

**ACADEMIC COURSE AUDIT REPORT
FINANCE AREA**

Finance Area Academic Audit Report

Area: Finance

Institution: Institute of Management and Information Science, Bhubaneswar

Audit Period: 2025-26

Date of Audit: Wednesday, 25 February 2026

Audited by:

1. Prof. (Dr.) Shiba P Mohapatra, Principal, Bharati Bidya Bhavan Institute of Management Science, Kolkatta
2. Prof. (Dr.) Sabat Kumar Digal, Professor of Commerce, RD Women's University, Bhubaneswar
3. Prof. (Dr.) Shiba P. Padhi, CMA (Fellow), III (Fellow) , Bhubaneswar
4. Mr. R.P Behera, AGM, Global Markets, ICICI Bank, Mumbai
5. Mr Dibyendu P Sahu, VP, and Head Commodity Institutional Business, Sharekhan Ltd, Mumbai

Faculty members present from IMIS Bhubaneswar:

- Prof. (Dr.) Sahadev Swain – Professor, Area Chair (Finance)
- Prof. (Dr.) Divya Gupta – Associate Professor, (Dean Academics)
- Prof. (Dr.) Surya Dev – Professor (Finance)

Introduction:

The purpose of this academic audit is to evaluate the structure and relevance of existing course content within the Finance Area. The audit aims to ensure the Finance and Accounts curriculum maintains industry relevance and strategic strength by assessing how well it addresses key developments, aligns with professional standards, and prepares students for current and emerging roles in the sector.

Objectives:

The core objectives of the audit include-

- Revisit existing courses to assess their alignment with current industry needs and academic developments.
- Suggest additions and deletions to course content where necessary.
- Review and propose revisions to course credit allocations.
- Recommend new courses to address gaps or recent advancements in the field.

Basis of Evaluation:

- Curriculum Design and Assessment
- Teaching–Learning Processes and Innovations
- Student Engagement and Support
- Industry Connect and Employability
- Use of Technology and Tools

List of Papers Evaluated:**Core Papers**

- Financial Accounting (FA) 3 credits
- Financial Markets (FMKT) 2 credits
- Financial Management (FM) 3 credits
- Costing & Decision Making (CDM) 2 credits

Elective Papers

- Retail Banking (RTB) 3 credits
- Insurance & Risk Management (IRM) 3 credits
- Risk Management in Banks (RMB) 3 credits
- Security Analysis & Portfolio Management (SAPM)3 credits

• Practices of General Insurance (PGI)	2 credits
• Practices of Life Insurance (PLI)	2 credits
• Mutual Fund (MTF)	1 credits
• Fixed Income Market (FIM)	1 credits
• Micro Finance (MIF)	2credits
• Treasury Management (TRM)	2 credits
• Project Appraisal and Financing (PAF)	2credits
• Financial Statement Analysis (FSA)	2credits
• Commercial Banking (COB)	1 credits
• Corporate Taxation (CT)	2credits
• Practices Of Health Insurance (PHI)	1 credits
• Financial Derivatives & Risk Management (FDRM)	3credits
• Merger, Acquisition & Corporate Restructuring (MACR)	2credits
• International Finance (IF)	2credits
• Leasing & Hire Purchase (LHP)	1 credits
• Investment Options & Financial Planning(IFP)	3credits
• Financial Modelling (FMD)	1 credits

Course-wise Observations and Recommendations:

1. Financial Accounting(FA: DM1CFIN013)

- The Course is balanced as per the needs of the industry.
- The content on Cash Flow Statement and Ratio Analysis can be reduced in this course, as it is covered in detail in Financial Statement Analysis.
- The nomenclature of income statement should be replaced with Statement of Profit and Loss as per Indian Guidelines.

2. Financial Markets (FMKT: DM1CFIN022)

The course is loaded, looking at 2 credits.

The following topics may be considered for inclusion, and a few for exclusion.

- Leasing and Hire Purchase should be excluded from this course and included under the head of NBFC in some course on banking.
- Asset Tokenisation, Virtual Assets/Crypto may be included.
- Along with Mutual Funds ETFs should be included in the course.

- Introduction to NPS may be included.
- GIFT City may be included.

3. Financial Management (FM: DM2CFIN033)

The course covers all the aspects and needs to incorporate:

- Working Capital
- Excel functions linked to finance

4. Costing & Decision Making (CDM:DM2CFIN042)

- Reviewers proposed looking into the current practices of the industry.
- Consider removal of Process costing as it is mostly software driven in the organizations.
- More hours need to be devoted on Techniques.

5. Retail Banking (RTB:DM3EFIN063), Risk Management in Banks (RMB: DM4EFIN073)

Reviewers proposed making it more relevant with respect to the recent topics and include more digital aspects of banking in the syllabus. Also, suggested to revisit and may be revise concepts like Banking Regulation Act, CASA, KYC etc.

Proposed to include

- API banking and BaaS ecosystems (Banking and its integration with Fintech). The course already has the role of NPCI.
- Digital Lending
- Cyber Security and Fraud Management
- Digital KYC
- Neo-banking
- Central Bank Digital Currency (CBDC)
- Fee Based income products(It is already in the Syllabus)
- Focus more on Small Finance Banks
- ESG (Green banking is already in the course)
- MACR in Banking
- Technology and Credit Scoring
- Digital Operational Resilience
- Focus More on the latest Basel Norms(It is already in the Syllabus)
- Credit Derivatives in Risk Management in Banks

6. Insurance & Risk Management (IRM: DM3EFIN063), Practice of General Insurance (PGI: DM4EFIN092), Practice of Life Insurance (PLI:DM4EFIN102)

Proposed to revisit / changes concepts of

- Reinsurance as it is too specialized
- Change IRDA guidelines to IRDAI guidelines.
- Fire Insurance
- Exclude Consequential Loss Policy
- Taxation aspects in Life insurance need to be excluded due to the New Tax Regime

Proposed to include

- Enterprise Risk Management in IRM course
- Marine Insurance
- Bharat Laghu Udyam Surakhya (BLUS) in Fire Insurance
- Bharat Sookshma Udyam Suraksha (BSUS) in Fire Insurance
- Claims and Settlement in Health Insurance

7. Micro Finance (MIF:DM4EFIN132)

The course needs to focus more on technological aspects.

