



# Biju Patnaik University of Technology, Odisha

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**One-Week Online Capacity Building Programme  
on Viksit Bharat: Leadership and Strategic Management  
(VBLSM)**

**21st to 25th April 2025**

*In association with Association of Indian Universities -  
Academic and Administrative Development Centre (AIU-AADC-BPUT)*



**One-Week Online Capacity Building  
Programme**

**on**

**Viksit Bharat: Leadership and Strategic  
Management (VBLSM)**

**Organised by**

**Biju Patnaik University of Technology, Odisha**

**In Association with**

**Association of Indian Universities- Academic and  
Administrative Development Centre (AIU-AADC-BPUT)**

**21<sup>st</sup> – 25<sup>th</sup> April 2025**

**Coordinators**

**Dr. D Chandrasekhar Rao,**

*Associate Prof. Dept. of CSE, CUPGS, BPUT, Odisha*

**Dr. Bikramaditya Das,**

*Associate Prof. Dept. of ECE, CUPGS, BPUT, Odisha*

**From Chief Guest's Desk**



**Prof. Amiya Kumar Rath**  
Vice Chancellor,  
Biju Patnaik University of Technology, Odisha

**MESSAGE**

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It was a matter of great honour to be associated as the Chief Guest for the Faculty Development Programme on “Viksit Bharat: Leadership and Strategic Management”, a timely initiative by BPUT Odisha in collaboration with AIU-AADC. In today’s rapidly evolving educational landscape, strategic thinking, adaptive leadership, and crisis preparedness are not merely administrative skills—they are essential academic competencies.

This FDP stands out in its attempt to holistically address leadership at multiple levels: personal, institutional, and national. The thoughtful inclusion of themes such as NEP-aligned academic leadership, AI-driven decision-making, emotional intelligence, and Indian Knowledge Systems reflects a comprehensive understanding of the challenges and opportunities that define 21st-century higher education.

I commend the organizers and participants for their vision, effort, and dedication. It is through such initiatives that we nurture a generation of academic leaders who will shape a self-reliant and globally respected Bharat. Let us remember: leadership in education is not about command, but about commitment—towards values, people, and outcomes.

My best wishes to all who have contributed to this meaningful and inspiring programme.



**Chief Guest**  
**CBP on VBLSM**

### From Guest of Honor's Desk



**Dr. Pankaj Mittal,**  
Secretary General,  
Association of Indian Universities

### MESSAGE

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It is an honour to be part of the Capacity Building Programme on “Viksit Bharat: Leadership and Strategic Management”. In an age marked by transformation and disruption, leadership in higher education must evolve to be visionary, ethical, and strategically agile. This FDP has rightly addressed the dynamic responsibilities that academic leaders must embrace in the context of the National Education Policy (NEP) 2020 and beyond.

The integration of themes such as crisis management, emotional intelligence, AI-driven decision-making, and strategic planning shows the foresight of the organizers in preparing faculty and administrators for the multifaceted challenges of 21st-century academia. I commend the efforts of BPUT and AIU-AADC for crafting a programme that is not only intellectually rich but also deeply aligned with national development goals under the “Viksit Bharat” vision.

Participants of this programme are now better equipped to lead with purpose, plan with foresight, and act with resilience. I trust the learnings from this initiative will ripple across campuses, departments, and institutions, creating a culture of responsive, inclusive, and transformational leadership.

I congratulate the entire organizing team and encourage all stakeholders to carry forward this momentum toward institutional and national excellence.

A handwritten signature in blue ink, appearing to read 'Pankaj Mittal'.

**Guest of Honor  
CBP on VBLSM**

### From Guest of Honor's Desk



**Mrs. Ranjana Parihar,**  
Joint Secretary,  
Association of Indian Universities

### MESSAGE

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It gives me immense pleasure to be associated with this forward-looking Capacity Building Programme on Leadership and Strategic Management, a much-needed initiative in the current educational landscape. As India charts its course toward becoming a “Viksit Bharat” by 2047, the quality of leadership in academic institutions will play a defining role in shaping that future.

This programme, with its emphasis on personal leadership, ethical decision-making, and strategic goal-setting, reflects a deep understanding of what higher education needs today—not just administrators, but transformational leaders. The inclusion of contemporary tools such as artificial intelligence in academic decision-making and crisis simulation exercises demonstrates the innovative design and relevance of this FDP.

What stands out is the emphasis on aligning leadership practices with the aspirations of NEP 2020. Leadership is no longer about titles but about vision, impact, and the courage to lead through change. I firmly believe the participants of this programme have gained valuable insights that will empower them to lead not just institutions, but movements of excellence and equity.

I extend my appreciation to BPUT and AIU-AADC for their leadership in launching such a vital initiative and wish the participants continued growth in their leadership journey.

A handwritten signature in black ink, appearing to read 'Ranjana Parihar', written over a horizontal line.

**Guest of Honor  
CBP on VBLSM**

**From Director Curriculum Development's Desk**



**Prof. Sujit Kumar Khuntia,**  
Director Curriculum Development,  
Biju Patnaik University of Technology, Odisha

**MESSAGE**

It gives me immense satisfaction to witness the successful conduct of the Faculty Development Programme on “Viksit Bharat: Leadership and Strategic Management”. The leadership of academic institutions is no longer limited to managing infrastructure or curriculum—it involves vision building, strategic execution, crisis responsiveness, and ethical governance.

