



Pune Institute of Business Management
Pune, Maharashtra

HR POLICY & SERVICE RULES

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1. Introduction

The rules will be applicable to all the employees of Pune Institute of Business Management. The rules may be supplemented or amended by the Board of Governors (BoG) as and when required. The institute shall be guided by the rules and regulations as given in the manual and majorly prescribed by University Grant Commission and AICTE.

1.1 Definitions:

- a. "Institute" means the Pune Institute of Business Management
- b. "BoG" means the Board of Governors of the Institute
- c. "AAC" means Academic Advisory Committee
- d. "DPC" means Department Program Committee
- e. "Director" means the director of the institute
- f. "Faculty" means the Faculty of the institute
- g. "Non-Teaching" means the non-teaching staff of the institute and serving the institute in any capacity other than "faculty". The definition "Non-Teaching staff" does not consider the staff member appointed by manpower agencies with the institute on contractual basis.
- h. "Sanctioning Authority" means the Director/Management Committee for all faculty members
- i. "Selection Committee" means the committee involved in the selection process and consist of Director, HODs and External member.
- j. "Management Committee" means the committee describe the rules and regulations of Pune Institute of Business Management.

1.2 Committee Constituted and Empowered by BoG

The Board of Governors, PIBM appointed different committees to assist the Board to fulfill responsibilities.

1.3 Committees at Pune Institute of Business Management

There are different committees at Pune Institute of Business Management. PIBM is administered and managed by several faculty committees who are appointed by Director as on a need basis. The committees are;

- a. Academic Advisory Committee
- b. Department Program Committee
- c. Human Resource Committee
- d. Finance and Audit Committee
- e. Gender Sensitivity and Prevention of Sexual Harassment of women at work committee

2. Empowered Committees established by BoG

2.1 Empowered Committees

The Board of Governors have constituted the following committees:

- i) Academic Advisory Committee
- ii) Department Program Committee
- iii) Human Resource Committee
- iv) Finance and Audit Committee
- v) Gender Sensitivity and Prevention of Sexual Harassment of women at work committee

2.2 Roles and Responsibilities of Academic Advisory Committee

2.2.1 Role and Purpose of the committee

The primary function of the Academic Advisory Committee is to help the Board of Governance and report to them with few responsibilities such as;

- i) To check the academic progress on timely basis.
- ii) To review the course curriculum and its progress
- iii) To advice in curriculum development
- iv) To check and advise in the evaluation process
- v) To advise and ensure the Program Outcome and Course Outcome through course curriculum development and evaluation methods
- vi) To provide the guidance to the Department Program committee to ensure the updates in curriculum structure as per industry need.
- vii) Review the case studies and value added courses added in curriculum.
- viii) Approve, review and recommend the academic processes and curriculum enrichment.

2.2.2 Authority

The committee authority is decided from the BoG. The committee is empowered to do following;

- i) The committee is empowered to understand the academic budget for the academic year and its utilization
- ii) Have access to all academic activities and records
- iii) The committee approves the changes required in academic processes and course curriculum
- iv) The Committee review, propose, adopt and vary the rules, codes and manual for academic processes on time to time basis.
- v) Delegation of authority to the subordinates or any other functionary of the institute as per the institutional needs.
- vi) Perform the additional functions and carry out duties as assigned by BoG.

2.2.3 Constitution of the Committee:

The Academic Advisory Committee comprises of following members:

- i) Chairperson of the committee
- ii) Two members of BoG
- iii) Director, Pune Institute of Business Management
- iv) External Members of Academia and Industry specialization wise
- v) HOD of different specializations
- vi) Industry member
- vii) Alumni

2.2.4 Meeting and Communication:

- i) The committee shall meet twice an academic year, preferably before semester starts.
- ii) All meetings shall be chaired by the Chairman, Academic Advisory committee.
- iii) The discussion points of older meetings to be addressed in the meeting.
- iv) The agenda points will be circulated to all the members of the committee minimum a week advance through mail and call.
- v) The minutes of meeting will be prepared and approved in subsequent meetings.