8. Security Analysis and Portfolio Management (SAPM:DM4EFIN083)

The course has a good coverage of all the aspects. The outline needs to include the valuation techniques in specific that are taught in the course.

Proposed to include

- Financial Markets for a few sessions even if a core paper is there in term I
- Clearly mention the valuation techniques taught.

9. Financial Statement Analysis (FSA: DM4EFIN162)

The observations on this course are mentioned below.

- The syllabus is ok.
- The nomenclature of income statement should be changed with Statement of Profit and Loss.
- Case based approach should be followed.

10. International Finance (IF:DM5EFIN222)

The course looks fine but some recent concepts may include to match it with the recent times.

The following topics may be included

- Digital Assets and its role in cross border settlements
- BRICS+ and De- Dollarization, Currency Blocks
- Transfer Pricing and Cross Border Taxation
- Modes of International Financing
- ADRs, GDRs, Eurobonds etc.
- Export Credit Agencies
- Political Risk and Strategies of management as currency risk and interest rate risk is covered.
- Bilateral Trade agreements and Credit, Trade Blocks

Some topics on which coverage may be reduced or removed are

- UNIDO and ADB
- Functions of World Bank as it is already

11. Investment Options and Financial Planning (IFP:DM5EFIN243)

Suggestions

- Taxation has lost relevance under the new tax structure hence can be withdrawn from the syllabus.
- More focus should be given on estate planning.
- More Asset Allocation models should be included along with strategic and tactical asset allocation models mentioned in the course.
- Wealth tax to be excluded

12. Financial Derivatives and Risk Management (FDRM:DM5EFIN203)

Suggestions

- Limit the coverage on Swaps.
- Include Commodity Derivatives either as a separate course or in some module.
- More discussions can be on Exotic Options.
- Introduce the concept of Financial Engineering.

13. Suggestions in Other courses

- a. Mutual Funds (MTF:DM4EFIN111) – It is ok. Needs to include ETFs
- b. Micro Finance (DM4EFIN132) – More emphasis should be on technology as organisations are becoming technology driven.
- c. Leasing & Hire Purchase (LHP) – This may be included in some other module instead of running as a 2-credit paper.
- d. Financial Modelling – The credits of the course can be increased to train students more on the applications.
- e. Mergers Acquisition and Corporate Restructuring (MACR)- Along with the existing course needs to include CCI Act/ Combination Clearance regulation
- f. Treasury Management – FEMA Guidelines to be taught with applications.

Conclusion

The academic audit has been a valuable and reflective process, offering insightful feedback that highlights both the strengths and the evolving needs of the Finance Area courses. The reviewers expressed appreciation for the solid academic foundation and the quality of the existing curriculum, recognising its alignment with educational standards and student development. At the same time, they identified opportunities to further enhance the program's responsiveness to a rapidly changing environment—particularly by deepening industry relevance, integrating new technologies, and expanding practical application. This balanced feedback both acknowledges the program's achievements and points the way toward continued improvement.

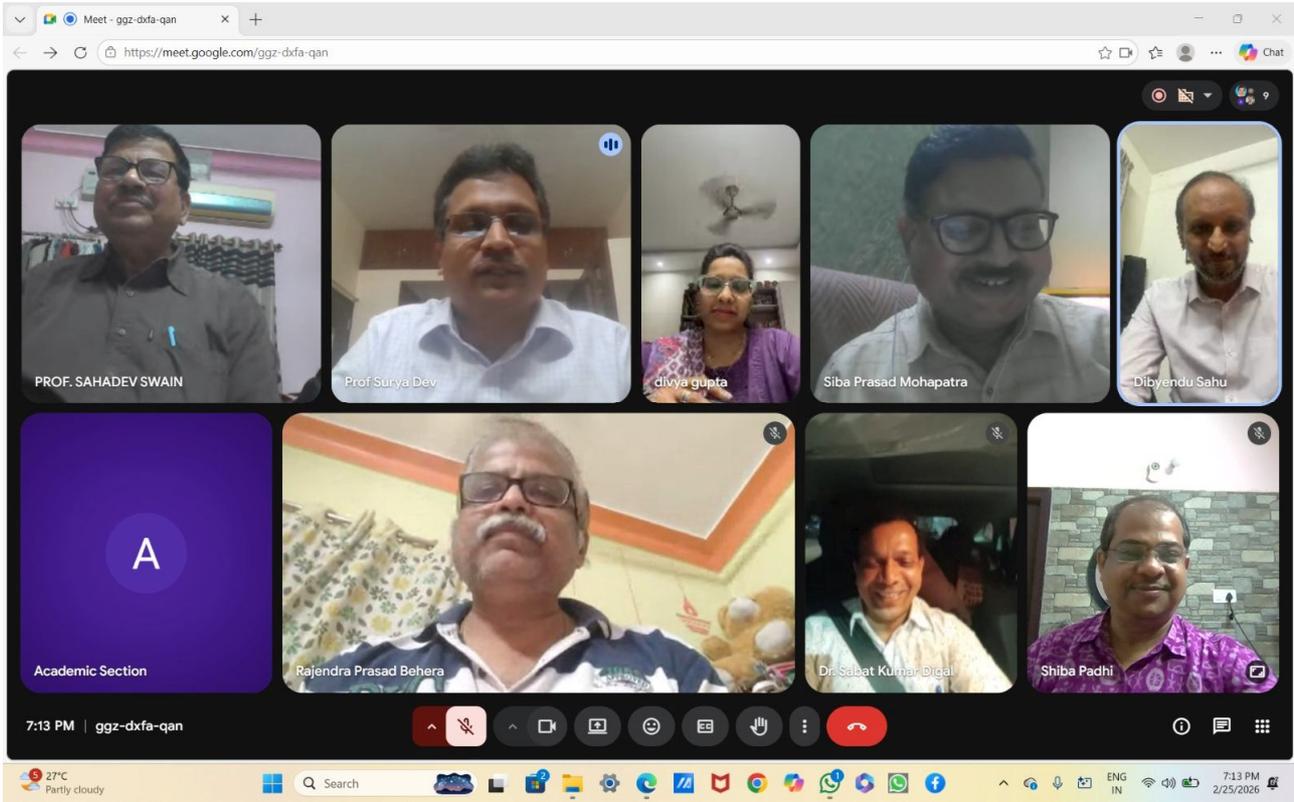
S. Swain
27/2/26

Date: 27.02.26

Professor (Dr) Sahadev Swain)

