

EXHIBIT - 22

**PRIN. L.N. WELINGKAR INSTITUTE OF MANAGEMENT
DEVELOPMENT & RESEARCH,
MATUNGA, MUMBAI 400 019**

ACADEMIC & ADMINISTRATIVE AUDIT REPORT

Academic Year 2016-17

As per the mandate of UGC, all Institutions, autonomous and those desirous of undergoing assessment and accreditation have to conduct an Academic & Administrative audit in their campuses to assess the quality, relevance and efficacy of various academic & administrative functions of the Institute.

In line with it and in order to have the assessment on this issue, the Institute has decided to conduct the third party Academic & Administrative Audit.

In this regard, following Committee was constituted Under Statute 639 of Autonomy with the approval of Academic Council, accorded in its meeting dated 21st November, 2016.

1. Prof. Dr. Sudhir Panse, Former Director, Board of Colleges & University Development (BC&UD), University of Mumbai – Convenor
2. Dr. Jayant Dighe, Former Registrar, University of Mumbai-Member
3. Prof. K. Venkatramani, Former Registrar, University of Mumbai – Member

It was requested to the constituted Committee to conduct the first administrative & academic audit of the Institute for academic year 2016-17. Accordingly, the Committee carried audit on 5th December, 2017.

The Committee was provided with structured information regarding Institute per the Mumbai University format as suggested by the Academic & Administrative Audit Committee members.

The Committee was briefed by the Group Director, Prof. Dr. Uday Salunkhe about the growth and development of the Institute. The respective HoD/Specialization Dean of each programme presented the details of the teaching learning and evaluation process their programme/specialization and placed relevant documentary evidence before the Academic & Administrative Audit Committee. The Committee also visited around the Institute to evaluate the available infrastructure and facilities and perused the details available in the Institute to assess the conducive learning environment.

After due deliberations with the faculty of the Institute on vital areas of institutional functioning in place, the following report is presented for consideration towards academic improvement.

Genesis:

WeSchool is a part of Shikshana Prasarak Mandli, Pune, one of the premier educational societies in the State of Maharashtra, established in 1888 and also manages 43 other educational institutions, out of which 12 are in Higher Education. To name a few institutions in Mumbai: RamnarainRuia College Autonomous College and Ramniranjan Anandilal Podar College of Commerce & Economics; apart from the Prin. L. N. Welingkar Institute of Management Development & Research (WeSchool) & in Pune, S.P. College and Prin.Naralkar Institute of Management.

Established in 1977, Prin. L N Welingkar Institute of Management Development & Research (WeSchool) has an educational legacy of over forty years and features among the premier Business Schools in India. WeSchool has two campuses, one in Mumbai the financial capital of India and another in Bengaluru, the IT capital of India.

With a strong legacy of over 40 years, WeSchool believes in the excellence of quality education catered in relevance to the current times and industry demands; thus giving students a complete educational experience. WeSchool's strategy of responding efficiently and effectively to the needs of the industry and student community brings it in the famous league of Business Schools, across the India and South East Asia. WeSchool has the distinction of launching pioneering programmes such as Business Design & Innovation, E-business, Retail, Healthcare, Rural Management, Business programme for Legal Professionals and recently programme in Media & Entertainment, to name a few. Our focus has been on a multidisciplinary approach by integrating Design thinking and Innovation into mainstream Management education.

WeSchool is distinctive by virtue of several of its pioneering initiatives by way of academic programmes, diversity in its student population, partnerships with International Universities across continents, reach and connects across communities ranging from Corporate India to Rural India and its commitment and action oriented approach in making business and management education inclusive.

Vision...

To nurture thought leaders and practitioners through inventive education.

Mission...

- Focus on inventive education by offering practical, innovative and technology driven program.

- Provide managerial talent with risk managing ability, Passion for learning and Creative thinking and, values in rapidly evolving economic and social environment.
- Contribute significantly to Indian corporate world by preparing management graduates with Global mindset.
- Build intellectual capital through faculty development, research, consultancy and publications.
- Develop alumni network of mutual benefit and keep alumni updated through continuous learning and meetings.

Our Values...

- Breakthrough Thinking
We foster academic rigour in an environment conducive to innovation.
- Result Oriented, Process Driven Work Ethic
We adopt dynamic quality processes to ensure accountability and exceptional performances.
- We Link and Care
We support and collaborate with all our stakeholders through mutual trust and respect.
- Passion
The soul of Welingkar blossoms in our heart, mind and body.

The scope of the audit:

It comprises reviewing the academic process in a systematic way through evidence-based decisions, need-based academic activities, quality sustenance and

prioritizing continuous improvement. The process of academic auditing includes opening meetings with a team of academic auditors, verification of documents (actual auditing) and closing meetings with commendations and recommendations.

Whereas, the administration audit is also a continuous process, which contributes to the continuous growth and development of Institute. It is nothing but self-introspection to correct the deficiencies in the administration. Assessment of policies, strategies, fee collection, scholarship distribution, departmental functioning like preparation of time-table, competency mapping, and syllabus distribution, constitution of committees to run student support systems, activities, the involvement of IQACs in the functioning of the system for quality enhancement and institutionalization of best practices, etc.

