1. EXECUTIVE SUMMARY

1.1 INTRODUCTION

St. Francis Institute of Management and Research (SFIMAR), Mumbai, was established in 2002 by the Society of the Congregation of Franciscan Brothers to impart quality education in the field of Business Management. St Francis Institute of Management and Research is approved by AICTE, New Delhi and the Directorate of Technical Education Maharashtra. SFIMAR is an ISO 9001:2015 Certified Institute since 2007 and recognized under Sections 2 (f) and 12 (B) of UGC Act 1956. The Institute received a Minority Status Certificate (MSC) from the National Commission for Minority Educational Institutions (NCMEI), Govt. of India. The Institute is also an active member of various Minority and Management Forums.

SFIMAR offers a Full-time 2-Year Master of Management Studies (MMS) and a 3-Year Master Degree in Management (Financial Management and Marketing Management) Programmes affiliated to the University of Mumbai. SFIMAR also offers Full-time Post-graduate Diploma in Management (PGDM) programme approved by AICTE. The MMS programme offers specializations in Marketing, Human Resources, Finance, Operations and Information Technology. The PGDM programme offers specializations in Marketing, Human Resources, Finance and Operations. It also offers sectorial specialisations in multidisciplinary areas.

SFIMAR has a lineage of 120 years of successful Social Entrepreneurship with 'The Congregation of the Missionary Brothers of St. Francis of Assisi'. The Congregation of the Missionary Brothers of St. Francis of Assisi, established in 1901 in India, is an International Congregation of Religious Brothers. The Congregation's primary purpose is to render service to all strata of humanity and empower them.

The Congregation on envisioning a professional higher education Institute registered a Society, namely, 'Society of the Congregation of Franciscan Brothers', to establish St Francis Institute of Management and Research. They intended to cater to the needs of the society for professional Higher Education in Management and transform the students into global business leaders and entrepreneurs. The motto of the Congregation is 'Service through Enterprise.' The Society believes in participative and democratic decision-making processes and apex organizational support for the enterprise. This approach of managing its Institution has been instrumental in promoting teamwork and developing high ownership levels amongst the stakeholders.

Vision

To flourish as a seat of learning of international standards for developing an entrepreneurial class of value-based industrial leaders empowered with techno-managerial competence to sustain innovation for building global business of the future.

Mission

To enter the realm of globally successful B-schools by imparting value-based education for creating responsible and thoughtful citizens who would lead the world by example and excel through innovation, an entrepreneurial spirit and a humanitarian attitude.

1.2 Strength, Weakness, Opportunity and Challenges(SWOC)

Institutional Strength

Student Support

- Student Skill Development Programmes (SSDP) are conducted to make the students employable.
- Excellent and updated knowledge resource centers:Information Technology. infrastructure and Library and Information Resource Center (LIRC). Knowledge Management Repository has been implemented to aid all the stakeholders.
- Dedicated Centers for Excellence, Research, Mindfulness,Entrepreneurship and Incubation to teaching,research,stakeholders and community engagement efforts.
- International MOU with Ottawa University has led to implementing the Study Abroad programme on Business Ethics and Servant Leadership for four weeks in US.
- Experiential learning activities such as simulation, live projects, outbound training, hands-on training for SPSS, MS Excel are a way of life at SFIMAR to facilitate learning by doing.
- Effective Community Outreach / ISR engagement through activities of the 'Abhimaan Club' and Mumbai University's DLLE activities for community development.

Innovation

- Research Development Committee (RDC) and Innovation and Development for Excellence in Academics (IDEA) meetings are conducted monthly to develop the Institute's research aptitude, consultancy, and effectiveness.
- The Institute has established its distinctive Student-Centric Approach modeled in the form of a Space Rocket, and acquired a Copyright of the 2D Artistic Work of the Model and implemented the Rocket Insignia of the copyrighted design in the 2019-2020.
- Establishment of MHRD Institutes's Innovation Cell in 2019-20.

Faculty Support

- The Institute's research publications, 'SFIMAR Research Review' and 'Spandan,' facilitate publication of indigenous management research among faculty members.
- Research Incentives and Awards for publications in reputed journals.
- Support for Continuing Education Programmes (CEP),Self Directed Learning Initiatives for upskilling Facutly and Staff.

Industry-Academia engagement

- Industry Institute interaction has been enhanced through the guest lectures and eminent speaker series by the corporates, participation of the students, faculty and staff members in the events organized by management forums, professional bodies,placement activities of the Institute,industry and corporate representatives in various governing,academic and administrative bodies of SFIMAR.
- Consultancy assignments have been undertaken on competency assessment/ development.