This FDP has rightfully focused on enabling faculty and administrators to rise to these expectations. The diverse sessions—from applying leadership styles and understanding strategic management to leading through change and integrating Indian Knowledge Systems—offered both conceptual clarity and practical insights. What makes this programme distinct is its contextual relevance. It acknowledges NEP 2020, digital transformation, and institutional excellence as intertwined mandates.

As Director of Curriculum Development at BPUT, I believe such capacity-building efforts are foundational to academic growth. Leadership is not always taught—it is cultivated through reflection, dialogue, and experiential learning, all of which this FDP successfully delivered.

I commend the academic coordinators, expert speakers, and enthusiastic participants for their collective contribution. May the outcomes of this programme manifest in institutional policies, governance practices, and most importantly, in the academic culture we shape for future generations.

*S Khuntia*

**Director Curriculum Development  
BPUT, Odisha**

**From Director I/C CUPGS's Desk**



**Prof. Sivkumar Mishra,**  
Director I/C CUPGS  
Biju Patnaik University of Technology, Odisha

**MESSAGE**

Building a developed and inclusive Bharat requires visionary leaders and sound strategies. This Capacity Building Programme on Leadership and Strategic Management reflects a deep understanding of the role each of you plays in shaping institutions and transforming communities.

Leadership today is not just about authority; it is about inspiring trust, fostering collaboration, and creating actionable pathways toward progress. Strategic management complements leadership by aligning vision with measurable outcomes, ensuring that every decision serves a larger purpose.

Participants of this program now carry valuable tools to think critically, plan effectively, and lead courageously — qualities that resonate with the aspirations of a Viksit Bharat. You are better equipped to identify opportunities, tackle challenges head-on, and guide your teams toward excellence with clarity and confidence.

I urge you to lead by example — by being ethical, empathetic, and forward-looking. Let your actions inspire others to believe in the possibilities of progress and to contribute meaningfully to national development. Every choice you make, every initiative you lead, has the potential to leave a profound impact on those you serve.

Congratulations on your commitment to personal and professional growth, and to the team behind this initiative for making it a reality. May this experience inspire you to redefine possibilities, raise standards, and leave a legacy of transformative leadership.

A handwritten signature in black ink that reads "Sivkumar Mishra".

**Director I/C CUPGS**  
**BPUT, Odisha**

**From Coordinators' Desk**



**Dr. Chandrasekhar Rao**  
Associate Professor,  
Dept. of Computer Science and Engineering,  
CUPGS, BPUT, Odisha

**MESSAGE**

It has been an honour to serve as a Coordinator for the FDP on “Viksit Bharat: Leadership and Strategic Management”. Leadership in higher education today requires courage, adaptability, and foresight—and this programme was designed with those exact values in mind.

We curated a learning journey that blended theory with practice, inviting distinguished leaders from academia and industry to share their insights on leadership under NEP 2020, emotional intelligence, crisis management, strategic planning, and AI-enabled governance. Each session aimed to deepen participants’ ability to think strategically, act decisively, and lead ethically within their institutions.

The enthusiastic participation and reflective discussions demonstrated that leadership is not a title—it is a mindset. I hope the ideas explored here will translate into innovative institutional practices, improved governance structures, and a more empowered academic community.

I am grateful to our Vice Chancellor for his unwavering support, to the Director of Curriculum Development for his guidance, to our fellow coordinators, and to the AIU-AADC for their collaboration. Most of all, I thank the participants for bringing this programme to life with their curiosity and commitment.

*D. Chandrasekhar Rao.*

**Coordinator VBLSM-cum- Secretary AADC,  
BPUT**

### From Coordinators' Desk



**Dr. Bikramaditya Das,**  
Associate Professor,  
Dept. of Electronics and Communication Engineering,  
CUPGS, BPUT, Odisha

#### **MESSAGE**

Being part of the organizing team for this enriching FDP on “Leadership and Strategic Management” has been both a privilege and a learning experience. The academic environment is undergoing transformative shifts, and leadership must evolve with it—grounded in purpose, yet equipped for complexity.

Our goal in this programme was to address not just administrative efficiency, but visionary leadership—through themes such as NEP-driven reform, AI-informed strategies, decision ethics, and heritage-based leadership from Indian Knowledge Systems. The positive feedback and high engagement from participants reaffirm the relevance of this initiative.

Every session was a collaborative effort—right from identifying expert speakers to designing content that resonates with current academic challenges. As a coordinator, I observed how faculty across disciplines are ready to embrace strategic roles if given the right exposure and guidance.

I extend my heartfelt thanks to all speakers, participants, and organizing members. A special note of gratitude goes to our Vice Chancellor and Director, Curriculum Development, whose strategic encouragement helped shape the programme’s impact. May this FDP serve as a catalyst in creating leaders who are not just administrators, but changemakers committed to building a truly “Viksit Bharat.”



**Coordinator**  
**CBP on VBLSM**

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## OBJECTIVE

The primary objectives of conducting a One-Week Online Capacity Building Programme (CBP) on Quality Assurance and Accreditation) are:

- To develop visionary academic leadership aligned with the goals of *Viksit Bharat@2047* and the National Education Policy (NEP) 2020.
- To enhance participants' understanding of contemporary leadership styles, emotional intelligence, and ethical decision-making in academic and administrative contexts.
- To build capacity for strategic planning, goal setting, and effective implementation within higher education institutions.
- To equip faculty and administrators with tools to manage institutional crises and lead change with resilience and adaptability.
- To promote data-informed and AI-assisted decision-making practices for efficient institutional governance.
- To cultivate personal leadership qualities such as self-awareness, empathy, communication, and integrity among academic professionals.
- To expose participants to culturally rooted leadership insights through the Indian Knowledge Systems (IKS) framework.
- To foster a culture of reflective, inclusive, and transformational leadership that strengthens institutional quality, autonomy, and long-term impact.