Sr. No.	Institutional Data	
1	Name of the College Address and Telephone No.	Prin. L.N.Welingkar Institute of Management Development and Research Lakhamsi Nappoo Road, Opp. Matunga Gymkhana, Matunga East, Mumbai 400019 Tel.No. 022 – 24198300 / 24105332
2	Name of the Director	Prof. Dr. Uday Salunkhe, Group Director
3	Year of Establishment University of Mumbai Letter No. and Date Government of Maharashtra Letter No. and Date	1977 University of Mumbai Letter No. AFF/Recog/6887 of 1984 date 15 th June 1984 Government of Maharashtra Letter No. NGC- 3594/MBA7497/Mashi-3 date 4 th July 1994

4	Status of the Institution	Unaided Autonomous Institute affiliated to University of Mumbai
5	Name of the Audit Committee Members	<ol style="list-style-type: none"> 1. Prof. Dr. Sudhir Panse, Former Director, Board of Colleges & University Dept. of Mumbai - Convenor 2. Dr. Jayant Dighe, Former Registrar, University of Mumbai - Member 3. Prof. K. Venkataramani, Former Registrar, University of Mumbai - Member
	Date of Visit of the Committee	Date of Visit - 05/12/2017
6	Number of Full-time Teachers (Including Group Director & Librarian)	80 + 1 Librarian
7	Number of Visiting Teachers	55
8	Number of Non-teaching staff	124
9	Name of the Courses, Division and Sanctioned Intake (SI)	<p><u>University Courses -</u></p> <p>MMS (2 Yr. FT) – 2 Divisions – SI – 120+1 JK MMM (3 Yr. PT) – 2 Divisions - SI - 120 MHRDM (3 Yr. PT) – 2 Divisions - SI - 120 MFM (3 Yr. PT) – 1 Division - SI - 60 MIM (3 Yr. PT) – 2 Divisions - SI – 120 Ph.D. in Management Studies – SI - 15</p> <p><u>2 yr Autonomous Courses - Full-time</u></p> <p>PGDM – 3 Divisions - SI – 180 PGDM – eBusiness – 1 Division - SI – 60 PGDM – Business Design – 1 Division - SI – 60 PGDM – Executive – 1 Division – SI- 60 PGDM – Healthcare – 1 Division - SI – 60 PGDM – Retail Mgmt – 1 Division - SI – 60 PGDM – Rural Mgmt – 1 Division - SI – 60 PGDM – Media & Entertainment – 1 Division SI- 60 PGDM – RBA - – 1 Division SI – 60</p> <p><u>Part time</u></p> <p>PGDM – FMB – 1 Division – SI- 30</p>

ADMINISTRATIVE OFFICE AUDIT REPORT		
Sr.No.	Particular	Observation on Key Aspects
1.	General Administration	General Administration Dept. consists of Administration, Regulatory Compliances, Facilities, Pay Roll & Acts. Sections. Observed that the adequate staff is posted to look after maintaining of in-service record of teaching & non-teaching staff, regulatory compliances of University, DTE, State Govt., UGC, AICTE & MHRD, up-keep of campus, hostel premises and various services, procurement of stationery material, inventory & distribution, and salary & account keeping work.
2.	Extension and Continuation of Affiliation	Institute has been granted Autonomous Status by UGC & University effective from August 2015. All University affiliated programs are permanently affiliated.
3.	Selection, Advertisements and Interview Procedures	Advertisement are published regularly. Panel interviews are conducted. Selection Committee comprises of Chairman, Group Director, Subject Experts and Head-HR.
4.	Teaching Staff Approvals	21 Faculty of University programmes are approved
5.	Non- Teaching Staff Appointments and Promotions	Appointments & Promotions of Non-teaching staff are made with the approval of Managing Council of the Trust.
6.	Statistical Information University of Mumbai MIS(DHE, Pune) AISHE(UGC)	MIS – Not Applicable AISHE(UGC) – Perused the AISHE Report for academic year under review

7.	Service Books and Leave Records (Teaching and Non – Teaching Staff)	Service Books and Leave Records of teaching staff are maintained as per the Statutes prepared under Maharashtra Universities Act 1994 and Non-Teaching Staff as per the Maharashtra Civil Services Rules and found to be in order.
8.	Admissions Procedures	<p><u>2 Yr. Full time University Course (MMS)</u></p> <p>Eligibility - Bachelor's Degree (10+2+3) from a recognized University with 50% marks</p> <p>The admissions are conducted by the Admission Regulation Authority, Govt. of Maharashtra through Centralised Admission Process (CAP) on the basis of National Level Test – CMAT, CAT, ATMA, MAT, XAT and MH- CET.</p> <p><u>3 Yr. Part time University Courses</u></p> <p>Bachelor's Degree (10+2+3) from a recognized University and minimum 2 years of work experience of supervisory cadre after completion of graduation on or before 30th June of the year in respect of which selection is done.</p> <p>All eligible candidates applying to the Institute are subjected to comprehensive evaluation comprising of Written Test, Group Discussion and Personal Interview.</p> <p><u>For 2 year PGDM Courses</u></p> <p>Eligibility - Bachelor's Degree (10+2+3) from a recognized University with 50% marks</p> <p>All eligible candidates applying to the Institute are subjected to comprehensive evaluation comprising of Written Test (National Level + State CET), Group Discussion and Personal Interview.</p>

