courses, seminars and certification-oriented workshops. Students were encouraged to complete online sustainability certifications through MOOCs.
Infuse **Generative AI** throughout the curriculum.	Faculty integrated AI-enabled assignments, prompt engineering exercises, AI-based business analytics demonstrations and digital productivity tools across MBA specializations. Several seminars on Artificial Intelligence and Digital Transformation were organised.
Introduce AI, LLM applications and Prescriptive Analytics in Business Analytics.	Expert lectures, analytics workshops and practical demonstrations on Machine Learning, LLM applications and prescriptive analytics were conducted. Curriculum included increased laboratory exposure and software-based learning activities.
Increase practical exposure with a **70:30 Theory–Lab ratio**.	Courses adopted software demonstrations, business simulations, Excel modelling, Power BI exercises, case analysis, industry projects and

BoS Recommendation	Action Taken
	experiential learning activities to improve application-oriented learning.
Strengthen industry participation and placement alignment.	Numerous industry expert talks, corporate interactions, alumni sessions, placement briefings, networking events and recruiter engagement programmes were organised throughout the academic year to improve employability.
Strengthen Sustainability Reporting in Finance.	Sustainability reporting, ESG disclosures and assurance concepts were embedded within finance courses through assignments, seminars and guest lectures by industry professionals.
Integrate industry perspective into Marketing courses.	Marketing courses included practitioner-led sessions, AI-enabled marketing tools, digital marketing applications and industry case discussions.
Enhance Labour Law and HR practical exposure.	HR workshops, guest lectures, labour law awareness sessions and HR analytics discussions were organised to strengthen professional competency.
Implement Lean Six Sigma Green Belt Certification.	Skill enhancement initiatives and certification awareness programmes in Lean Operations, Process Excellence and Six Sigma methodologies were initiated along with industry interactions.
Promote case-based learning and software-based assessments.	Faculty increased use of business simulations, ERP demonstrations, analytics software, online assessments and AI-enabled learning platforms.
Expand Value Added Courses and align curriculum with placement requirements.	Multiple Value Added Courses, placement preparation modules, certification programmes and professional development activities were introduced throughout the academic year.

Value Added Courses Introduced

Based on the BoS recommendations and industry feedback, the School introduced several value-added learning opportunities beyond the curriculum.

Major initiatives included:

- Sustainability and ESG Awareness Programmes
- Artificial Intelligence and Generative AI Applications
- Digital Business Transformation Sessions
- Financial Modelling and Advanced Excel
- Business Analytics and Data Visualization

- Leadership Coaching (TALC 2.0)
- Holistic Education Development (HED) Training Modules
- Industry-based certification awareness sessions
- International faculty interaction programmes
- Case Study Development Workshops

These initiatives strengthened interdisciplinary learning and improved students' industry readiness.

Skill Enhancement Training Programmes

The Event Tracker indicates significant emphasis on skill enhancement throughout the academic year. Key programmes included:

- Teaching & Research for Tomorrow: Innovation, Impact and Global Readiness (Faculty Development Programme)
- Management Development Programme (MDP)
- Holistic Education Development Training
- Theatre Education for Managers Workshop
- CCRD Case Study Development Workshop
- AI-enabled Digital Business Sessions
- Leadership Coaching Certification (TALC 2.0)
- Orientation programmes on career development and professional competencies
- Business communication and interpersonal skill development sessions
- Research methodology and innovation workshops

These programmes enhanced critical thinking, leadership, communication, innovation and problem-solving skills.

Workshops, Seminars and Expert Talks

Consistent with BoS recommendations for greater industry interaction, the School organised a large number of academic and industry engagement activities.

Highlights include:

- AI and Digital Transformation seminars

- FinTech and Business Analytics expert talks
- Research and Innovation workshops
- Industry interaction sessions with corporate leaders
- International faculty lectures
- Alumni Connect programmes
- Faculty Development Programmes
- International academic visits
- Business case study workshops
- Career readiness seminars
- Entrepreneurship and innovation sessions
- Orientation programmes for MBA specialisations

The Event Tracker reflects extensive participation from industry experts, alumni, international academicians and corporate leaders throughout the year.

Placement Training Initiatives

In response to the BoS recommendation to strengthen employability and placement alignment, the following placement-oriented interventions were implemented:

- CCRD Placement Briefing Sessions
- Finance Placement Orientation
- Placement Readiness Workshops
- Resume Building Sessions
- Interview Preparation Workshops
- Aptitude Training
- Group Discussion Practice
- Corporate Communication Training
- Mock Interview Sessions
- Personality Development Workshops
- Industry Interaction Programmes
- Alumni Career Guidance Sessions
- Internship Orientation and SIP Briefings

These activities significantly improved students' preparedness for internships and final placements by focusing on technical competence, communication skills and professional behaviour.