## EXPERT MEMBERS

Sl. No.	Name of the Expert	Designation / Affiliation
1	Prof. Amiya Kumar Rath	Vice Chancellor, Biju Patnaik University of Technology (BPUT), Odisha
2	Prof. Anil Bajpai	Director, KSOM; Former Vice Chancellor, Jagran Lakecity University (JKU)
3	Prof. P. P. Mathur	Former Vice Chancellor, KIIT University & BGU
4	Dr. Tarapada Das	Ex-Executive Vice President, TRL Krosaki Refractories Limited
5	Dr. Mihir Ranjan Nayak	Principal, BIITM & Dean (Management), BPUT
6	Dr. Manit Mishra	Professor (Marketing), International Management Institute (IMI), Bhubaneswar
7	Ms. Prashati Rastogi	Senior Director – Education & Government, Coursera
8	Dr. Biswa Bihari Das	Professor (Marketing), BIITM, Bhubaneswar
9	Ms. Ramya Srinivasan	Regional Director, Customer Success – APAC, Coursera
10	Prof. Rajeev Kumar Panda	Professor, National Institute of Technology (NIT), Rourkela
11	Prof. (Dr.) Sujata Mangaraj	Sr. Director-cum-Dean (Academics), Bhavan's Centre for Communication & Management, BBSR

## SCHEDULE

### Day 1: 21st April 2025

Time	Topic	Resource Person
10:30 AM – 12:00 PM	Understanding and Applying Academic Leadership under NEP-2020	Prof. Amiya Kumar Rath, VC, BPUT
12:15 PM – 1:15 PM	Emotional Intelligence in Academic Leadership	Prof. Anil Bajpai, Director KSOM, Ex-VC JKU
2:30 PM – 4:00 PM	Leadership Styles Relevant to Academic Institutions	Prof. P.P. Mathur, Ex-VC KIIT & BGU

### Day 2: 22nd April 2025

Time	Topic	Resource Person
10:00 AM – 12:30 PM	Applying Leadership Styles	Dr. Tarapada Das, Ex-EVP, TRL Krosaki Refractories Ltd.
2:00 PM – 3:00 PM	Crisis Management	Dr. Mihir Ranjan Nayak, Principal BIITM, Dean (BPUT)
3:15 PM – 4:15 PM	Developing a Crisis Management Plan	Dr. Mihir Ranjan Nayak, Principal BIITM, Dean (BPUT)

### Day 3: 23rd April 2025

Time	Topic	Resource Person
10:00 AM – 11:00 AM	Introduction to Strategic Management	Dr. Manit Mishra, Professor, IMI Bhubaneswar
11:15 AM – 12:15 PM	Formulating Strategic Goals	Dr. Manit Mishra
12:30 PM – 1:30 PM	Strategy Implementation and Monitoring	Dr. Manit Mishra
3:00 PM – 4:30 PM	AI in Shaping Future Leadership & Strategic Vision	Ms. Prashati Rastogi, Sr. Director, Coursera

### Day 4: 24th April 2025

Time	Topic	Resource Person
10:00 AM – 11:00 AM	Decision-Making Processes	Dr. Biswa Bihari Das, Professor, BIITM
11:15 AM – 12:15 PM	Leading Through Change	Dr. Biswa Bihari Das
12:30 PM – 1:30 PM	Ethical Decision Making	Dr. Biswa Bihari Das
3:00 PM – 4:30 PM	AI-Driven Strategic Decision-Making in HEIs	Ms. Ramya Srinivasan, Regional Director, Coursera

### Day 5: 25th April 2025

Time	Topic	Resource Person
10:00 AM – 12:00 PM	Integrating Strategic Management with Academic Leadership & Crisis Leadership Simulation	Prof. Rajeev Kumar Panda, NIT Rourkela
12:15 PM – 1:45 PM	Personal Leadership Matters for Institutional Excellence	Prof. (Dr.) Sujata Mangaraj, Sr. Director, Bhavan's CCM
3:00 PM – 4:00 PM	Leadership from Indian Knowledge Systems (IKS)	Dr. Mihir Ranjan Nayak, Principal BIITM, Dean (BPUT)

## INAUGURAL SESSION

### AGENDA

Time	Event	Speaker / Facilitator
10:00 AM	Introduction of Guests	Dr. Subhendu Kumar Rath, Deputy Registrar, BPUT, Odisha
10:02 – 10:05 AM	BPUT Anthem	--
10:05 – 10:07 AM	Welcome Address	Dr. D. C. Rao, Secretary, AIU-AADC-BPUT
10:07 – 10:10 AM	Address	Prof. Sivkumar Mishra, Director, CUPGS, BPUT, Odisha
10:10 – 10:13 AM	Address	Prof. Sujit Kumar Khuntia, Director, Curriculum Development, BPUT, Odisha
10:13 – 10:18 AM	Address by Guest of Honor	Mrs. Ranjana Parihar, Joint Secretary, Association of Indian Universities, New Delhi
10:18 – 10:23 AM	Address by Chief Guest	Prof. Amiya Kumar Rath, Vice Chancellor, BPUT, Odisha
10:23 – 10:25 AM	Vote of Thanks	Dr. Bikramaditya Das, Associate Professor, Dept. of ECE, CUPGS, BPUT, Odisha

### MINUTES OF THE INAUGURAL SESSION

- The session commenced with the warm welcome and introduction of esteemed dignitaries and participants by **Dr. Subhendu Kumar Rath**, Deputy Registrar, BPUT, Odisha.
- The **BPUT Anthem** was played, marking a formal and proud beginning to the event.
- **Dr. D. C. Rao**, Secretary, AIU-AADC-BPUT, delivered the Welcome Address, highlighting the relevance of the FDP in preparing higher education leaders aligned with the goals of Viksit Bharat.
- **Prof. Sivkumar Mishra**, Director, CUPGS, BPUT, appreciated the initiative and emphasized the importance of leadership development for academic institutions navigating NEP 2020 and global benchmarks.