2.2.5 Composition of Academic Advisory Committee:

Sr. No.	Member Details	Representation Area
1	Mr. Raman Preet- Chairman PIBM group of institution	Academics
2	Prof. M. K. Tamuly	Academic advisor
3	Prof. A. K Jain- Faculty IIM, Ahmedabad	Strategic Advisor
4	Prof. Jahar Saha, Former Director & Professor IIM, Ahmedabad	Strategic Advisor
5	Dr. Manish Godse- Director PIBM for PGDM	Chairperson
6	Dr. Neeraj Amarnani, Academic Subject Matter Expert; Finance Professor, Goa Institute of Management	Academics
7	Mr. Pradeep Chavda, Industry Subject Matter Expert; HR Transformation Director; APAC& MEA and Director Human Resources, India, Sodexo	Industry
8	Mr. Manish Singh, Industry Subject Matter Expert; Director Human Resource & Administration, Haier Appliances India Pvt Ltd	Industry

9	Dr. Umesh Mahtani, Academic Subject Matter Expert; Finance Professor, Goa Institute of Management	Academics
10	Mr. Girish Iyer, Industry Subject Matter Expert; Managing Director, The Citco Group of Companies	Industry
11	Mr. Veejay Vishnav. Industry Subject Matter Expert; CFO, Rajasthan Royals	Industry
12	<i>Dr. K S Ranjani, Academic Subject Matter Expert; Finance Professor, NITIE, Finance and Accounting</i>	Academics
13	<i>Mr. Manish Singhania, Industry Subject Matter Expert; CFO - Essar Steel Pune Facility</i>	Industry
14	<i>Mr. Karan Malhotra, Industry Subject Matter Expert; Assistant Director –EY Parthenon</i>	Industry
15	<i>Dr. Sanjeev Kumar Dixit, Industry Subject Matter Expert, President-HR, Cadila Pharmaceuticals Ltd</i>	Industry
16	<i>Dr. A P Rao, Academic Subject Matter Expert; Ex VP Kinetic Motors</i>	Academics
17	<i>Dr. Deepak Tondon, Academic Subject Matter Expert; Finance Professor, IMI Delhi,</i>	Academic
18	<i>Mr. Vishal Gupta Industry Subject Matter Expert; Commercial Director of Borges India,</i>	Industry
19	<i>Mr. Diniar Patel Industry Subject Matter Expert; Chief Editor, Times of India</i>	Industry
20	<i>Dr. Gordhan K Saini, Academic Subject Matter Expert; Assistant Professor-marketing- TISS</i>	Academic
21	<i>Mr. Manish Rohtagi Industry Subject Matter Expert; Managing Director, Stallion Auto Keke Ltd.</i>	Industry
22	<i>Dr. Neeraj Pandey, Academic Subject Matter Expert; Assistant Professor-NITIE</i>	Academics
23	<i>Dr. Asit K Barma, Academic Subject Matter Expert; Director -BIM Trichy and Faculty-IIM-Kashipur</i>	Academics
24	<i>Mr. Arijit Dutta, Industry Subject Matter Expert; Director, Mesha Energy & Solution Pvt. Ltd</i>	Industry
25	<i>Dr. Rajasshrie Pillai, Academic Subject Matter Expert;</i>	Academic
26	<i>Mr. Rajesh Singh, Industry Subject Matter Expert; CHRO, KPIT</i>	Industry