9.	Enrolment, E- Suvidha, Eligibility and Migration	<p>For the Academic year review, Enrolment of students of University Courses with the University of Mumbai and for the students of AICTE approved Courses with AICTE has found to be done.</p> <p>Eligibility and Migration for the studetns for OHU and OMS have found to be confirmed.</p> <p>E-Suvidha payment has found to be duly deposited.</p>																																																				
10.	Examinations (F.Y., S.Y. & T.Y.)	<p>Examination Results 2016</p> <table> <tr> <th><u>Courses</u></th> <th><u>Appeared</u></th> <th><u>Passed</u></th> <th><u>Pass %</u></th> </tr> <tr> <td>MMS</td> <td>112</td> <td>108</td> <td>96.42</td> </tr> <tr> <td>MMM</td> <td>92</td> <td>54</td> <td>58.69</td> </tr> <tr> <td>MHRDM</td> <td>69</td> <td>41</td> <td>59.42</td> </tr> <tr> <td>MFM</td> <td>50</td> <td>34</td> <td>68.00</td> </tr> <tr> <td>MIM</td> <td>79</td> <td>55</td> <td>69.62</td> </tr> <tr> <td>PGDM</td> <td>167</td> <td>166</td> <td>99.40</td> </tr> <tr> <td>PGDM (eBiz)</td> <td>51</td> <td>51</td> <td>100.00</td> </tr> <tr> <td>PGDM (BD)</td> <td>57</td> <td>57</td> <td>100.00</td> </tr> <tr> <td>PGDM (HC)</td> <td>36</td> <td>36</td> <td>100.00</td> </tr> <tr> <td>PGDM(Retail)</td> <td>52</td> <td>52</td> <td>100.00</td> </tr> <tr> <td>PGDM (Rural)</td> <td>28</td> <td>28</td> <td>100.00</td> </tr> <tr> <td>Ph.D.</td> <td>02</td> <td>02</td> <td>100.00</td> </tr> </table> <p>(in Mgmt. Studies)</p>	<u>Courses</u>	<u>Appeared</u>	<u>Passed</u>	<u>Pass %</u>	MMS	112	108	96.42	MMM	92	54	58.69	MHRDM	69	41	59.42	MFM	50	34	68.00	MIM	79	55	69.62	PGDM	167	166	99.40	PGDM (eBiz)	51	51	100.00	PGDM (BD)	57	57	100.00	PGDM (HC)	36	36	100.00	PGDM(Retail)	52	52	100.00	PGDM (Rural)	28	28	100.00	Ph.D.	02	02	100.00
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11.	Transcripts, Recommendations and Bonafide certificates	Transcripts, Recommendations and Bonafide certificates are found to be issued to students on request.																																																				
12.	Railway Concessions	Railway Concessions are found to issued to all full-time students upto the age of 25 years.																																																				
13.	Government Scholarships and Free Ships	<ol style="list-style-type: none"> Govt. of India Post - Matric Scholarships – 13 Post - Matric Tuition Fee & Exam Fee (Freeships) – 28 Rajarshi Chhatrapati Shahu Maharaj Shikshan Shulka Shishyavrutti Yojana (EBC) – 03 Merit-cum-Means – 02 																																																				

14.	Inward and Outward Registers	Found to be well maintained
15.	Dead Stock Registers	Found to be in order
16.	Records of Minutes Local Managing Committee, Quality Assurance Cell , Governing Body, School Committee and TA	Found to be well maintained
17.	Records of Computers, Printers, Lap Tops, Scanners, Projectors and Licensed Softwares	Found to be well maintained
18.	Accounts and Finance Section: Cashbook, Ledger, Salary Registers, Salary Bills, Vouchers, Receipt Books, Fee Registers, etc.	Found to be in order
19.	Assessment / Audit Reports	Internal and External audits for the Financial Year 2016-17 found to be carried out and audit reports are also on record.
20.	College Budgets and Audited Balance Sheet	Perused and found in order
21.	Teachers Workload and Class Time Tables	Seen workload and class time tables. Teachers have been allocated the work load as per the norms.
22.	Annual Maintenance Contract: Pest Control Air Conditions, Water Coolers, CC TV, Fire Extinguishers, Computers and Printers	Arrangement of AMC for Pest Control, AC servicing, Water coolers, CCTV, Computers and Printers and servicing & replenishing of Fire Extinguishers are done on regular basis.
23.	Non- Teaching Staff Welfare	Contributory Provident Fund under EPF Provident Fund Act 1952 and its Miscellaneous Provisions provided. Gratuity payment as per Gratuity Payment Act 1972 provided. Medical Allowance is given to all Non-teaching staff. All kind of leave dues viz. CL, EL, HPL-

24.	Workshops attended by non-teaching staff	Following Workshops have been arranged for the staff 1. Communication Skill 2. Advanced version of Excel
25.	Training attended by non-teaching staff	1. Outbound training for staff 2. Fire-fighting and Eevacuation drills
26.	Knowledge of Typing / Computers – non teaching staff	Non-teaching staff is having fair knowledge of Computer skills

ACADEMIC AUDIT		
Name & address of the college	Prin. L.N. Welingkar Institute of Management Development & Research, LakhamsiNapoo Road, Matunga (Central), Mumbai 400 019.	
Conducting Society	ShikshanaPrasarakaMandali, Pune	
Year of establishment	: 1977	
Accreditation status	: NBA Accredited Programmes: <ul style="list-style-type: none"> • University Programme- Master of Management Studies • AICTE Programme – Post Graduate Diploma in Management • AICTE Programme – Post Graduate Diploma in • AICTE Programme – Post Graduate Diploma in Business Design • AICTE Programme– Post Graduate Diploma in e-Business 	
Name of Group Director	: Prof. Dr. UdaySalunkhe	
Name of Academic Audit coordinator	: Prof. Dr. S.R. Tendulkar	
Programmes offered & intake capacity U.G. level : Nil P.G. level : 15 Ph.D. level : 01 <hr/> Total : 1245+1	Programme	Intake capacity
	U.G. Level	Nil
	P.G. Level	
	Master of Management Studies	120+1 (JK)
	Master in Marketing Management	120
	Master in Human Resource Management	120
	Master in Finance Management	60
	Master in Information Management	120
	Post Graduate Diploma in Management	180