- **Prof. Sujit Kumar Khuntia**, Director, Curriculum Development, BPUT, spoke about the programme structure and the curated thematic focus on strategic thinking, leadership ethics, crisis preparedness, and digital governance.
- **Mrs. Ranjana Parihar**, Joint Secretary, AIU, and the Guest of Honor, lauded the efforts of BPUT and AIU-AADC in shaping the discourse on leadership and urged participants to become agents of transformation in their institutions.
- The **Chief Guest, Prof. Amiya Kumar Rath**, Vice Chancellor, BPUT, delivered the keynote address, emphasizing the crucial role of visionary and values-based leadership in building a self-reliant and globally competitive Bharat.
- The inaugural session concluded with a **Vote of Thanks** delivered by **Dr. Bikramaditya Das**, Associate Professor, Dept. of ECE, CUPGS, BPUT, who expressed sincere gratitude to all dignitaries, experts, participants, and the organizing team for their collective support and engagement.

## MINUTES OF THE SESSION

### SESSION: 1

**Topic:** Understanding and Applying Academic Leadership under NEP-2020

**Speaker/Expert:** Prof. Amiya Kumar Rath, Vice Chancellor, BPUT

#### Minutes of the Session:

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Prof. Rath provided a contextual overview of leadership expectations under NEP 2020.
  - He elaborated on decentralization, autonomy, and the role of HEIs in governance.
  - Emphasis was placed on leadership accountability and institutional vision-building.
  - The integration of academic, administrative, and strategic functions was discussed.
  - Faculty as academic leaders was highlighted, with focus on participatory decision-making.
  - Key NEP goals such as multidisciplinary education and digital empowerment were linked with leadership roles.
  - Prof. Rath encouraged leaders to build inclusive and flexible academic environments.
  - He cited national examples where NEP implementation brought visible transformation.
  - The discussion concluded with reflections on values-based and policy-aligned leadership.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
-

## **SESSION: 2**

**Topic:** Emotional Intelligence in Academic Leadership

**Speaker/Expert:** Prof. Anil Bajpai, Director KSOM, Ex-VC, JKU

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Prof. Bajpai began by defining emotional intelligence and its relevance in academic settings.
  - He emphasized self-awareness, empathy, and interpersonal skills in academic leadership.
  - Real-life scenarios were presented to illustrate emotionally intelligent responses.
  - Emotional triggers, conflict resolution, and leadership under pressure were discussed.
  - The importance of resilience and positivity in academic culture was highlighted.
  - He offered strategies for managing emotions during institutional transitions or crises.
  - The speaker connected emotional intelligence to team motivation and student engagement.
  - Leadership assessments and growth plans were briefly introduced.
  - Participants raised questions on improving emotional intelligence among mid-level leaders.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
-

### **SESSION: 3**

**Topic:** Leadership Styles Relevant to Academic Institutions of the 21st Century

**Speaker/Expert:** Prof. P. P. Mathur, Ex-VC, KIIT & BGU

#### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Prof. Mathur began by classifying various leadership styles: transformational, transactional, democratic, and laissez-faire.
  - He examined their relevance and applicability to higher education institutions.
  - The need for adaptive leadership was emphasized amidst rapid educational changes.
  - The role of collaborative leadership in academic innovation was explored.
  - He discussed how institutional culture influences leadership style effectiveness.
  - Real examples from Indian and global HEIs were presented.
  - The speaker stressed strategic communication and vision-sharing.
  - Participants reflected on leadership styles practiced in their own institutions.
  - Recommendations were made for evolving one's style based on context and challenges.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session
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## **SESSION: 4**

**Topic:** Applying Leadership Styles

**Speaker/Expert:** Dr. Tarapada Das, Ex-Executive Vice President, TRL Krosaki Refractories Ltd.

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Das opened with a discussion on the practical translation of leadership theories into workplace behavior.
  - Various real-world leadership situations were presented from industry and academia.
  - He emphasized the importance of contextual decision-making and people-centric leadership.
  - Participants were guided to reflect on their dominant leadership styles.
  - The speaker shared transition strategies for evolving one's leadership in changing environments.
  - Situational leadership was introduced as a flexible model for academic settings.
  - Dr. Das stressed the significance of authenticity and emotional connection.
  - Participants shared leadership dilemmas and received actionable insights.
  - The session concluded with a call to nurture a leadership pipeline within institutions.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 5**