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Faculty Development Initiatives

The Board emphasized continuous faculty upskilling. Accordingly, faculty members actively participated in:

- Faculty Development Programmes
- International academic visits
- Teaching innovation workshops
- Research capability enhancement programmes
- Case writing workshops
- AI-enabled teaching workshops
- Global readiness programmes
- Curriculum development sessions

These initiatives enhanced pedagogical effectiveness and supported curriculum modernization.

Outcome of Actions Taken

Implementation of the Board of Studies recommendations has resulted in:

- Stronger integration of AI, FinTech, ESG and Digital Transformation across the curriculum.
- Increased industry participation in teaching-learning processes.
- Expansion of value-added certification opportunities.
- Greater emphasis on experiential and case-based learning.
- Enhanced placement readiness through structured training programmes.
- Improved faculty capability through continuous professional development.
- Better alignment between curriculum, industry expectations and graduate employability.
- Strengthened international exposure through faculty collaborations and academic partnerships.

Conclusion

The School of Business and Management has effectively implemented the recommendations of the Eighth Board of Studies by revising the curriculum, introducing emerging technology components, expanding value-added courses, strengthening industry engagement, enhancing placement training, and organizing extensive workshops, seminars and certification programmes. The initiatives undertaken during the academic year 2025–26 demonstrate the institution's commitment to continuous curriculum improvement, stakeholder responsiveness, and development of globally competent management graduates.

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Minutes of the Eighth Meeting of the Board of Studies in School of Business and Management held on 11th January 2025 at 9:30am at 301, Central Block, CHRIST (Deemed to be University)

In the Chair: Dr Jain Mathew, Dean and Chairperson- BoS of School of Business and Management

Members Present:

All members as per the attendance list were present

Leave of Absence

NIL

Declaration of Quorum and Calling the Meeting to Order

The Chairperson declared the validity of the quorum and called the Meeting to Order.

Matters on the Agenda

1. Welcome Address by Dr Mareena Mathew, HOD – MBA, School of Business and Management

At the outset, Dr Mareena Mathew, Program Chair- MBA, School of Business and Management, welcomed the members for attending the eighth meeting of the Board of Studies of School of Business and Management. The Program Chair also introduced the external experts of the BoS: Professor P.D. Jose (IIM Bangalore), Mr. Bosco Calderia (Banking Professional) and Mr. Louis Matthew (E&Y).

2. Opening Remarks by Dr Jain Mathew, Dean - School of Business and Management and Chairperson- BOS

Dr Jain Mathew Dean - School of Business and Management and Chairperson- BOS highlighted the collaborative curriculum development efforts. The Dean's Office warmly welcomed all attendees to the eighth Board of Studies meeting, expressing gratitude for their presence both on campus and online. The Program Chair highlighted the university's commitment to proactively reviewing and refining the curriculum to ensure excellence in business and management education. Special acknowledgment was given to the esteemed external experts, whose impressive credentials and extensive experience were recognized as valuable contributions to the discussions. The university conveyed its appreciation for their participation and looked forward to insightful deliberations. Key points included like the importance of industry alignment in curriculum design, Regular feedback from students, alumni, and industry experts and Emphasizing faculty upskilling and adaptability

3. To confirm the Minutes of the BoS Meeting held on 9th March 2024

The minutes of the previous meeting of the Board of Studies as per Annexure A to the Notice was duly reviewed and approved by the Board. It was noted that there were no matters arising out of the Minutes.

4. Ratification of Approvals by Circular since previous BoS meeting

Ratifications was presented along with the curriculum presentation by the respectiv heads.

5. To consider and approve the recommended changes in the programme structure for the MBA Programme

The HOD Of Business and management Prof Krishna M C presented the Program Structure of MBA. HOS of MBA Executive Dr Manish Kumar presented the Program Structure of MBA (Executive Management). The Board went through the revised scheme and syllabus for MBA programme and was approved.

Suggestions by the Dean and Experts:

MBA

1. *Rename "Financial Accounting" to "Financial Analysis".*
2. *Introduce FinTech and AI-driven business strategies into core courses.*

MBA Executive

1. *Introduce a Sustainability certification through MOOCs or capstone projects.*
2. *Make ESG and Technology 5.0 compulsory in all MBA courses.*
3. *Introduce Gen AI and digital transformation into the curriculum.*
4. *Provide flexibility in electives while keeping core courses mandatory.*
5. *Infusing Gen AI and Technology throughout the curriculum*

6. To consider and approve the recommended changes in curriculum for the MBA Programme specialization

The Area chairs and the programme coordinators presented the curriculum changes and the Board of Studies reviewed the proposed changes in curriculum for all the specialisations (Finance, Marketing, HR, BA, LOS, S&L, IB) The Board went through the revised scheme and syllabus for MBA programme and was approved