Signature of Area Chair

Snapshots from the Finance Area Course Audit Meeting



ACADEMIC COURSE AUDIT REPORT
MARKETING AREA

Academic Audit Report

Marketing Area

Area: Marketing

Institution: Institute of Management and Information Science, Bhubaneswar

Audit Period: 2025-26

Date of Audit: Saturday, 28 February 2026

Audited by:

1) Prof. (Dr.) Tushar K. Pany

Professor

School of Commerce and Business Management

Ravenshaw University, Cuttack

2) Mr. Bhabesh Ranjan Panigrahi

Co-Founder and Chief Business Officer

Biolyt AI, Bengaluru

3) Dr. Ashutosh Chaudhury

Office Head

Kantar Operations, Kochi

Faculty members from IMIS Bhubaneswar:

- **Prof. Supratim Pratihar**
 - Associate Professor, Marketing
 - Area Chair, Marketing
- **Prof. (Dr.) Prakash Chandra Dash**
 - Associate Professor, Marketing
 - Associate Dean, Academics
- **Prof. (Dr.) Badal B. Rath**
 - Associate Professor, Marketing
 - Dean, Research & Development
- **Prof. (Dr.) Prithweeraj Acharya**
 - Associate Professor, Marketing
 - Chief CRO, Training & Placement
- **Prof. Chaitali Mishra**
 - Assistant Professor, Marketing
 - CRO, Training & Placement

Special Invitees

- **Prof. (Dr.) Usha Kamilla**
 - Professor, Finance
 - Director, IMIS
- **Prof. (Dr.) Divya Gupta**
 - Associate Professor, Finance
 - Dean, Academics

Introduction

The Marketing Area offers a comprehensive and practice-oriented curriculum designed to equip students with strategic insight, analytical capability, and market-driven managerial competence. Spanning core and elective courses across multiple terms, the programme builds a strong conceptual foundation through various subjects and contribute effectively to organizational growth in a dynamic and digitally evolving marketplace.

Course Details

The purpose of this academic audit focuses on evaluating the structure and relevance of existing course content within the Marketing area. The curriculum within the Marketing area covers a wide range of subjects essential for developing strategic thinking and managerial excellence. Key subjects include:

*C: Core

*E: Elective

Term	C/E	Paper No.	Course Title	Credit	Hours
I	C	1	Marketing Management-I (MM-I)	3	30
II	C	2	Marketing Management-II (MM-II)	3	30
II	C	3	Modern Retail Management (MRM)	2	20
III	E	4	Sales and Distribution Management (SDM)	3	30
III	E	5	Services Marketing (SM)	3	30
III	C	6	Selling & Negotiation (SN)	1	10
IV	E	7	Business to Business Marketing (BBM)	2	20
IV	E	8	Consumer Behaviour (CB)	2	20
IV	E	9	Digital & Social Media Marketing (DSMM)	1	10
IV	E	10	Marketing Analytics (MAN)	2	20
IV	E	11	Marketing of Financial Products & Services (MFPS)	1	10
IV	E	12	Retail Store Operations (RSO)	2	20
IV	E	13	Rural Marketing (RUMA)	3	30
IV	E	14	Supply Chain and Logistics Management (SCLM)	2	20
V	E	15	Customer Relationship Management (CRM)	3	30
V	E	16	Product & Innovation Marketing (PDM)	1	10
V	E	17	Research for Marketing Decisions (RMD)	2	20
V	E	18	Strategic Brand Management (SBM)	2	20
V	E	19	Artificial Intelligence in Marketing (AIM)	1	10

The audit aims to ensure that the curriculum remains relevant, industry-aligned, and strategically strong.

Objective

The core objectives include:

- Reviewing the relevance and structure of the current course offerings
- Identifying gaps in relation to contemporary industry practices and evolving strategic priorities
- Recommending additions, modifications, or rationalisation of course topics where necessary
- Enhancing the industry orientation and practical applicability of the curriculum

Areas Evaluated on the basis of:

- Curriculum Design and Assessment
- Teaching–Learning Processes and Innovations
- Student Engagement and Support
- Industry Connect and Employability
- Use of Technology and Tools

Course-wise Observations and Recommendations

1. Marketing Management - I

The course content needs to be more practical oriented and aligned with industry practices. To enhance industry relevance and student engagement, the following topics are recommended for integration:

- Institutional Buying
- Black Box Model
- Multi Stage Product Pricing
- Physical and Channel Distribution
- New Dimensions of Marketing
- Recent Developments in Marketing
- Consumerism and Promotional Ethics
- Value Creation and Customer Centricity
- Digital and Technology Based Marketing
- Customer Lifecycle
- Marketing and Business Strategy
- Social Influencers
- Digital and Social Marketing
- Digital Supply Chain

2. Marketing Management - II

The syllabus needs to be updated to reflect current trends and strategy shifts. Reviewers recommended that the current course should incorporate:

- Competition Strategies
- Platform Models
- Business Model Innovation
- Data Driven Marketing Scanning
- Basic Analytics Framework
- Structured Go-To-Market Strategy and KPIs
- Shared Model Strategy and CRM

3. Modern Retail Management

To address the evolving global retail business landscape, the course needs to incorporate:

- Digital Retail
- Retail Technology and Dashboard
- Market Basket Analysis
- Dynamic and Algorithm Pricing
- Productivity Analytics
- Digital Promotions
- Seamless Channel Integration
- Last Mile Logistics
- Dark Stores
- Customer Journey Integration
- Gig Workers and HR Issues related to it

4. Sales and Distribution Management

Reviewers suggested that the following changes may be considered for incorporation in the course:

- CRM systems in Sales and Distribution Management
- Direct to Consumer Model Distribution
- Hybrid Selling
- Conflicts across multiple channels
- Technology enabled selling system
- Subscription Models
- Sales Force Automation
- Blockchain Concept and Technology