**Topic:** Crisis Management

**Speaker/Expert:** Dr. Mihir Ranjan Nayak, Principal BIITM & Dean, Management (BPUT)

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Nayak defined crisis management in academic institutions, citing recent examples.
  - He categorized different types of crises—reputational, operational, and regulatory.
  - The importance of preparedness and rapid response mechanisms was stressed.
  - Crisis communication protocols and leadership visibility were discussed.
  - The speaker shared a strategic checklist for institutional crisis readiness.
  - Decision-making during emergencies and prioritization strategies were highlighted.
  - The role of transparency, empathy, and structured escalation was emphasized.
  - Participants reviewed a case study involving student unrest and leadership response.
  - Institutional recovery and learning post-crisis were also explored.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 6**

**Topic:** Developing a Crisis Management Plan

**Speaker/Expert:** Dr. Mihir Ranjan Nayak, Principal BIITM & Dean, Management (BPUT)

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Nayak guided participants in building a step-by-step crisis management plan.
  - Components such as risk identification, stakeholder mapping, and communication flow were detailed.
  - Emphasis was placed on creating simulation-based drills for preparedness.
  - He shared formats for crisis escalation charts and emergency protocols.
  - Leadership roles during crisis phases (alert, response, recovery) were defined.
  - Templates and tools for institutional use were distributed.
  - Participants were encouraged to tailor plans to institutional context and history.
  - A reflective exercise on past institutional crises was conducted.
  - He concluded with advice on developing campus-wide awareness and rehearsal protocols.
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## **SESSION: 7**

**Topic:** Introduction to Strategic Management

**Speaker/Expert:** Dr. Manit Mishra, Professor (Marketing), IMI Bhubaneswar

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Mishra introduced the concept of strategic management within the context of higher education.
  - He differentiated between operational and strategic thinking in academic institutions.
  - The speaker outlined key phases: environmental scanning, strategy formulation, and execution.
  - Importance of aligning strategy with institutional vision and mission was emphasized.
  - Participants were encouraged to assess internal and external institutional environments (SWOT).
  - Dr. Mishra elaborated on long-term vs. short-term planning and their interdependencies.
  - Several institutional success stories were cited to demonstrate strategic agility.
  - The role of academic leadership in embedding strategy across departments was discussed.
  - Practical tips were shared on involving stakeholders in strategic planning.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 8**

**Topic:** Formulating Strategic Goals

**Speaker/Expert:** Dr. Manit Mishra, Professor (Marketing), IMI Bhubaneswar

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Mishra focused on SMART goals—Specific, Measurable, Achievable, Relevant, and Time-bound.
  - He explained the strategic cascade from vision to institutional KPIs.
  - The importance of benchmarking against peer institutions was highlighted.
  - He introduced the use of strategic goal templates and balanced scorecards.
  - Participants were guided in formulating 3–5 strategic goals for their institutions.
  - Examples from NIRF-ranked institutions were presented.
  - He discussed aligning strategic goals with NAAC/NBA criteria.
  - Monitoring mechanisms such as dashboards and periodic reviews were explained.
  - Participants engaged in a goal-setting workshop activity.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 9**

**Topic:** Strategy Implementation and Monitoring

**Speaker/Expert:** Dr. Manit Mishra, Professor (Marketing), IMI Bhubaneswar

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Mishra detailed the challenges of strategy execution in academic institutions.
  - He emphasized the need for leadership ownership and faculty engagement.
  - Roles and responsibilities were mapped against strategic objectives.
  - A model for phased implementation using project timelines was presented.
  - He discussed financial alignment and resource allocation in strategy rollouts.
  - Tools for monitoring progress, including KPIs and impact evaluation metrics, were shared.
  - He advised regular review meetings and mid-course corrections.
  - The importance of culture-building in supporting strategy was underlined.
  - Participants asked questions on strategy fatigue and sustaining momentum.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 10**

**Topic:** The Role of AI in Shaping Future Leadership and Strategic Vision

**Speaker/Expert:** Ms. Prashati Rastogi, Sr. Director – Education & Government, Coursera

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Ms. Rastogi discussed the intersection of AI and academic leadership.
  - She highlighted how AI tools are transforming administrative and pedagogical decisions.
  - Examples of AI in student success analytics, enrollment forecasting, and teaching personalization were provided.
  - The speaker explored how data-driven leadership enhances responsiveness and agility.
  - AI's role in risk prediction and institutional planning was emphasized.
  - Ethics, bias, and transparency in AI systems were briefly touched upon.
  - She encouraged leaders to explore AI-based dashboards and decision support systems.
  - The impact of AI on future leadership competencies was elaborated.
  - Participants were introduced to Coursera's AI-driven strategic tools.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 11**

**Topic:** Decision-Making Processes

**Speaker/Expert:** Dr. Biswa Bihari Das, Professor (Marketing), BIITM

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Das began with the fundamentals of strategic decision-making in academic settings.
  - He categorized decision types: programmed vs. non-programmed and individual vs. institutional.
  - The speaker emphasized evidence-based decision-making and data literacy.
  - He introduced tools like decision matrices, Pareto analysis, and stakeholder grids.
  - Examples were shared where effective decisions led to institutional transformation.
  - The risks of indecisiveness and overcentralization were discussed.
  - He highlighted the importance of consensus-building and transparency.
  - Participants were guided through a case-based decision-making exercise.
  - Recommendations were given for cultivating decision-making capability in leadership teams.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 12**

**Topic:** Leading through Change

**Speaker/Expert:** Dr. Biswa Bihari Das, Professor (Marketing), BIITM

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Das emphasized the inevitability of change in academic institutions and the role of leadership in navigating it.
  - He shared the ADKAR and Kotter models for managing institutional change.
  - Resistance to change and how to mitigate it through communication was discussed.
  - The speaker highlighted leadership traits like empathy, vision clarity, and adaptability.
  - He cited successful institutional reforms driven by academic leaders.
  - Tools for assessing readiness and stakeholder engagement were introduced.
  - Change roadmaps and feedback loops were shared for continuous monitoring.
  - Participants reflected on recent reforms under NEP and their impact.
  - The speaker encouraged participants to act as internal change agents.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 13**