27	<i>Mr. Vishal Bhargava, Industry Subject Matter Expert; Director and Head Talent Acquisition, TIAA Global Business Services</i>	Industry
28	<i>Capt. Partha Samai, Industry Subject Matter Expert; Head HR, Reliance Jio</i>	Industry
29	<i>Mr. Arvind Hali, Industry Subject Matter Expert; MD & CEO, Motiwal Oswal Financial Services Ltd.</i>	Industry
30	<i>Dr. Pranabesh Dey Academic Subject Matter Expert; Associate Professor-HR-XLRI</i>	Academic
31	<i>Dr. Sumi Jha, Academic Subject Matter Expert; Assistant Professor-HR-NITIE</i>	Academic
32	<i>Mr. Gaurav Hans, Academic Subject Matter Expert-IT</i>	Academic
33	<i>Mr. Subroto Shome</i>	Alumni
34	<i>Mr. Shuvam Guha</i>	Alumni
35	<i>Mr. Arun Joshi</i>	Alumni

2.3 Role and Responsibility of Department Program Committee

2.3.1 Role and Purpose of the committee:

The primary purpose of Department Program Committee is to assist Academic Advisory by fulfilling the mentioned responsibilities:

- i) The committee is empowered to benchmark the curriculum as per national and international education standards.
- ii) To make continuous improvement in curriculum and evaluation.
- iii) To make inputs in curriculum designing and evaluation designing.
- iv) Addition and Removal of courses for new academic year.

2.3.2 Authority

The committee authority is decided from BoG. The committee is empowered to do following;

- i) The committee is empowered to update the academic process and evaluation process

- ii) The committee has access to all academic activities and records such as evaluations, course plans, Presentation, Course content, cases etc.
- iii) The committee suggest and propose the changes required in academic processes and course curriculum
- iv) Delegation of authority to the subordinates or any other functionary of the institute as per the institutional needs.
- v) Perform the additional functions and carry out duties as assigned by BoG and AAC.

2.3.3 Constitution of the Committee:

The Academic Advisory Committee comprises of following members:

- i) Chairperson of the committee
- ii) Director, Pune Institute of Business Management
- iii) External Members of Academia and Industry specialization wise
- iv) HOD of different specializations
- v) Industry member
- vi) Faculty Members
- vii) Alumni

2.3.4 Meeting and Communication:

- i) The committee shall meet twice an academic year, preferably before semester starts.
- ii) All meetings shall be chaired by the Chairman, Academic Advisory committee.
- iii) The discussion points of older meetings to be addressed in the meeting.
- iv) The agenda points will be circulated to all the members of the committee minimum a week advance through mail and call.
- v) The minutes of meeting will be prepared and approved in subsequent meetings.

2.3.5 Composition of Department Program Committee:

Sr. No	Name of the board member	Designated as in Committee
1	Dr. Manish Godse	Director- PGDM PIBM for PGDM
2	Prof. A. P. Rao	Academic Expert (BoG Member)
3	Dr. Rajasshrie Pillai	Director -MBA
4	Dr. Ridhiman M	Area Chair- Marketing
5	Dr. Naresh	HOD Marketing

6	Dr. Prantosh Banerjee	Academic expert (BoG Member)
7	Dr. Rajalakshmi	HOD HR
8	Dr. Laxman	HOD Finance
9	Prof. Suresh	Dy HOD Finance
10	Prof. Poornima	Head IQAC
11	Mr. Suvam Guha	Alumni Representative
12	Mr. Arun Joshi	Alumni Representative

2.4 Role and Responsibility of Human Resource Committee

2.4.1 Role and Purpose of the committee:

The primary purpose of Human Resource Committee is to assisting BoG by fulfilling the mentioned responsibilities:

- i) Assist Board of Governors, PIBM in fulfilling its responsibilities as stewards of PIBM by advising the Board on effective implementation and application of comprehensive human resource policies which are aligned with the organization's Vision, Mission and Core values.
- ii) Suggest the initiatives as may be necessary to enhance the performance of management and employees of the institute.
- iii) The committee shall review and appraise the annual performance of the employees and complete the PMS process.

2.4.2 Authority

The committee authority is decided from BoG. The committee is empowered to do following;

- i) The committee is empowered to approve all policy matters pertaining to HRM, manuals, recruitment process, general conditions, procedural codes at PIBM, welfare measures, grievance redressal, Compensation structure and review of employee's performance at PIBM.
- vi) The committee has access to all Human resource activities at PIBM, records and property, and personnel discharge of their duties and direct the institute to conduct reviews.
- vii) The committee is responsible to develop grievance redressal mechanism for faculty and staff.