Alumni engagement

- Alumni Awards have been bestowed for corporate excellence and entrepreneurship to reward alumni for their achievements.

Modern Infrastructure and Quality Management System(QMS)

- State-of-art Infrastruture
- Adopted QMS in 2007 and currently ISO 9001:2015 certified

Institutional Weakness

- Mobilization of major Grants from Government and Private sources for research.
- Involvement of Full-Time teachers in consultancy and high-impact research activities.

Institutional Opportunity

- Streamlining output of International MOUs with Binary and Ottawa University to ensure participation in student exchange and faculty exchange programmes.
- Tie-ups with Government, Government bodies, forums and professional bodies to facilitate student entrepreneurship.
- Expanding the activities and outcomes of the Incubation Centre (SFIMAR ebiz).
- Increase participation in community outreach programmes, adopt a village, Govt. initiatives such as Digital India and green energy initiatives.
- Introducing collaborative programs with NPTEL, Industry, Professional Bodies and Management Forums by offering Certification Programmes to students.
- Design and development of Massive Open Online Courses (MOOCs) by faculty members to facilitate blended teaching-learning.
- Design, development and delivery of executive management programmes to working professionals.

Institutional Challenge

- Developing the Brand Equity of the Institute.
- Competition with other Management Training Institutions for good students.
- Revamping the syllabus to incorporate the latest management trends and corporate requirements.

1.3 CRITERIA WISE SUMMARY

Curricular Aspects

St. Francis Institute of Management and Research (SFIMAR) is affiliated with the University of Mumbai, Maharashtra. The institute follows the curriculum designed by the University of Mumbai for the full-time MMS and Three Years Master degree programmes (MFM/MMM) and that of the Board of Studies for PGDM programme, with inputs from various stakeholders.

In addition, SFIMAR monitors the gaps between the curriculum and the corporate needs and organizes value addition activities for the students to make students job-ready. Furthermore, the institute often conducts Long-Term and Short-Term Certification Programmes for students for upskilling them. Moreover, the institute updates the curriculum as per industry needs and various suggestions received from the members of the Academic Advisory Council for the benefit of the students.

Effective Curriculum planning and delivery are ensured with the help of programme heads and faculty members. Choice Based Credit Systems have been implemented fully to provide flexibility to the students to improve their potential and make them entrepreneurial and employable. Experiential Learning initiatives like Project-Based Learning, Summer Internships, and Winter Projects are also a part of the curriculum to give the students' Industry exposure. In addition, courses relevant to Gender sensitivity, Professional ethics, Human Values, and Community Outreach are integrated into all programmes.

To bridge the industry and academia gap, the institute has implemented workshops and certification programmes to boost the students' knowledge and skills by providing hands-on exposure for career and professional growth. The students undergo courses on financial modeling, youth leadership, people skills, digital marketing, alternative investments, etc. In addition, field Trips, International tours, guest lectures, and eminent speaker series are organized to provide industry exposure to the students.

Periodic Feedback from all the stakeholders is collected, analyzed for the enrichment of the curriculum. Their suggestions and recommendations have been implemented. The action taken report monitors the implementation status of the recommendations for the student's academic improvement. The Feedback Analysis and ATR reports are also shared with the stakeholders and displayed on the institute's website.

Teaching-learning and Evaluation

St Francis Institute of Management Research adheres to the University of Mumbai, AICTE and DTE, to conduct its affiliated and autonomous management programmes. The Institute has a transparent admission process that provides a fair opportunity for all sections of society to pursue their dreams of higher education in the management domain.

An Academic Calendar is prepared before the commencement of the academic year, incorporated in the Programme Brochures and uploaded on the Institute website for reference. In addition, an academic Kit is shared with the faculty members. Accordingly, session plans are prepared and monitored to impart the basic and advanced concepts of the subjects to the students.

The Institution has a well-established IQAC cell that monitors all the institute's quality initiatives to create a conducive environment for teaching-learning. In addition, the Institute invests in faculty members with Ph.D. qualifications. It encourages in-house faculty members to pursue higher studies as a part of upskilling themselves to keep up with the industry and students changing requirements.

The Institute is equipped with projectors and Modern ICT tools to make teaching and learning innovative and interactive. Lecture schedules and Examinations are conducted as per the planned academic calendar. Student grievances are addressed timely; Programme Outcomes are assessed using direct/indirect assessment methods. Teaching-learning processes are continually based on students' results and students' Feedback.

The Institute encourages students to pursue online courses that help in upskilling students. Websites like Coursera, Swayam, NPTEL, Google Academy, etc., are widely preferred for pursuing online courses. In addition, slow learners are supported through mentoring and counseling sessions to overcome their hurdles and perform well in academic areas. In contrast, advanced learners are involved in Peer-Assisted Teaching to help other students.