Ph.D. level :01 Total : 1245+1 Total intake capacity:	Master of Management Studies	120+1 (JK)
	Master in Marketing Management	120
	Master in Human Resource Management	120
	Master in Finance Management	60
	Master in Information Management	120
	Post Graduate Diploma in Management	180
	Post Graduate Diploma in Management - Business Design	60
	Post Graduate Diploma in Management - e-Business	60
	Post Graduate Diploma in Management - Executive	60
	Post Graduate Diploma in Management - Retail	60
	Post Graduate Diploma in Management - Rural	60
	Post Graduate Diploma in Management – Healthcare	60
	Post Graduate Diploma in Management – Family Management Business	30
	Post Graduate Diploma in Management – Media & Entertainment	60
	Post Graduate Diploma in Management – Media & Entertainment	60
	Ph. D. in Management Studies	15
Composition of Academic Audit Committee	: Prof. Dr. Sudhir Panse Dr. Jayant Dighe Prof. K. Venkataramani	
Date of visit	5 th December, 2017	
Time spent	9.30 a.m. to 4.30 p. m.	
Interaction held with	Group Director , IQAC Coordinator, Librarian, and HoDs, Deans & all faculty	
Scope of visit	For assessing the quality, relevance and efficacy of various academic & administrative functions of the Institute.	
Terms of reference	Academic & Administrative performance of the Institute for the academic years 2016-17	
Faculty strength	Full time Faculty	Confirmed: 67 Probation : 13
	Resource Person/Part time faculty (Adjunct)	22
	Clock hour basis	Nil

College perception on Key Aspects

Reflections on key aspects :-(restricted to 5 bullet points in each aspect)		
Sr No	Key aspects	College perception
1.	Academic Management	<ul style="list-style-type: none"> • Adherence to Academic Calendar and completing teaching, examinations & declaration of results, well within in time specified therein • Planning of curricula, pedagogy and methodology and execution through actual delivery of lectures • Well-defined Learning Objectives, Course Outcomes, Course Specific Outcomes and Subject Outcomes • Emphasis on experiential learning and regular internal assessment • Emphasis on faculty development/updating - attending conferences/seminars/work-shops and FDPs
2.	Administration and Management (Supporting Academics)	<p>Effective administration systems are in place, viz:</p> <ul style="list-style-type: none"> • Academic Deliverable Cell to lend administrative support to monitor academic teaching plan • Abundant Learning Resources, through physical & e-learning Sources • Facilities Dept. provides and upkeepes the academic related facilities and amenities. • IT Support services having focus on continuous and consistent development. • Well-furnished and well-equipped students' hostels
3.	Academic Practices	<ul style="list-style-type: none"> • In tune with its Philosophy - Vision, Mission, Core Values and the AAA approach (Acquisition-Application-Assimilation model). • In sync with Assurance of Learning Goals (AOL) • Interactive session method adopted with augmentation of ICT tools. • Practising several new initiatives in academic activities viz. Foundation Programme, Outbound programmes, Teaching of Foreign Languages, Round Table Conferences, Mentoring, ICT enabled learning, • MIT Media- lab- Design and Innovation Workshop, Wedvaan, Mash-up, Innowe.

4.	Infrastructure and financial support for academic activities	<ul style="list-style-type: none"> • State-of-the-art infrastructure with facilities and physical space that provides students with a learning environment and encourages academics, innovation & interaction. • Special features such as the Innovation lab-Innowe, Makers space- for designing and prototyping, various models. • Provided Nirvana Hall- for Yoga, Gymnasium and Indoor Rock Climbing Wall and access to a cricket ground for holistic development of the student community. • The <i>wi-fi</i> enabled campus also provides in class and at other places Internet-technology/connectivity for students and faculty for their development. • Thus, the Institute has developed both, its physical infrastructure and the academic environment, through various internal and external quality measures and created a learning environment that inspires pursuit of excellence.
5.	Institutional Social responsibility (ISR)	<p>Following are few of the prominent initiatives undertaken by the Institute towards making students responsible global citizen</p> <ul style="list-style-type: none"> • Supporting girl child education • Swachh Bharat Abhiyan • Incremental steps towards green campus • Munijan (Annual Student competition to promote Gandhian Philosophy) • Global Citizen Leader Program • Redx (Healthcare) • International Council of Societies of Industrial Design (ICSID) 2014 (Humanising Metropolis) • India Sweden Accelerator Program, (Renewable energy)
6.	Functioning of IQAC	<ul style="list-style-type: none"> • IQAC in place from 25.11.2016 • Co-coordinator has been appointed to help IQAC Coordinator • Regular meetings are held

Academic Audit Report		
Observation on key aspects :-(restricted to 5 bullet points in each aspect)		
1.	Academic Management	<ul style="list-style-type: none"> • Demonstrates genuine interest in contributing to the quality of education imparted to the students • Focuses on imbuing an innovation mind-set and structured processes such as Assessment Centre & Development Centre (AC-DC), which plays important role in developing the students' knowledge, skills and development • Contributes toward bringing in multi-disciplinary approach among students, as faculty from various specializations work together in AC-DC process • Brings in contemporary process through visiting faculty • Brings in global perspective and best practices through interaction of eminent international faculty and world leaders
2.	Administration and Management (Supporting Academics)	<ul style="list-style-type: none"> • Supportive management & Visionary leadership • Decentralised administrative system and democratic organizational structure • Established systems and procedures for maintaining and utilizing physical, academic and support facilities • Student: Faculty ratio, Faculty: Cadre ratio & No. Ph.D. well maintained ^{provisions} • Scrupulously observes the statutory of University, Higher & Tech. Education Dept., Directorate of Tech. Education, UGC & MHRD
3.	Academic Practices	<ul style="list-style-type: none"> • Several faculty members use modern teaching tools & techniques such as, case-study approach, team-teaching initiatives, and some unique methods such as theatre their pedagogy. • Adhering to the practice of internal assessment and CBCS pattern • Unique in its international reach through collaborations • Investing in faculty development is an integral strategy to ensure continuous improvement of academic standards