**Topic:** Ethical Decision Making

**Speaker/Expert:** Dr. Biswa Bihari Das, Professor (Marketing), BIITM

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Das focused-on integrity, transparency, and fairness in academic leadership decisions.
  - He discussed ethical dilemmas common in higher education administration.
  - Case scenarios were shared involving student evaluation, promotions, and procurement.
  - The speaker stressed aligning institutional values with policy implementation.
  - He introduced ethical frameworks such as utilitarianism, rights-based, and virtue ethics.
  - The role of institutional ethics committees and grievance redressal was emphasized.
  - Dr. Das advocated for developing codes of conduct for administrators.
  - Tools for ethical auditing and reflective leadership were recommended.
  - Participants engaged in a short moral reasoning activity.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## SESSION: 14

**Topic:** AI-Driven Strategic Decision-Making in Higher Education

**Speaker/Expert:** Ms. Ramya Srinivasan, Regional Director, Customer Success – APAC, Coursera

### Minutes of the Session:

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Ms. Srinivasan explained how AI is reshaping decision-making in academic institutions.
  - She introduced tools for predictive analytics in enrollment, curriculum design, and student success.
  - The potential of AI in resource allocation and faculty planning was discussed.
  - Real-world use cases of Coursera's institutional analytics platform were shared.
  - The speaker cautioned against ethical risks and highlighted the need for algorithmic transparency.
  - Emphasis was placed on blending human judgment with AI recommendations.
  - She encouraged academic leaders to build data governance capabilities.
  - Participants asked questions about scalability and implementation in mid-sized institutions.
  - She concluded with a roadmap for AI integration in HEI strategic frameworks.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## SESSION: 15

**Topic:** Integrating Strategic Management with Academic Leadership & Crisis Leadership Simulation

**Speaker/Expert:** Prof. Rajeev Kumar Panda, NIT Rourkela

### Minutes of the Session:

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Prof. Panda opened with a synthesis of leadership and strategic frameworks covered in earlier sessions.
  - He emphasized the integration of long-term institutional planning with day-to-day leadership functions.
  - Participants were introduced to the concept of **adaptive leadership** in dynamic academic environments.
  - He presented a simulation-based approach to practice crisis leadership under time pressure.
  - Realistic case scenarios were used to test decision-making, delegation, and communication skills.
  - The speaker stressed that strategic readiness must include risk resilience and flexibility.
  - Participants reflected on their institutional crisis response capacities.
  - Key tools such as institutional risk maps and contingency matrices were discussed.
  - Prof. Panda encouraged building simulation exercises into institutional leadership development programs.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 16**

**Topic:** Personal Leadership Matters for Institutional Excellence

**Speaker/Expert:** Prof. (Dr.) Sujata Mangaraj, Sr. Director-cum-Dean (Academics),  
Bhavan's Centre for Communication & Management

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Mangaraj emphasized the centrality of personal leadership to institutional credibility and culture.
  - She discussed values-based leadership and self-awareness as key traits.
  - Participants were guided through a reflection on their leadership journeys.
  - The speaker stressed emotional resilience, purpose-driven action, and lifelong learning.
  - She drew connections between personal integrity and organizational trust.
  - Examples of successful academic leaders and their habits were shared.
  - Tools like personal SWOT analysis and leadership journals were recommended.
  - A motivational segment encouraged participants to mentor the next generation of leaders.
  - She urged leaders to lead by example in ethics, effort, and empathy.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## **SESSION: 17**

**Topic:** Leadership from IKS (Indian Knowledge Systems)

**Speaker/Expert:** Dr. Mihir Ranjan Nayak, Principal BIITM & Dean Management (BPUT)

### **Minutes of the Session:**

- The session commenced with a warm welcome and introduction of the expert speaker by the session moderator.
  - Dr. Nayak began by highlighting the relevance of Indian Knowledge Systems (IKS) in contemporary leadership.
  - He shared leadership lessons drawn from Indian scriptures, historical figures, and traditional practices.
  - The principles of dharma (duty), nishkama karma (selfless action), and satya (truth) were contextualized.
  - He linked IKS values with modern leadership traits like integrity, empathy, and service.
  - The importance of rooted yet globally aligned leadership was emphasized.
  - Participants discussed how Indian epistemology can inform inclusive leadership models.
  - Dr. Nayak showcased institutional examples where IKS principles have shaped decision-making.
  - A reflective dialogue followed on how to embed cultural wisdom in leadership development.
  - He closed with a call to revive Indian intellectual traditions within higher education systems.
  - The moderator expressed gratitude to the expert, summarized key points, and concluded the session.
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## VALEDICTORY SESSION

### AGENDA

Time	Event	Speaker/Facilitator
04:00 PM	Start of the Valedictory	Introduction of Guests by Mr. Ashish Kumar Mohanty, Research Scholar, BPUT, Odisha
4:02 – 4:05 PM	BPUT Anthem	--
4:05 – 04:07 PM	Address by Coordinator	Dr. D. Chandrasekhar Rao, Secretary, AIU-AADC-BPUT
4:07 – 4:12 PM	Address by Guest of Honor	Prof. Mihir Ranjan Nayak, Principal, BIITM-CUM-Dean Management, BPUT, Odisha
4:12 – 4:15 PM	Address by Director Chief Guest	Prof. Sujit Kumar Khuntia, Director, Curriculum Development, BPUT, Odisha
4:15 – 4:20 PM	Feedaback	Participants, CBP on VBLSM
4:20 – 4:25 PM	Vote of Thanks by Co-Coordinator	Dr. Prakash Kumar Panda, Associate Prof. Dept. of ECE, CUPGS, BPUT, Odisha