5. Services Marketing

Reviewers suggested a major overhaul in the course to reflect the changing nature of services in the technology enabled marketing environment:

- People aspect in services
- Industry Specific Services
- Service Value Co-creation
- Service quality from Survey to Dashboard
- Customer Service Delivery
- Subscription Economy
- Cohort Analysis
- Gig Workers
- Customer Focus
- Move from SERVQUAL to NPS (Net Promoter Score)

6. Selling and Negotiation

Reviewers suggested the following changes in the course:

- Team Negotiation Approaches
- Team Selling Approach
- Consultive Selling Approach in B2B Scenario
- Value Based Approach
- Partnership Driven Negotiation

- Bidding and Auction Based Sales and Negotiation
- Technical and Financial Bidding

7. Business to Business Marketing

The following modifications were suggested by the reviewers:

- Account Based Marketing
- Key Account Management (KAM) for B2B Industry
- Global Delivery Channel
- Value Based Marketing for B2B

8. Consumer Behaviour

The reviewers proposed the following modifications:

- Understanding the Online Consumer Journey

9. Digital and Social Media Marketing

The reviewers recommended that the course may be upgraded to a 2-credit course. Also, the following revisions can be considered for incorporation into the course design:

- Role of AI in DSMM
- Meta Analytics
- Cost per Click (CPC)
- Viewership and ROI Concepts

10. Marketing Analytics

The reviewers suggested the following:

- Use of tools beyond Excel
- Use of SPSS, Power BI, Tableau, R and other Statistical Packages wherever applicable

11. Marketing of Financial Products and Services

The following modifications were suggested by the reviewers:

- Marketing to High-Net-Worth Individuals (HNIs)
- Use of AI tools
- Portfolio Management

12. Retail Store Operations

The reviewers suggested the following modifications to the course:

- Store Layout
- Use of Technology in Retail Stores
- Digital Store Operations including Dark Stores

13. Rural Marketing

The review committee thoughtfully recommended the following enhancements for consideration in strengthening and updating the course structure:

- Rural Consumer Co-operatives
- Agri-inputs and co-operative structures
- Digital Payment System in Rural Areas

14. Supply Chain and Logistics Management

The review panel proposed the following refinements to further enrich and align the course with contemporary academic and industry expectations:

- Warehouse Automation System
- Environmental Guidelines

15. Customer Relationship Management

The reviewers suggested the following improvements to enhance the course content and ensure its continued relevance and rigor:

- Implementation through CRM Software
- Digital Personal Data Protection (DPDP) Act
- Ethical CRM

16. Product and Innovation Marketing

The reviewers recommended the following enhancements to strengthen the course:

- Service Innovation

17. Research for Marketing Decisions

The following refinements were recommended to enhance the course:

- Data Visualization and Presentation
- Story Telling Format

18. Strategic Brand Management

The review committee suggested few refinements aimed at strengthening the course structure and improving its academic and industry relevance. The key recommendations are outlined below:

- Digital Branding
- AI Driven Brand Insights
- Role of Brand Managers

19. Artificial Intelligence in Marketing

The reviewers proposed a few targeted refinements to further enhance the course:

- AI creating Prompts
- AI Insights and Agents

New Courses

The reviewers also suggested the addition of a few new marketing courses like Neuro Marketing, Viral Marketing and other courses that are offered in top B-Schools of the Country, wherever feasible.

Conclusion

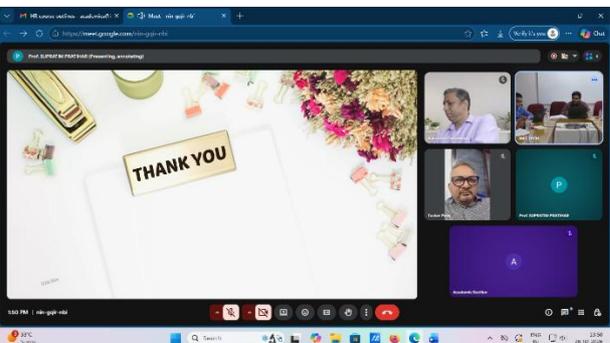
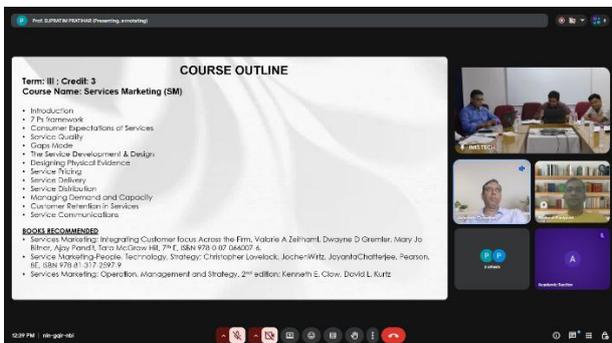
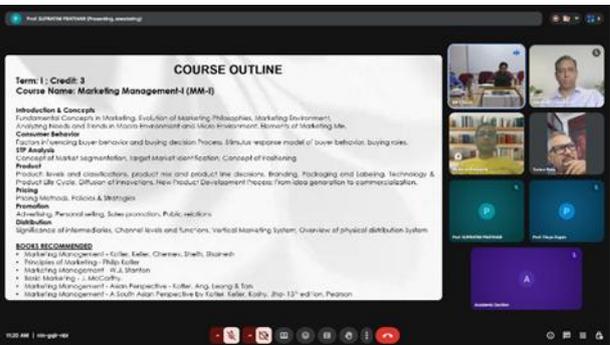
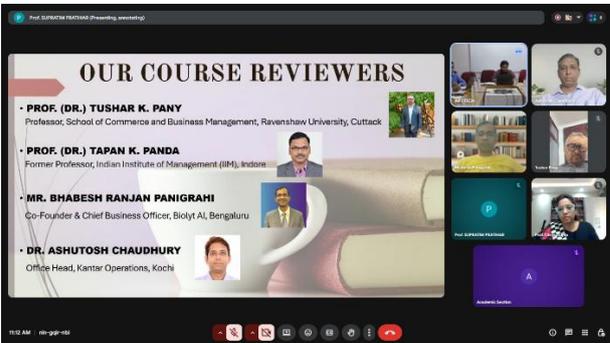
The academic audit served as an insightful and forward-looking review, offering thoughtful observations on the robustness and future direction of the Marketing curriculum. The panel acknowledged the programme's strong conceptual grounding while emphasizing the need to further adapt to a dynamic marketplace—particularly by deepening industry engagement, embedding emerging technologies, and strengthening applied learning components.