4.	Infrastructure, financial and student support activities	<ul style="list-style-type: none"> • a high-tech campus collectively creating a highly conducive environment for effective teaching and learning • additional infrastructural facilities can be gainfully utilized for its developmental activities, in future. • spaces such as InnoWe - the Innovation and prototyping Lab, Nirvana - the yoga center, Gymnasium, indoor rock climbing wall, provide for enriching experiences for the student community. • invested in a 3D printer, a rarity for a management institution, thereby reaffirming their commitment to deploying the latest industry and technological advancements for the benefit of their students. • Needs of the students are well catered by Support services
5.	Institutional Social responsibility (ISR)	<p>Championing this aspect of education for developing sensitivities towards:</p> <ul style="list-style-type: none"> • community issues • gender disparities, • social inequality, • social inclusion, inculcating values & • commitment to society, social responsibility through its community extension activities
6.	Functioning of IQAC	<ul style="list-style-type: none"> • IQAC is established recently as per MPU Act - 2016 • Needs gearing up of IQAC activities

SWOC Analysis (Institution's perception on maximum four major areas)**Strength:**

- Institutional leadership
- International partnerships
- Support & involvement of alumni
- Quality initiatives

Weakness:

- Lacking of research of high calibre, which will have direct application to concerned stakeholders (Industry/Corporate Sector)

Opportunity:

Now, being an autonomous Institute –

- Ample opportunities await to explore the academic freedom
- Adding and reforming curriculum
- Re-enforcing pedagogy and
- Introducing examination reforms.

Challenges:

- To overcome weaknesses in the areas of applied research, funded projects and consultancies.

RECOMMENDATIONS

Some of the important recommendations of the Academic & Administrative Audit Committee are as below:

1. To encourage faculty to undertake more externally funded projects which will help to increase the publication output in indexed journals
2. To continue to adopt tools in appropriate domains to assess the learning outcome
3. To earmark more funds for research activities and focus on research projects.
4. To use information & communication tools (ICT) in teaching-learning process intensively
5. To strengthen the governance system by use of Management Information System
6. To strengthen the learning resources by adding text/reference books and subscription of research journals
7. To provide Incubation Center

Signature of Academic & Administrative Committee Members

1. Prof. Dr. Sudhir Panse – Convener
2. Dr. Jayant Dighe – Member
3. Prof. K. Venkatramani –Member

Dated: 5th December, 2017

**PRIN. L.N. WELINGKAR INSTITUTE OF MANAGEMENT
DEVELOPMENT & RESEARCH,
MATUNGA, MUMBAI 400 019**

ACADEMIC & ADMINISTRATIVE AUDIT REPORT

Academic Year 2018-19

Backdrop

As per the mandate of UGC, all Institutions, autonomous and those desirous of undergoing assessment and accreditation have to conduct an Academic & Administrative audit in their campuses to assess the quality, relevance and efficacy of various academic & administrative functions of the Institute.

The Committee constituted for the said purpose conducted the first Academic & Administrative Audit of Academic Year 2016-17 on 5th December, 2017 and the Institute has now requested the constituted Committee to conduct the second Academic & Administrative Audit for the Academic Year 2018-19.

It was requested to the constituted Committee to conduct the second administrative & academic audit of the Institute for academic year 2018-19.

Accordingly, the Committee carried audit on 24th October, 2019. The Committee

1. Prof. Dr. Sudhir Panse, Former Director, Board of Colleges & University Development (BC&UD), University of Mumbai – Convenor
2. Dr. Jayant Dighe, Former Registrar, University of Mumbai-Member
3. Prof. K. Venkataramani, Former Registrar, University of Mumbai – Member

The Committee paid a visit to Prin. L.N. Welingkar Institute of Management Development & Research, Matunga, Mumbai 400 019 on 24.10. 2019, and the report of which is as below: -

The Committee was provided with structured information regarding Institute per the Mumbai University format as suggested by the Academic & Administrative Audit Committee members for academic year under review.

The Committee was briefed by the Group Director, Prof. Dr. Uday Salunkhe about the growth and development of the Institute. The respective HoD/Specialization Dean of each programme presented the details of the teaching learning and evaluation process their programme/specialization and placed relevant documentary evidence before the Academic & Administrative Audit Committee. The Committee also visited around the Institute to evaluate the available infrastructure and facilities and perused the details available in the Institute to assess the conducive learning environment.

After due deliberations with the faculty of the Institute on vital areas of institutional functioning in place, the following report is presented for consideration towards academic improvement.

The scope of the audit:

As stipulated in previous audit, it comprises of reviewing the academic process in a systematic way through evidence-based decisions, need-based academic activities, quality sustenance and prioritizing continuous improvement. The process of academic auditing includes opening meetings with a team of academic auditors, verification of documents (actual auditing) and closing meetings with commendations and recommendations.

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introspection to correct the deficiencies in the administration. Assessment of policies, strategies, fee collection, scholarship distribution, departmental functioning like preparation of time-table, competency mapping, and syllabus distribution, constitution of committees to run student support systems, activities, the involvement of IQACs in the functioning of the system for quality enhancement and institutionalization of best practices, etc.