#### **Minutes of the Valedictory Session:**

The **Valedictory Session** of the *One-Week Online CBP on “Viksit Bharat: Leadership and Strategic Management”*, organized by **Biju Patnaik University of Technology (BPUT), Odisha**, in collaboration with **AIU-AADC**, commenced at 4:00 PM on 25th April 2025.

- The session began with a warm welcome and introduction of the dignitaries by **Mr. Ashish Kumar Mohanty**, Research Scholar, BPUT, Odisha. He briefly acknowledged the presence of respected speakers, coordinators, participants, and organizing members who contributed to the success of the programme.
- This was followed by the **BPUT Anthem**, played from 4:02 PM to 4:05 PM, reinforcing the institutional spirit and academic pride.
- The **Coordinator's Address** was delivered by **Dr. D. Chandrasekhar Rao**, Secretary, AIU-AADC-BPUT, who reflected on the academic journey of the past five days. He praised the diversity and relevance of topics covered—from academic leadership and emotional intelligence to strategic planning, crisis management, and AI-integrated

decision-making. Dr. Rao emphasized that such capacity-building efforts are essential to realize the vision of *Viksit Bharat* through institutional transformation and leadership development.

- The **Guest of Honor, Prof. Mihir Ranjan Nayak**, Principal, BIITM and Dean (Management), BPUT, addressed the audience next. He appreciated the active participation of faculty members and commended the organizers for crafting a comprehensive and forward-looking FDP. He highlighted that true leadership lies in decision-making, resilience, adaptability, and ethical governance—qualities that the sessions have tried to instill. He urged the participants to internalize these learnings and implement them within their own institutional contexts.
- **Prof. Sujit Kumar Khuntia**, Director, Curriculum Development, BPUT, delivered the address on behalf of the Chief Guest. He lauded the alignment of the FDP with the objectives of NEP 2020 and stressed the need for continuous reflection, strategy, and skill enhancement among faculty members. He mentioned that BPUT remains committed to offering meaningful professional development opportunities that contribute to national academic excellence.
- A brief **feedback session** followed, where participants from the CBP on VBLSM shared their experiences. They appreciated the structure, content, and interactivity of the sessions and acknowledged the exposure to real-world tools, leadership models, and strategic frameworks. They also commended the quality of speakers and smooth coordination throughout the week.
- The session concluded with a formal **Vote of Thanks** by **Prof. Mihir Ranjan Nayak**, Principal, BIITM and Dean (Management), BPUT. He expressed sincere gratitude to all invited speakers, the organizing team, the administrative support staff, and especially the participants whose enthusiasm and dedication made the programme a success. He also acknowledged the vision and encouragement provided by the university leadership and AIU-AADC.

The session ended on a high note, marking the successful completion of a productive and inspiring academic initiative.

## SUMMARY

The Faculty Development Programme (FDP) on “Viksit Bharat: Leadership and Strategic Management” was conducted with the aim of empowering academic leaders and administrators with strategic insights, leadership skills, and decision-making capabilities in alignment with the National Education Policy (NEP) 2020 and India’s developmental vision of becoming a knowledge superpower by 2047. This five-day online FDP brought together a diverse panel of eminent resource persons from academia and industry. A total of 17 expert-led sessions were delivered across five days, covering themes such as academic leadership, emotional intelligence, leadership styles, crisis management, strategic goal setting, AI-driven decision-making, ethical governance, and Indian Knowledge Systems (IKS).

Day 1 laid the conceptual foundation, starting with academic leadership under NEP 2020 by Prof. Amiya Kumar Rath, followed by powerful sessions on emotional intelligence by Prof. Anil Bajpai and relevant leadership styles by Prof. P.P. Mathur. These sessions emphasized the importance of empathy, values, and adaptive leadership in a rapidly evolving educational landscape.

Day 2 transitioned into the application of leadership, with Dr. Tarapada Das highlighting the translation of leadership theory into practice. Dr. Mihir Ranjan Nayak led two focused sessions on crisis management and planning, providing real-life frameworks and tools for institutional preparedness, resilience, and response mechanisms.