Date: 01.03.26

(Supratim Pratihar)
Signature of Area Chair (Marketing)

Snapshots from the Marketing Area Course Audit Meeting



ACADEMIC COURSE AUDIT REPORT
GENERAL MANAGEMENT & STRATEGY AREA

Academic Audit Report

General Management & Strategy

Area: General Management and Strategy (GMS)

Institution: Institute of Management and Information Science, Bhubaneswar

Audit Period: 2025-26

Date of Audit: Monday, 23 February 2026

Audited by: **Prof. (Dr.) Satya N. Misra**, Professor of Economics, Bhubaneswar
Prof. (Dr.) Mrinal Chatterjee, Ex Director, IIMC Dhenkanal
Prof. (Dr.) Bhagirath Behera, Professor of Economics, IIT Kharagpur
Mr. Sagnik Guha, Growth and Revenue Leader, Ex-CMO Skidos, Head of Marketing Apex, P&L Head Reliance Retail

Faculty members from IMIS Bhubaneswar:

- **Prof. (Dr.) K.K. Beuria** – Professor, General Management & Strategy
- **Prof. (Dr.) Usha Kamilla** – Professor, Economics
- **Prof. (Dr.) Ananya Roy Pratihar** – Area Chair, General Management & Strategy (GMS)
- **Prof. (Dr.) Divya Gupta**- Dean Academics, Dissertation & Viva-Vice
- **Prof. S.K. Baboo** – Associate Professor, Decision Sciences & Operations Management
- **Prof. (Dr.) Badal B. Rath** – Associate Professor, Marketing (BRMT)
- **Prof. (Dr.) Preetiraj Pattnaik** – Assistant Professor, Strategic Management
- **Prof. Daisy Irani Patnaik** – Assistant Professor, Business Communication & Soft Skill Development

Special Invitees

- **Prof. (Dr.) Surya Dev** – Dean, Centre for Academic Development (CAD), IMIS
- **Prof. (Dr.) Prakash Ch. Dash** – Associate Dean, Academics, IMIS

Introduction

The purpose of this academic audit focuses on evaluating the structure and relevance of existing course content within the General Management and Strategy (GMS) area:

- Managerial Economics
- Economic Environment of Business
- Business Communication
- Written Analysis in Communication
- Legal Aspects of Business
- Business Ethics and Corporate Governance
- Strategic Management
- Business Ethics
- Business Research and Methods
- Management Information System
- International Business

The audit aims to ensure that the curriculum remains relevant, industry-aligned, and strategically strong.

Objective

The core objectives include:

- Reviewing the relevance and structure of the current course offerings
- Identifying gaps in relation to contemporary industry practices and evolving strategic priorities
- Recommending additions, modifications, or rationalisation of course topics where necessary
- Enhancing the industry orientation and practical applicability of the curriculum

Areas Evaluated on the basis of:

- Curriculum Design and Assessment
- Teaching–Learning Processes and Innovations
- Student Engagement and Support
- Industry Connect and Employability
- Use of Technology and Tools

Course-wise Observations and Recommendations

1. Managerial Economics (ME: DM1CGMS013)

The course content is based on heavy theoretical frameworks and needs to be more practical oriented and must include contemporary case studies. To enhance industry relevance and student engagement, the following topics are recommended for integration:

- Market Structure Analysis
- Behavioural Economics fundamentals
- Pricing mechanisms in Digital Markets
- Market Imperfections and Asymmetric Information
- Decision-making under Uncertainty
- Indian business case studies for contextual application

2. Economic Environment of Business (EEB: DM2CGMS042)

The syllabus needs to be updated to reflect current macroeconomic trends and policy shifts. Reviewers recommended that the current course must focus on:

- Planning within the framework of a New Market Economy
- Inclusion of Trade Policies, especially Free Trade Agreements (FTAs)
- Overview and interpretation of India's Economic Survey for applied insights

3. International Business (IB: DM6CGMS112)

To address the evolving global business landscape, the course needs to incorporate:

- Integration of BRICS and strategies in emerging markets
- Discussions on Lobbying, FTAs, and Regional Partnerships
- Emphasis on Geo-economics and Geopolitics in business decisions
- Exposure to Global Best Practices, Technological Trends, Resource Utilization, and Talent Mobility
- Bilateral and Political Economy considerations affecting international trade

4. Legal Aspects of Business (LAB: DM1CGMS022)

Reviewers suggested that keywords in the course outline be defined more clearly, and the course outline may consider:

- Specific inclusion of: Patent, Copyright, IPR, Trademark Policies

- Update modules on the Data Protection Act and Consumer Protection Act related to goods and services, including Case Studies /Caselets

5. Business Ethics and Corporate Governance (BECG: DM3CGMS082)

- Clearer articulation of Corporate Governance concepts
- Add case studies on conflict of interest
- Greater focus on:
 - ESG and Sustainability
 - Sustainable Supply Chains
 - CSR theories and integration
 - AI and Ethics

6. Business Communication (BC: DM1CGMS033) and Written Analysis in Communication (WAC: DM2CGMS052)

The reviewers emphasized the need to enhance the practical and industry-relevant aspects of both courses. While the foundational content is sound, aligning the courses more closely with evolving communication technologies and external business contexts would make them more impactful.

The following key suggestions were offered:

- Strengthen the integration of AI tools, such as chatbots and enterprise communication platforms.
- Improve industry orientation through practical exercises and real-world applications.
- Encourage video-based presentations to build student confidence and upgrade pitching skills.
- Internal communication should remain the same, but give greater emphasis to external communication with customers, distributors, partners, and stakeholders.