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2	Name of the Director	Prof. Dr. UdaySalunkhe, Group Director
3	Year of Establishment University of Mumbai Letter No. and Date Government of Maharashtra Letter No. and Date	1977 University of Mumbai Letter No. AFF/Recog/6887 of 1984 date 15 th June 1984 Government of Maharashtra Letter No. NGC- 3594/MBA7497/Mashi-3 date 4 th July 1994
4	Status of the Institution	Unaided Autonomous Institute affiliated to University of Mumbai
5	Name of the Audit Committee Members Date of Visit of the Committee	1. Prof. Dr. Sudhir Panse, Former Director, Board of Colleges & University Dept. of Mumbai – Convenor 2. Dr. Jayant Dighe, Former Registrar, University of Mumbai – Member 3. Prof. K. Venkataramani, Former Registrar, University of Mumbai – Member Date of Visit - 24.10.2019

6	Number of Full-time Teachers (Including Group Director & Librarian)	70 + 1 Librarian
7	Number of Visiting Teachers	45
8	Number of Non-teaching staff	137
9	Name of the Courses, Division and Sanctioned Intake (SI)	<p><u>University Courses -</u></p> <p>MMS (2 Yr. FT) – 2 Divisions – SI – 120+1 JK MMM (3 Yr. PT) – 2 Divisions - SI - 120 MHRDM (3 Yr. PT) – 2 Divisions - SI - 120 MFM (3 Yr. PT) – 1 Division - SI - 60 MIM (3 Yr. PT) – 2 Divisions - SI – 120 Ph.D. in Management Studies – SI - 15</p> <p><u>2 yr Autonomous Courses -</u></p> <p><u>Full-time</u></p> <p>PGDM – 3 Divisions - SI – 180 PGDM – eBusiness – 1 Division - SI – 60 PGDM – Business Design – 1 Division - SI – 60 PGDM – Executive – 1 Division – SI- 60 PGDM – Healthcare – 1 Division - SI – 60 PGDM – Retail Mgmt – 1 Division - SI – 60 PGDM – Rural Mgmt – 1 Division - SI – 60 PGDM – Media & Entertainment – 1 Division SI- 60 PGDM – RBA - – 1 Division SI – 60</p> <p><u>Part time</u></p> <p>PGDM – FMB – 1 Division – SI- 30</p>

ADMINISTRATIVE OFFICE AUDIT REPORT		
Sr.No.	Particular	Observation on Key Aspects
1.	General Administration	Perused the following records of administration department
2.	Extension and Continuation of Affiliation	Institute has been granted Autonomous status wef August 2015. All University affiliated programs are permanently affiliated. The other programs are approved by the Regulator i.e. AICTE.
3.	Selection, Advertisements and Interview Procedures	Advertisement are published regularly. Panel interviews are conducted, Selection Committee comprising of Chairman, Head of Institute, Subject Experts and Head-HR selection report are prepared
4.	Teaching Staff Approvals	15
5.	Non- Teaching Staff Appointments and Promotions	Appointments & Promotions of Non-teaching staff are made with the approval of governing body.
6.	Statistical Information University of Mumbai MIS(DHE, Pune) AISHE(UGC)	MIS – Not Applicable AISHE(UGC) - Attached
7.	Service Books and Leave Records (Teaching and Non – Teaching Staff)	Service Books and Leave Records of Teaching staff are maintained as per the statue prepared under Maharashtra Universities Act 1994 and Non – Teaching Staff as per The Maharashtra Civil Services Rules and found to be in order.

8.	Admissions Procedures	<p><u>For 2 year PGDM Courses</u> Eligibility - Bachelor's Degree (10+2+3) from a recognized University with 50% marks</p> <p>All eligible candidates applying to the Institute are subjected to comprehensive evaluation comprising of Written Test (National Level + State CET), Group Discussion and Personal Interview.</p> <p><u>2 yr Full time University Course (MMS)</u> Eligibility - Bachelor's Degree (10+2+3) from a recognized University with 50% marks</p> <p>The admissions are conducted by the Admission Regulation Authority, Govt. of Maharashtra through Centralised Admission Process (CAP) on the basis of National Level Test – CMAT, CAT, ATMA, MAT, XAT and MH- CET.</p> <p><u>3 Yr. Part time University Courses</u></p> <p>Bachelor's Degree (10+2+3) from a recognized University and minimum 2 years of work experience of supervisory cadre after completion of graduation on or before 30th June of the year in respect of which selection is done.</p> <p>All eligible candidates applying to the Institute are subjected to comprehensive evaluation comprising of Written Test, Group Discussion and Personal Interview.</p>
9.	Enrolment, E- Suvidha, Eligibility and Migration	<p>For the Academic year 2018-19, Enrolment of students with the University of Mumbai for University courses and AICTE for other courses have been done. Eligibility and Migration for other than Mumbai University and Universities of other states has been confirmed. E-Suvidha payment has been duly made.</p>

10.	Examinations (F.Y., S.Y. & T.Y.)	Examination Results 2018/19
		Courses Appeared Passed Pass %
		MMS 113 111 98.23
		MMM 77 72 93.50
		MHRDM 49 42 85.71
		MFM 58 58 100.00
		MIM 37 34 91.89
		PGDM 179 178 99.44
		PGDM(Biz) 52 52 100.00
		PGDM (BD) 53 53 100.00
		PGDM(HC) 46 46 100.00
		PGDM Retail 54 54 100.00
		PGDM Rural 44 44 100.00
		PGDM(M&E) 15 15 100.00
		PGDM-RBA 26 26 100.00
11.	Transcripts, Recommendations and Bonafide certificates	Transcripts, Recommendations and Bonafide certificates to students are given as per their request.
12.	Railway Concessions	Railway Concessions are given to all full time students upto the age of 25 years.
13.	Government Scholarships and Free Ships	<ol style="list-style-type: none"> 1. Govt. of India Post - Matric Scholarships – 03 2. Post - Matric Tuition Fee & Exam Fee (Freeships) – 30 3. Rajarshi Chhatrapati Shahu Maharaj Shikshan Shulka Shishyavrutti Yojana (EBC) – 06 4. Merit-cum-Means – 02
14.	Inward and Outward Registers	Found to be well maintained
15.	Dead Stock Registers	Found to be in order
16.	Records of Minutes Local Managing Committee, Quality Assurance Cells, Governing Body, School Committee and TA	Found to be well maintained
17.	Records of Computers, Printers, Lap Tops, Scanners, Projectors and Licensed Software's	Found to be well maintained