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I. Business Analytics

The HOS of Business Analytics Dr Lakshmi Iyer presented the course structure and the curriculum changes of MBA Business Analytics

Suggestions by the Dean and Experts:

1. *Integration of specific areas of AI and LLM applications (to be presented through guest lectures).*
2. *Introduction of prescriptive analytics due to increased job opportunities in this field.*
3. *Differentiating between BA specialization courses presents a challenge. There is a query regarding the competencies required to pursue this specialization.*
4. *It is recommended to incorporate a ratio of 70 percent theory and 30 percent lab practical/tools.*
5. *Involvement of financial institutions to facilitate more relevant and practical sessions.*
6. *Include a reading-based dynamic course on evolving technologies.*
7. *Expand AI and Generative AI applications across disciplines.*
8. *Ensuring that at least one common tool is included in every course for ease of evaluation.*
9. *Inquiry about tools and techniques proficiency during internships. The duration of internships is constrained due to the trimester system.*
10. *Align with placement trends and industry demands.*

II.Finance

The HOS of Finance Dr Ramanatha N presented the course structure and the curriculum changes of MBA Finance

Suggestions by the Dean and Experts:

1. *Elimination of AI from courses focused on Financial Analytics.*
2. *Implementation of KPMG workshops for students specializing in finance (query raised by student representative).*
3. *Integration of sustainability assurance and reporting into the curriculum structure*
4. *Strengthen sustainability assurance and reporting in finance curriculum*

III.Marketing

The program coordinator Dr Vedha Balaji presented the course structure and the curriculum changes of marketing

Suggestions by the Dean and Experts:

1. *Enhance the relevance of the Services Marketing course by incorporating additional AI-related topics.*
2. *It is imperative to integrate industry perspectives into the course.*

IV.Human Resources

The HOS of Human Resources Dr Sathiya Seelan B presented the course structure and the curriculum changes of MBA Human Resources

Suggestions by the Dean and Experts

1. *Consolidate virtual and multicultural management into one focused course.*
2. *Increased emphasis on labour laws to enhance job prospects (workshops to be provided).*
3. *Use guest lectures and case studies to improve practical exposure.*

V.Lean Operations and Systems

The HOS of Business Analytics Dr Sreerengan V R presented the course structure and the curriculum changes of MBA Lean Operations and Systems

Suggestions by the Dean and Experts

1. *Implement Lean Six Sigma Green Belt Certification.*
2. *Increase case-based learning with AI-driven improvements.*
3. *Transition trimester-end exams from pen-and-paper to software-based assessments.*

VI.VCU/WMU and THWS Exchange programmes

Suggestions by the Dean and Experts

1. *A question regarding job opportunities for students overseas and their relocation considerations was raised.*

IX. International Business

Suggestions by the Dean and Experts

1. *Query on Value Added Courses were made*

7.To review the Results of the academic year 2023-24

The Results Analysis of the End Trimester Examinations for the Post graduate courses was presented by the Program Chair Prof Krishna MC. The same was reviewed and approved by the BoS.

8.Comments by the Student Representative

The report mentions that Miss Leanne Filth Thomas, a second-year MBA Marketing student, represented the Student Council at the meeting. She was acknowledged as an active member of multiple student clubs and bodies and was recently placed with Wilmer International. During the session, she presented her views and suggestions on the MBA program. Her contributions were appreciated for bringing a fresh perspective to the discussions. Obtained numerous insights during this meeting, Need for greater alignment between coursework and job market requirement

9. Recommendations by the External Experts

The External experts observed that to were faculty members

General Comments

1. *What is the overarching goal of curriculum modifications?*
2. *Compare and benchmark with international institutions and establish recognition for two or three areas of specialization.*
3. *Empower faculty by providing resources and encouraging exploration in selecting areas of specialization.*

19. Summing up and Vote of Thanks

Dr Rashmi Rai, the Program Chair from the DGR campus, School of Business and Management, presented a comprehensive post-event summary highlighting the key takeaways of the event. She expressed her heartfelt gratitude for the invaluable contributions, unwavering efforts, and strong commitment demonstrated by participants across all postgraduate programs.

Special recognition was extended to the external experts, whose insights added immense value to the discussions, as well as to the student representative for providing a crucial perspective. Dr Rashmi Rai also acknowledged the dedication of all members of the Board of Studies Constitution, appreciating their active engagement and constructive suggestions.

Concluding the session on a note of appreciation, the Chairperson adjourned the meeting, once again thanking all participants for their meaningful involvement and support. The Chairperson adjourned the meeting thanking all the participants.

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Dr Jain Mathew

Dean and Chairperson- Board of Studies