7. Strategic Management (SGM: DM3CGMS072)

The course outline needs improvement, and the reviewers recommended further enrichment by integrating emerging strategic dimensions. Suggested inclusions:

- Case studies on digital strategies and business transformation
- Concepts of corporate resilience and adaptive strategies
- Sustainable strategic frameworks and ESG integration
- Introduction to Blue Ocean Strategy with relevant industry applications

8. Business Research and Method (BRMT: DM3CGM063)

The reviewers emphasized the need to strengthen the research orientation of the course by incorporating the following components into the course outline:

- Identifying research gaps and formulating research problems
- Designing and conducting Structured Literature Reviews (SLR)
- Drafting clear research hypotheses and framing effective research questions
- Approaches to primary data collection and fieldwork
- Referring to Scopus- or WoS-indexed research articles for methodological insights

9. Entrepreneurship Development & Management (ED: DM5CGMS102)

The reviewers noted the need for clearer articulation of challenges and evolving areas in the course. Specific suggestions included:

- Clearly highlighting key fault lines and problem areas in entrepreneurial ventures
- Incorporating topics such as startup financing and social entrepreneurship
- Including the concept of incubation models as core components in the course outline

10. Management Information System (MIS: DM6CGMS122)

The reviewers emphasized the need to revise and enrich the course content to reflect the evolving digital business landscape. While the current outline covers IT architecture, it lacks focus on decision-making applications. The following enhancements were recommended:

- Incorporate topics like Agentic AI and data-driven decision-making frameworks
- Introduce business matrix creation and analysis, with emphasis on identifying and using the right metrics
- Strengthen content around cloud management and data engineering
- Include concepts of data storage and data metrics to improve practical application
- Revisit the overall course outline to ensure balance between technical structure and strategic decision-making

Conclusion

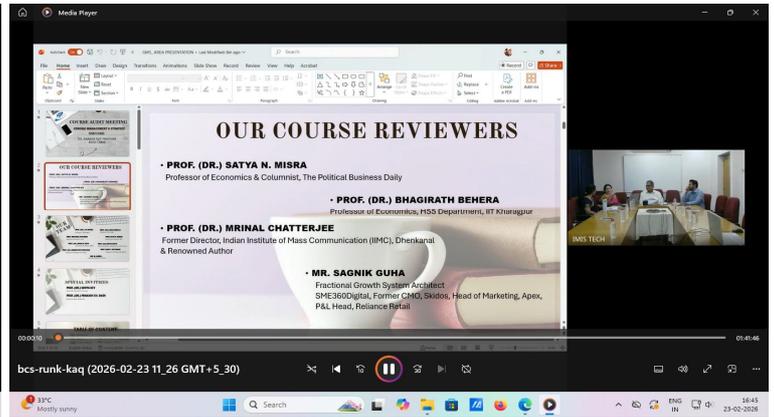
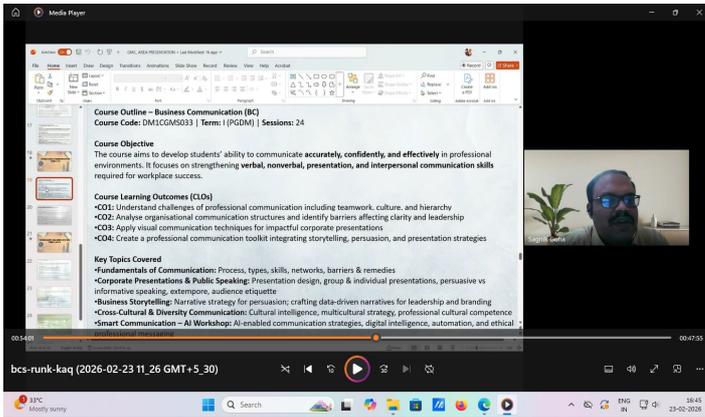
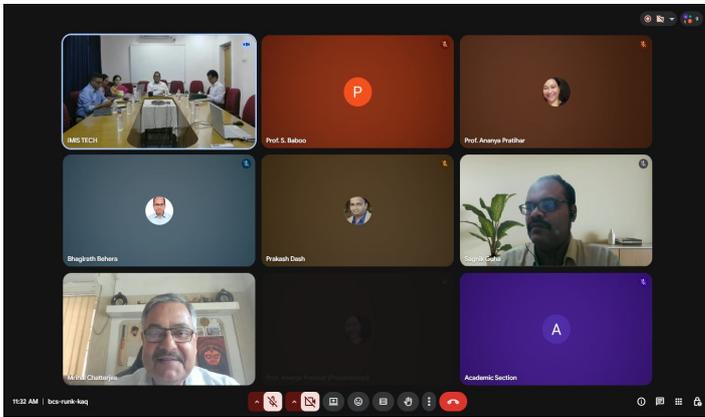
The academic audit has been a meaningful and reflective exercise, offering valuable feedback that underscores both the strengths and the evolving needs of the General Management and Information Science courses. The reviewers encouraged forming a solid academic foundation but also highlighted opportunities to make the curriculum more responsive to today's fast-changing world—especially through industry relevance, technological integration, and practical application.

Date:23.02.26



(Ananya Roy Pratihar)
Signature of Area Chair

Snapshots from the General Management & Strategy Area Course Audit Meeting



ACADEMIC COURSE AUDIT REPORT
HUMAN RESOURCE MANAGEMENT & OB AREA

Academic Audit Report

Human Resource Management and OB

Area: Human Resource Management and OB

Institution: Institute of Management and Information Science, Bhubaneswar

Audit Period: 2025-26

Date of Audit: Saturday, 28 February 2026

Audited by:

Prof. (Dr.) Chandan kumar sahu, Professor of HR ,HOD,(Department of Management),NIT ,Raurkela.

Surya Prakash Mohapatra, Global Talent Skilling Head for AI in Wipro.