Outcome-based education has been implemented for the MMS and PGDM Programme since 2016-17 and 2019 – 20 for the Three-year Programme. The Institute has endeavored to reach higher levels of Course Outcome attainments and Programme Outcomes. The gaps between the threshold and attained levels are monitored, and actions are taken to reduce the gaps. The ATR is uploaded on the website of the institute.

Research, Innovations and Extension

The Research Development Committee (RDC) reviews research activities conducted by the Faculty members and meets fortnightly. SFIMAR'S research policy fosters the research culture among faculty members by providing- incentives and awarding the best teachers. Established ethical guidelines ensure a quality research publication in national and international journals listed in Scopus/Web of Science and ABDC. In 2019-20,

SFIMAR established a research center and introduced Ph.D. Management programme, which is affiliated with the University of Mumbai. Several research publications - 'SFIMAR Research Review,' and 'Spandan,' Annual International Research Conference - 'Pathh,' and Annual Paper Presentation - 'Anveshi' have contributed to the entrenchment of research culture among faculty and students. Students are encouraged to write research papers and participate in various research competitions, which has brought laurels to the Institute.

The Institute's Entrepreneurship and Business Incubation Zone (SFIMARebiz) facilitate entrepreneurship and creativity among individuals. The Career Management Centre (CMC) at SFIMAR constantly communicates with companies to get live projects to enhance student's skills and make them 'employable.'

Introduced in 2015-16, the *Eminent Speaker Series* invites senior management professionals from the industry to share their experience and knowledge with students. The Innovations and Development for Excellence in Academics (IDEA) meets every month to discuss and review innovative teaching methods to make students learn most effectively. DSpace- the Institutional Repository provides the users remote access to the syllabus, question papers, articles, video, lectures, e-books and other e-resources, including online journals and databases. The Institute's alumnus shares their industry experience and knowledge through Alumni Connect, enabling students to prepare for the corporate world's tough challenges.

Extension activities and community outreach programmes are a fundamental part of the value-based education system at SFIMAR. 'Abhimaan Club,' the Institute's Social Responsivity initiative, engages in social welfare and community development activities. Blood donation, social visits, rallies, awareness campaigns are an integral part of the program. Besides this, the active participation in Mumbai University's Department of Lifelong Learning and Extension has enabled students to develop a humanitarian attitude and be socially responsible citizens. The activities of CWDC and the green club have facilitated an 'empowered and green' learning environment at SFIMAR.

Infrastructure and Learning Resources

The Institute has adequate infrastructure facilities and learning resources on campus for effective execution of the teaching-learning processes. The main campus building has four floors which accommodate classrooms (including a smart classroom) where the various programs are taught, computer labs, auditorium and seminar halls, a Ph.D. Centre, and a Language lab. All the classrooms, labs, and seminar halls are ICT-enabled. There are administrative offices on separate floors for the various programs, the Chairman and Director offices, cabins for faculty members, and a placement centre (CMC). These facilities manage and monitor the overall academic and placement grooming of the students. A counseling centre with counselors available also takes care of their mental health and holistic development. Besides this, the Institute also has various indoor and outdoor sports facilities, a fitness centre, canteen, restrooms, and common rooms for males and females, which are also differently-abled friendly.

The library at SFIMAR, the Learning and Information Resource Centre (LIRC), is equipped with physical and digital learning resources, accessible through ILMS and MyLoft app. The online journals and databases are accessed by logging on to MyLOFT web/mobile app. The library is partially automated with Enterprise Resource Planning System and various supporting latest technologies like Dspace, MyLOFT, People Counting System and Urkund plagiarism software. 'CAMPUS ERP SYSTEM' (EduTech) is the software used in the library, a multiplatform, multilingual, client server-based software.

I.T. infrastructure is spread over all the academic departments, library, gymkhana, hostels, and administrative sections of the college. These facilities are continuously upgraded to meet the demands generated by introducing new curriculum, laboratories, office management software (ERP) and university systems. The campus is WIFI enabled.

SFIMAR has a well-established system for maintaining and utilizing physical, academic, and support facilities like library and I.T. labs. SFIMAR has been an ISO 9001:2015 certified Institute. There are policies and procedures in place for the departments and their functions. The Maintenance department of SFIMAR handles the maintenance, general and otherwise, of the campus and its facilities.