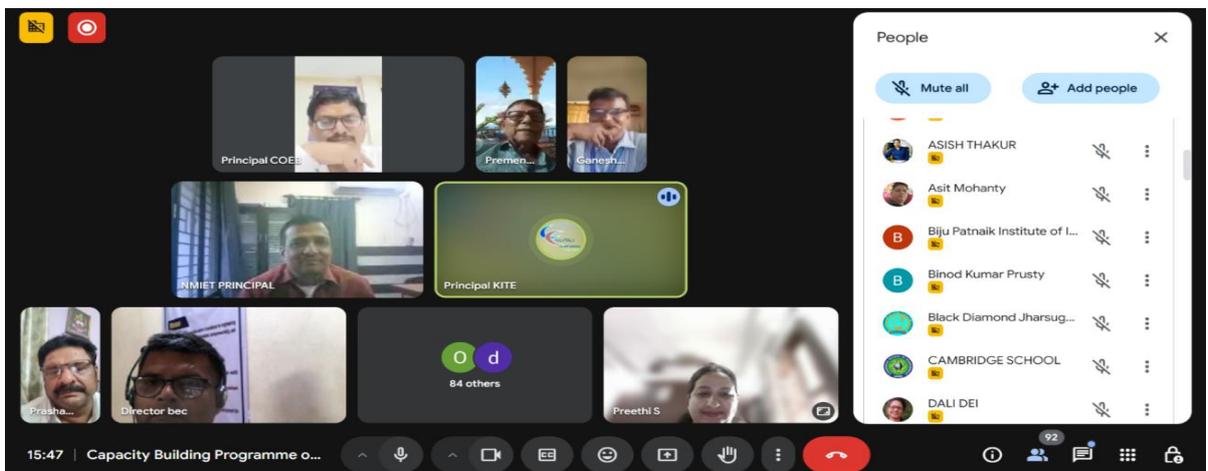
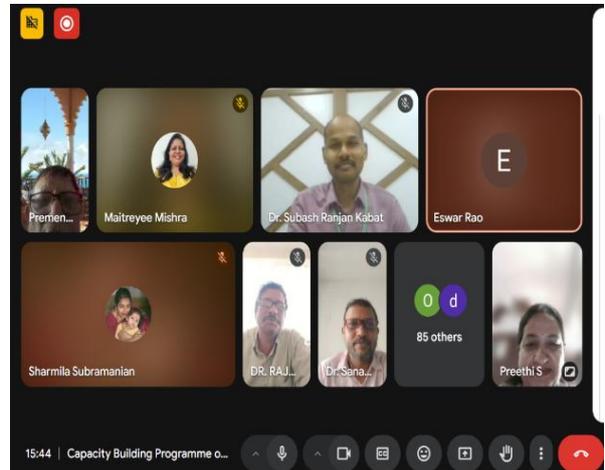
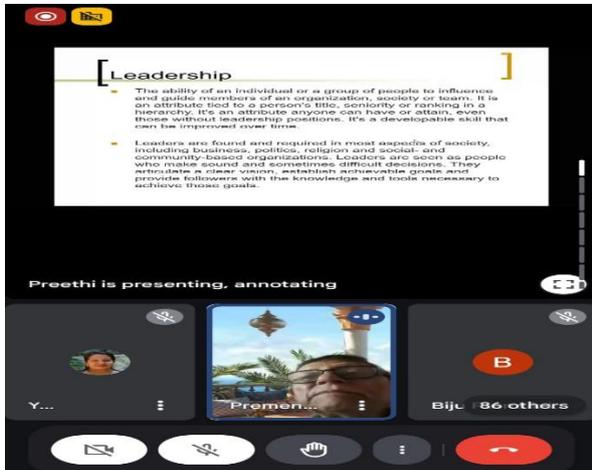
Day 3 introduced participants to strategic management, with three consecutive sessions by Dr. Manit Mishra, who discussed formulation, execution, and monitoring of strategic goals in academic institutions. This was followed by a session by Ms. Prashati Rastogi from Coursera on how Artificial Intelligence can shape future-ready leadership and enhance strategic decision-making capabilities.

Day 4 featured Dr. Biswa Bihari Das, who spoke on institutional decision-making, leading change, and ethical leadership practices. The day concluded with a thought-provoking session by Ms. Ramya Srinivasan, who explored AI-driven strategies in higher education governance and analytics.

Day 5 provided a reflective and integrative tone. Prof. Rajeev Kumar Panda guided participants through crisis simulation and leadership integration. This was followed by Prof. (Dr.) Sujata Mangaraj who spoke about the role of personal leadership in driving institutional excellence. The concluding session by Dr. Mihir Ranjan Nayak offered a unique cultural dimension through leadership principles rooted in Indian Knowledge Systems (IKS).

The FDP saw active participation from faculty members, academic administrators, and decision-makers from across India. Through live discussions, case studies, and reflective exercises, participants gained practical tools and strategies to drive change within their institutions.

### PICTURE GALLERY



# ABOUT US

The Biju Patnaik University of Technology (BPUT), located in Rourkela, Odisha, was established in November 2002 by an Act of the Government of Odisha. Its primary objective is to ensure high-quality technical education across the state through a common curriculum and uniform evaluation standards.

The foundation stone for BPUT was laid in 2003 by Dr. A.P.J. Abdul Kalam, then Hon'ble President of India. Since then, the university has expanded significantly, now including 137 affiliated and constituent colleges and serving a student population exceeding 100,000. BPUT offers a wide range of undergraduate and postgraduate programs in fields such as Engineering, Architecture, Business Management, and Computer Applications. It is also a leading institution for Ph.D. programs across various disciplines.

BPUT boasts a vast alumni network, with over 100,000 graduates contributing globally to industries, academia, and research. The university actively fosters innovation and collaboration through events like the BPUT Research Conclave, BPUT Hackathon, BPUT Tech Carnival, and BPUT Industry-Academia Conclave. Annually, BPUT also hosts several Faculty Development Programs (FDPs) to enhance educators' skills and knowledge.

BPUT is committed to academic excellence, research, and industry partnerships, aiming to prepare future engineers, architects, and managers for success. The university operates on the philosophy of "Think Good, Do Good, Be Good," viewing education as a service rather than a business. Its dynamic model, coupled with qualified faculty, skilled staff, and excellent infrastructure, makes it a highly sought-after institution for technical education.



<https://www.bput.ac.in/>