Prof.(Dr.)Bijaya Kumar Sundaray HOD of PMIR, Utkal University

Dr.Dipti Ranjan Sarangi, Vice President and Senior Dean (Academic Affairs and Administration)

Faculty members from IMIS Bhubaneswar:

- **Prof. (Dr.) K.K. Beuria** – Professor, HRM
- **Prof. (Dr.) Usha Kamilla** – Professor, Economics
- **Prof. (Dr.) Divya Gupta**- Dean Academics
- **Prof. (Dr.) Snigdhamayee Choudhury** – Area Chair, Human Resource Management
- **Prof. (Dr.) Debasmita Panigrahi** – Associate Professor, HRM
- **Prof. (Dr.) Amreshchandra Nayak** – Associate Professor, HRM(Guest Faculty)

Introduction

The purpose of this academic audit focuses on evaluating the structure and relevance of existing course content within the Human Resource Management & OB area:

- **Organizational Behaviour -I(OB-I)**
- **Organizational Behaviour-II (OB-II)**
- **Human Resource Management (HRM)**
- **Compensation and Reward Management (COM)**
- **Strategic Workforce Planning (SWP)**
- **Organisational Change and Development(OCD)**
- **Performance and Competency Management (PCM)**
- **HR Analytics(HRA)**
- **New Age HR Interventions (NHI)**
- **Recruitment and Selection (RS)**
- **Labour Legislation – I (LL-I)**
- **Labour Legislation-II (LL-II)**
- **International HRM (IHR)**
- **Employee Relations (ER)**
- **Team Dynamics (TMD)**

The audit aims to ensure that the curriculum remains relevant, industry-aligned, and strategically strong.

Objective

The core objectives include:

- Reviewing the relevance and structure of the current course offerings
- Identifying gaps in relation to contemporary industry practices and evolving strategic priorities

- Recommending additions, modifications, or rationalisation of course topics where necessary
- Enhancing the industry orientation and practical applicability of the curriculum

Areas Evaluated on the basis of:

- Curriculum Design and Assessment
- Teaching–Learning Processes and Innovations
- Student Engagement and Support
- Industry Connect and Employability
- Use of Technology and Tools

Course-wise Observations and Recommendations

The following observations and recommendation are from expert as per the subject

1. Organizational Behavior-1 (OB-I -DM1CHRM012)

- Omitting the names of theory of personality from course outline because it itself is self explanatory and include theories with more applicability as per current practice.
- Books recommended to be reflected as per the course book and reference book.

2. Organizational Behaviour-II (OB-II-DM2CHRM022)

- Omitting the names of theory of motivation from course outline because it itself is self explanatory and include theories as per current trends.
- Pedagogical changes that more no of Role Play to be added in the syllabus as this is group behaviour paper.

3. Human Resource Management (HRM- DM2CHRM033)

- Diversity, equity and inclusion (DEI) in the workplace to be eliminated from the course outline as it applies to everywhere.
- The no of reference book should be limited.

4. Compensation and Reward Management (COM) DM3EHRM053

- Content realignment should be done in appropriation with the syllabus.
- Content should be reduced to some extent as it is extensive.

5. Strategic Workforce Planning (SWP-DM3EHRM043)

- The change in the nomenclature of the paper named strategic workforce planning to strategic HR planning.
- Quantitative and qualitative method should be enriched with different cases through holistic approach.

6. Organisational Change and Development(OCD- DM4EHRM063)

- Inclusion of role of organisational change agent should be incorporated.
- Sectorial and separate OD Intervention need to be incorporated.

7. Performance and Competency Management (PCM- DM4EHRM073)

- Omit the performance appraisal and start from performance management because appraisal is already taught in HRM paper.
- Importance to be given in Balance Score Card and modern methods of Appraisal. Sustainable strategic frameworks and ESG integration
- Include recent trends of performance management like performance pyramid and application of tools to the performance management.

8. HR Analytics(HRA- DM4EHRM091)

- The HR Analytics should be a 2credit course giving more hours of understanding towards the subject.

9. New Age HR Interventions (NHI- DM4EHRM122)

- The content of the paper need to systematically rearrange as per the content.
- In case of further requirement it need modification too

10. Recruitment and Selection (RS- DM4EHRM153)

- The paper should be a 2credit course giving more hours of understanding towards the practical aspect of the subject instead of 3 credit.

11. Labour Legislation – I (LL-I- DM4EHRM083) and 12. Labour Legislation-II (LL-II- DM5EHRM213)

- Social security of LL-1 should be shifted to LL-2 for the equalization of different codes between LL-1 and LL-2.
- Principles of Natural justice and principles of Distributive justice should be included.
- Elimination of ESI and EPF act from the LL-2 since it is already included under the new wage code of social security so it need not to have a separate mention.

13. International HRM (IHR) DM5EHRM222

- More practice oriented case study to be included in this paper.

14 . Employee Relations (ER) DM5EHRM263

- Omit the third module detailed explanation of ID and include the name elaborative as “prevention and settlement of industrial dispute.
- In worker participative management include the different forms of participation.

15. Team Dynamics (TMD) DM5EHRM281

- The paper should be a 2credit course giving more hours of understanding towards the practical aspect of the subject instead of 1 credit.

NOTE- A strong recommendation of introduction of the paper Learning and Development to the curriculum. Taking account of current scenario a paper titled AI in HR can also be included.

Conclusion

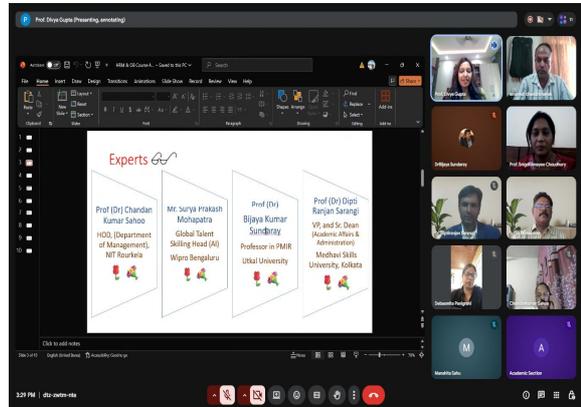
The academic audit proved to be a thoughtful and constructive process, providing insightful feedback that highlights both the strengths and the developing needs of the Human Resource Management and Organizational Behaviour courses. The reviewers acknowledged the importance of maintaining a strong academic foundation while also identifying opportunities to enhance the curriculum's responsiveness to today's rapidly evolving environment particularly by strengthening industry alignment, integrating emerging technologies, and emphasizing practical application.