18.	Accounts and Finance Section: Cashbook, Ledger, Salary Registers, Salary Bills, Vouchers, Receipt Books, Fee Registers, etc.	Found to be in order
19.	Assessment / Audit Reports	Internal and External audits for the Financial Year 2018-19 found to be carried out and audit reports are on record.
20.	College Budgets and Audited Balance Sheet	Perused and found OK
21.	Teachers Workload and Class Time Tables	Seen and Teachers have been allocated the work load as per the norms of Statutory body.
22.	Annual Maintenance Contract: Pest Control Air Conditions, Water Coolers, CC TV, Fire Extinguishers, Computers and Printers	Arrangements of AMC for Pest Control, AC servicing, Water coolers, CC TV, Computers and Printers and servicing & repleshing of Fire Extinguishers are done on regular basis.
23.	Non- Teaching Staff Welfare	Contributory PF under EPF Provident Fund Act 1952 and its miscellaneous provisions provided. Gratuity payment as per Gratuity Payment Act 1972 All kind of leave dues viz. CL, EL, HPL- ML and Maternity leave Mediclaim upto the extent of 3 Lacs & Group Insurance is covered.
24.	Workshops attended by non- teaching staff	Nil
25.	Training attended by non-teaching staff	1. Fire fighting drill and evacuation plan
26.	Knowledge of Typing / Computers – non teaching staff	Non-teaching staff is having fair knowledge of Computer skills

ACADEMIC AUDIT		
Name & address of the college	Prin. L.N. Welingkar Institute of Management Development & Research, Lakhamshi Napoo Road, Matunga (Central), Mumbai 400 019.	
Conducting Society	Shikshana Prasarak Mandali, Pune	
Year of establishment	: 1977	
Accreditation status	: NBA Accredited Programmes: <ul style="list-style-type: none"> • University Programme- Master of Management Studies • AICTE Programme – Post Graduate Diploma in Management • AICTE Programme – Post Graduate Diploma in • AICTE Programme – Post Graduate Diploma in Business Design • AICTE Programme– Post Graduate Diploma in e-Business 	
Name of Group Director	: Prof. Dr. Uday Salunkhe	
Name of Academic Audit coordinator	: Prof. Dr. S.R. Tendulkar	
Programmes offered & intake capacity U.G. level : Nil P.G. level : 15 Ph.D. level : 01 Total : 1155+1 Total intake capacity:	Programme	Intake capacity
	U.G. Level	Nil
	P.G. Level	
	Master of Management Studies	120+1 (JK)
	Master in Marketing Management	120
	Master in Human Resource Management	120
	Master in Finance Management	60
	Master in Information Management	120
	Post Graduate Diploma in Management	180
	Post Graduate Diploma in Management - Business Design	60
	Post Graduate Diploma in Management - e-Business	60
	Post Graduate Diploma in Management - Retail	60
	Post Graduate Diploma in Management - Rural	60

Total intake capacity:	Post Graduate Diploma in Management – Healthcare	60
	Post Graduate Diploma in Management – Media & Entertainment	60
	Post Graduate Diploma in Management – Media & Entertainment	60
	Ph. D. in Management Studies	15
Composition of Academic Audit Committee	:	Prof. Dr. Sudhir Panse
		Dr. Jayant Dighe
		Prof. K. Venkataramani
Date of visit	24 th October, 2019	
Time spent	9.30 a.m. to 4.30 p. m.	
Interaction held with	Group Director , IQAC Coordinator, Librarian, and HoDs, Deans & all faculty	
Scope of visit	For assessing the quality, relevance and efficacy of various academic & administrative functions of the Institute.	
Terms of reference	Academic & Administrative performance of the Institute for the academic years 2018-19	
Faculty strength	Full time Faculty	Confirmed: 62 Probation : 08
	Resource Person/Part time faculty (Adjunct)	55
	Clock hour basis	Nil
	Vacant full time posts	27

College perception on Key Aspects

Reflections on key aspects :-(restricted to 5 bullet points in each aspect)		
Sr No	Key aspects	College perception
1.	Academic Management	<ul style="list-style-type: none"> • Autonomy is instrumental in providing a very contemporary curriculum in sync with the industry needs • Bench-marking exercise in the area of academic quality undertaken to learn from institutions of quality within the country and internationally. The Director also shared some key excerpts from the same in his presentation. • Academic rigour and quality of teaching that encourage students to excel • Students represent rich diversity, abilities and other personal attributes which encourages peer group learning
2.	Administration and Management (Supporting Academics)	<ul style="list-style-type: none"> • Encouraging bright students & assisting bright students • Intensive use of digital resources in the scheme of teaching-learning & developing quality learning resources • Employability Quotient as a parameter of delivery (Student Development Plan based on assessment of abilities & developmental needs through AC-DC Process) • Exposure to real life challenges of corporate world and social issues through Global Citizenship Programme