Student Support and Progression

Through educational, co-curricular, and extracurricular activities, SFIMAR students are actively involved in the planning and implementing many initiatives linked to their development. St. Francis Institute of Management and Research plays a catalyst to inculcate managerial qualities in students like team management, understanding the essence of group dynamics, developing leadership qualities, and many more. Students also gain confidence while participating and coordinating various events and activities. At the beginning of every academic year, students join voluntarily and coordinate the event/activity. For every activity, faculty and/or staff members are assigned to facilitate and guide students. Students are also encouraged to participate in intercollegiate competitions at local, university, regional, and national levels for their overall holistic development. The presence of dedicated committees such as the Anti-Ragging Committee, Grievance Redressal Committee, Student Development Committee, College Women Development Cell, College Development Committee, Placement Committee, Hygiene Committee etc., ensure that students are well cared for, and get a platform to express their views for the development of the Institute.

SFIMAR's Alumni are an asset to the Institute. The Alumni Association is an integral part of the Institute and plays a significant role in the holistic development and growth of the Institution. Throughout the year, they contribute in various forms by actively participating in grooming activities, mentoring, advisory forums, institutional developmental activities and assisting placement cell by sharing internship and final placement job opportunities.

Governance, Leadership and Management

SFIMAR is guided by its mission to provide value-based education that will transform students into global business leaders by continuously improving its services through a student-centered approach, pedagogical innovations, and rigorous faculty selection, development, and upgradation while adhering to regulatory and statutory requirements. SFIMAR's Governing Board believes in participative and democratic decision-making processes. This approach to managing its Institution has been critical in fostering teamwork and developing high ownership levels among stakeholders.

Today, organizations seek candidates with a positive attitude toward learning and progressing, a responsible mindset, thoughtful leadership skills, excellent computing and communication skills, and business-specific technical skills. The Career Management Center of SFIMAR tries to bridge the industry-academia gap through training students on soft skills, technical skills, certification programmes as per industry requirements and rigorous alumni involvement.

SFIMAR is highly focused on the physical and mental well-being of its employees. Every year, the Institute organizes health check-up camps, provides group accident insurance facilities, financial aids for refresher courses, advance salary in case of a medical emergency, conducts FDPs and SDPs, and other support to its employees.

The Institute conducts internal and external financial audits regularly to ensure optimum utilization of funds. The Institute mobilizes funds mainly through fees and other means such as consultancy, interest income from fixed deposits with the bank, and funds from well-wishers. There is a system of 360-degree feedback mechanism in the Institute, which serves as the basis of its continual development.

Since quality enhancement is a continuous process, the IQAC has become a part of the Institute's system and plays a vital role in quality enhancement and sustenance goals. IQAC has developed a system for conscious, consistent and catalytic improvement in the overall performance of SFIMAR. It ensures that the academic and administrative process of SFIMAR is systematic and transparent for effective governance through the audits conducted twice a year under the framework of ISO 9001:2015 Quality Standards.

Institutional Values and Best Practices

SFIMAR is committed to transforming students into global leaders by continual improvement through a student-centric approach. Institute provides an inclusive, disable friendly, barrier-free environment to all its stakeholders. The Institution has a prescribed code of conduct for students, teachers, administrators, and other staff and conducts periodic programmes to make them aware of their rights and accountabilities. Institute sensitizes its students and employees of the constitutional obligations through various cells and committees. Institution celebrates various national and international commemorative days, events and festivals to create harmony towards cultural, regional, linguistic, communal socio-economic and other diversities.

SFIMAR promotes green practices where environmental-friendly practices and education come together to foster sustainable and eco-friendly practices on campus. The Institute maintains a lush green campus with regular tree planting activities to reduce the adverse effects of pollution. Driven by the vision of campus sustainability, our Institute is also dedicated to protecting and promoting environmental resources through renewable energy, awareness drives, energy conservation, water harvesting, etc., while maintaining campus quality of life.

SFIMAR is focused on achieving a 100% final and summer placement by bridging the industry-academia gap. The Institute identifies relevant training for students on soft skills and technical proficiency, including various certifications, thus significantly enhancing employability skills and scaling up students' placements with premium recruiters. Besides, the Institute has initiated many tie-ups with industry and deeply involved its distinguished alumni in the holistic development of the Institute. This approach has raised the confidence level of students leading to placement in renowned companies, descent pay packages and consistent patronage of old and existing recruiters.

SFIMAR consistently inspires students and provides a platform for developing technical skills, inter-disciplinary research, entrepreneurship development, and ethical and human values. For Excellence and Continual Improvement of students, SFIMAR also focuses on Learning through Innovation and Entrepreneurship. The Institute Tag Line "Enlightening Minds Defining Leaders" was designed by batch 2015-2017. The Institute has established its distinctive Student-Centric Approach modeled in a Space Rocket and has acquired a Copyright of the 2D Artistic Work of the Model design in the Academic Year 2013-2014.