Dr Snigdhamayee Choudhury

Area Chair

Date:28.02.2026

Snapshots from the Human Resource Management & OB Area Course Audit Meeting



**ACADEMIC COURSE AUDIT REPORT
DECISION SCIENCE & OPERATIONS MANAGEMENT
AREA**

Academic Audit Report

Decision Science & Operations Management

Area: Decision Science & Operations Management

Institution: Institute of Management and Information Science, Bhubaneswar

Audit Period: 2025-26

Date of Audit: Friday, 27th February 2026

Audited by:

- **Prof. (Dr.) Soumendra Kumar Patra**, HOD, Department of Business Administration, Ravenshaw University.
- **Prof. Dr. Nagraj**, Dean Academics, Kirloskar Institute of Management
- **Mr. Debadyuti Saha**, Sr. Consultant Ernst & Young
- **Mr. Spandan Mitra**, Product Lead (GenAI), Infogain
- **Mr. Mahesh Satapathy**, Lead IT Projects & Production Support, Hero Fincorp

Special Invitee:

Prof. (Dr.) Divya Gupta – Dean, Academics, IMIS

Introduction

The purpose of this academic audit focuses on evaluating the structure and relevance of existing course content within the Decision Science & Operations Management (DSc & OM) area:

- Managerial Computing
- Advanced Excel for Decision Making
- Business Modelling using Spreadsheet
- Business Intelligence
- Data Analysis using Python
- Data Visualisation in Tableau
- Functional Analytics
- Data Science using R
- Quantitative Analysis
- Operations Management
- Operations Research
- Operations and Maintenance Management
- Project Management
- Materials Management
- Environment and Safety Management
- Supply Chain and Logistics Management
- Inventory Management Services and Production Planning
- Operations Planning and Control

The audit aims to ensure that the curriculum remains relevant, industry aligned and strategically good.

Objective

The core objectives include:

- Reviewing the relevance and structure of the existing course content
- Identifying gaps in relation to current industry practices and its usages
- Suggesting possible additions, modifications as per the current scenario.
- Practical approaches to the all subjects

Areas Evaluated on the basis of

- Curriculum Design and Assessment
- Teaching-Learning Processes and Innovations
- Student Engagement and Support
- Industry Connect and Employability
- Usage of Technology and Tools

Course-wise Observations and Recommendations

1. Managerial Computing (MCG)

The course is designed as basic course to introduce the fundamentals. As per this view the course contents are fine. Still auditors suggested exploring the possibility of integrating the following topics

- Generative AI
- How enterprise system work in corporates?
- Introduce IT eco-system of enterprises – Database, Programming tools, front end
- Holding capacity of Excel, Excel workbook, Excel limitations, CSV file, XML file etc.

2. Advanced Excel for Decision Making (AEDM)

Try to integrate the following topics

- Scenario based planning in excel
- Goal seek, Solver
- Advanced pivot table
- Dashboard creation

3. Business Modelling using Spreadsheet (BMS)

Auditors suggested to add the following

- Connecting to Money Control real time
- Dashboard updation through public API

4. Business Intelligence (BI)

Auditors suggested to add

- Normal PLSQL developer

5. Data Analysis using Python (DAP)

Auditors suggested adding the following topics in the course content

- OOPS
- Library: - scikit-learn
- Introduction to Machine Learning

- Basic of applications

Also auditors suggested splitting the course into two – Python 1 and Python 2. Teach Python 2 in term V.

6. Data Visualisation in Tableau (DVT)

Auditors suggested the following

- Make the course 1Credit paper and teach in Term V
- Add the topic 'Integration of Python to Tableau' in the course

7. Functional Analytics (FAL)

Auditors suggested the following

- Make the course 3 credit course and teach in Term IV

8. Data Science using R (DSR)

As per industry requirement Auditors suggested teach Python Course II (advanced) as 2 credit paper in the Term V instead of DSR.

OPERATIONS MANAGEMENT

9. Quantitative Analysis (QA)

Auditors suggested the following

- Change the order of topics in the content - Correlation first then Regression
- Add the concept of Random variable

10. Operations Management (OM)

Auditors suggested the following

- Change the order of the topics – Inventory first and then MRP
- Put ABC analysis separate under classification of Inventory

11. Operations Research (OR)

Auditors suggested the following

- Use excel solver for LPP
- Only simplex method

12. Operations and Maintenance Management (OMM)

Auditors suggested the following

- Content is rich and voluminous. So, reduce volume
- Make it simple

13. Project Management (PRM)

Auditors suggested the following

- Change the abbreviation **PRM** to **PM**
- Add basics of PM, role of project manager, CPM, PERT, Project Audit in the course content
- Include MS Project for project scheduling
- Include content on fintech oriented software project, more focus on business analyst, include software development life cycle, how to document a software project, BRD, FSD, TSD, Test Case etc as One credit paper

14. Materials Management (MTM)

Auditors suggested to change the name of course to Warehouse Management to make it more attractive and also suggested to add the following topics

- Procurement
- Vendor evaluation
- Store Management
- Logistics Management
- Centralised and decentralised Materials Management

15. Environment and Safety Management (ESM)

Auditors suggested making the course more attractive by more application oriented to Management students

16. Supply Chain and Logistics Management (SCLM)

Auditors mentioned that the topic material handling in the course content is an overlap with Materials Management course. The following additions were suggested

- Types of SCM
- Push & Pull, reverse logistics
- Sustainability
- Make Supply chain and Logistics topics 50:50 in the course content

17. Inventory Management Services and Production Planning (IMSP)

Auditors mentioned that some topics are overlap with Operations management modules They suggested the following

- Keep 3 inventory models

18. Operations Planning and Control (OPC)

Auditors suggested moving the inventory management content to Materials Management.

Auditors made the following **General Observations** regarding Operations Management Area

- Bring concepts of Sustainability, Green Supply Chain, Reverse supply chain and Lean Manufacturing
- Subject titles to be change to make it more attractive

Conclusion

The academic audit was an insightful and reflective exercise. It offered fruitful suggestions to improve the course up to date to the needs of industry. The reviewers pointed to the strengths of the course and the areas of improvement.

Date: 28.02.2026



Prof. S.K. Baboo
(Area Chair – D.Sc.& OM)

Snapshots from the Decision Science & OM Area Course Audit Meeting