3.	Academic Practices	<ul style="list-style-type: none"> • Teaching-learning modalities adopted are in sync with requirement of students • Learning experience is enriched using pedagogical initiatives such as, case studies/real world examples, collaborative learning, analysis of data • Innovative and interesting ways of engaging students, using technology as an enabler rather than a competition, through the Clicker method, flip-classroom sessions, wherein students have the opportunity to view lectures / talks on a topic before the classroom session • Allowing students to experiment, critique and question as a refreshing culture. • Institute has put together several impactful and innovative ways of contributing to the students learning and development process, both in terms of domain knowledge, professionals in the world of work and as responsible citizens who are empowered with knowledge and opportunities that very few in this nation have the privilege of experiencing. • Practices evaluation students in various ways, like on-line tests, On-line Quizzes, in addition to other regular methods also using the case-study approach, team-teaching initiatives, and some unique methods such as theater in their pedagogy. • Intensive use of digital resources in the scheme of teaching-learning & developing quality learning resources
4.	Infrastructure and financial support for academic activities	<ul style="list-style-type: none"> • The Institute possesses a high-tech campus collectively creating a highly conducive environment for effective teaching and learning. • The Institute's physical spaces that encourage not just academics, but also design thinking, innovation, experiential learning, yoga, fitness, for the holistic development of its students. • The two IT Labs, Logica & Technology Lab, provide technology solutions for student development and learning • Leveraging technology to send out customized and nique reading material links and excerpts to s students and faculty, thereby reinventing its approach in the new order of things. • Substantial budgetary allocation in the area of faculty development

5.	Institutional Social responsibility (ISR)	<p>Social Impact Projects which engage students & faculty:</p> <ul style="list-style-type: none"> • The Unmeed – Cyclothon, Adaption of Matunga, Central Railway Station, Tree Plantation Drive, Plastic ban • Aligning to National Missions (ISwachh Bharat, Start-up India, Make in India) • Supported Smart India Hackathon (participated & hosted it in 2017,2018,2019) • Hosted India-Singapore Hackathon 2018
6.	Functioning of IQAC	<ul style="list-style-type: none"> • Regular meetings are held • Data collected under AISHE is used for setting benchmarks • Quality Initiatives like Gender Audit, Academic & Administrative Audit, Perspective Plan undertaken

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Academic Audit Report		
Observation on key aspects :- <i>(restricted to 5 bullet points in each aspect)</i>		
1.	Academic Management	<ul style="list-style-type: none"> • Preparing students for latent & unmet needs of Industry & Society • Focusing on design thinking as integral part of all programmes • Providing to work on real life challenges from corporate world as well as social issues as a part of GCL program • Instilling global mind-set by establishing rich international collaboration with preferred educational partners
2.	Administration and Management (Supporting Academics)	<ul style="list-style-type: none"> • Supportive management & Visionary leadership • Decentralised administrative system and democratic organizational structure • Established systems and procedures for maintaining and utilizing physical, academic and support facilities • Student: Faculty ratio, Faculty: Cadre ratio & No. of Ph.D. faculty on roll well maintained • General Administration Dept. displays student centric approach

3.	Academic Practices	<ul style="list-style-type: none"> • Several faculty members use modern teaching tools & techniques such as, case-study approach, team-teaching initiatives, and some unique methods such as theatre their pedagogy. • Strict adherence to the practice of internal assessment and CBCS pattern • Unique in its international reach through collaborations • Commendable role in giving a good exposure to its faculty • Requires boosting up research activities
4.	Infrastructure, financial and student support activities	<ul style="list-style-type: none"> • Institute has developed both, its physical infrastructure and the academic environment, through various internal and external quality measures that contribute to creating a learning environment that inspires pursuit for excellence. • Organising roundtables across industry verticals, bringing together many professionals who share real time challenges, some of these are live projects that students are working with. • Students gain exposure to global businesses by virtue of exchange programmes with international universities and internships through projects in international companies • Nurtured collaborations for student and faculty exchange • Encourages students to learn the basics of several international languages and offers Mandarin, Japanese, Spanish & German languages
5.	Institutional Social responsibility (ISR)	<p>Championing this aspect of education for developing sensitivities towards:</p> <ul style="list-style-type: none"> • community issues • gender disparities, • social inequality, • social inclusion, inculcating values & • commitment to society, social responsibility through its community extension activities
6.	Functioning of IQAC	<ul style="list-style-type: none"> • IQAC is functional • Need to apply for NAAC accreditation

Strength:

- Commitment and action oriented approach in making business and management education inclusive
- Distinctive by virtue of several of its pioneering initiatives by way of academic programmes
- Diversity in its student population
- Partnerships with International Universities across continents
- Reach and connects across communities ranging from Corporate India to Rural India

Weakness:

- To undertake research of high calibre, which will have direct application to concerned stakeholders (Industry/Corporate Sector)

Opportunity:

Now, being an autonomous Institute –

- Ample opportunities await to explore the academic freedom
- Adding and reforming curriculum
- Re-enforcing pedagogy and
- Introducing examination reforms.

Challenges:

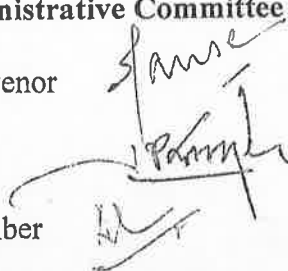
- To undertake applied research, projects and consultancies.

Findings :

The Committee appreciates that the Institute has taken efforts to comply with earlier recommendations.

Signature of Academic & Administrative Committee Members

1. Prof. Dr. Sudhir Panse – Convenor
2. Dr. Jayant Dighe - Member
3. Prof. K. Venkatramani – Member



Dated: 24th October, 2019