- viii) Understand the scope of institute's manpower requirement and provide the steady stream of professionally competent faculty and staff.
- ix) Delegation of authority to the subordinates or any other functionary of the institute as per the institutional needs.
- x) Perform the additional functions and carry out duties as assigned by BoG.

2.4.3 Constitution of the Committee:

The Academic Advisory Committee comprises of following members:

- i) Chairperson of the committee
- ii) Director, Pune Institute of Business Management
- iii) External Members of Academia
- iv) Head Human Resource, PIBM
- v) HOD of different specializations
- vi) Senior Faculty Members

2.4.4 Meeting and Communication:

- i) The committee shall meet twice an academic year, preferably before semester starts.
- ii) All meetings shall be chaired by the Chairman, Academic Advisory committee.
- iii) The discussion points of older meetings to be addressed in the meeting.
- vi) The agenda points will be circulated to all the members of the committee minimum a week advance through mail and call.
- vii) The minutes of meeting will be prepared and approved in subsequent meetings.

2.4.5 Composition of Human Resource Committee:

Sr. No.	Name of the board member	Designated as in Committee
1	Mr. Ramanpreet	BoG Member
2	Dr. Manish Godse	Director- PGDM PIBM for PGDM
3	Prof. A. P. Rao	Academic Expert (BoG Member)
4	Dr. Rajasshrie Pillai	Director -MBA
5	Dr. Ridhiman M	Area Chair- Marketing
6	Dr. Naresh	HOD Marketing

7	Dr. Rajalakshmi	HOD HR
8	Dr. Laxman	HOD Finance
9	Prof. Suresh	Dy HOD Finance
10	Prof. Poornima	Head IQAC

2.5 Role and Responsibility of Finance and Audit Committee

2.5.1 Role and Purpose of the committee:

The primary purpose of Finance and Audit Committee is to assisting BoG by fulfilling the mentioned responsibilities:

- i) To handle the financial reporting and budgeting processes.
- ii) Compliance with legal and regulatory requirement
- iii) Approval on budget and other expenditure as per the delegation of financial process.
- iv) Handle the system of internal controls and risk management
- v) Review the annual budgets
- vi) Monitor performance against budget periodically.
- vii) Review significant financial reporting issues with preparation of financial statement
- viii) Discuss the annual audited financial statements
- ix) Consider the effectiveness of the internal control environment

2.5.2 Authority

The committee authority is decided from BoG. The committee is empowered to do following;

- i) The committee has access to all activities, property, records and personnel of the institute.
- ii) Approve, review and recommend appropriate budget and financing of PIBM as a part of budget approval.
- iii) Consider and pass any resolution on annual report, the annual accounts and financial statement.
- iv) Approve expenditure which is not included in the annual budget.
- v) Perform the additional functions and carry out duties as assigned by BoG.

2.5.3 Constitution of the Finance and Audit Committee:

The Finance and Audit Committee comprises of following members:

- i) Chairman, Pune Institute of Business Management
- ii) Director, Pune Institute of Business Management
- iii) External Members of Academia
- vii) Chief Financial Officer, PIBM
- viii) Sr. Accountant, PIBM

2.5.4 Meeting and Communication:

- iv) The committee shall meet twice an academic year, preferably before semester starts.
- v) All meetings shall be chaired by the Chairman.
- vi) The discussion points of older meetings to be addressed in the meeting.
- iv) The agenda points will be circulated to all the members of the committee minimum a week advance through mail and call.
- v) The minutes of meeting will be prepared and approved in subsequent meetings.

2.5.5 Composition of Finance and Audit Committee:

Sr. No	Name of the board member	Designated as in Committee
1	Mr. Ramanpreet	BoG Member
2	Dr. Manish Godse	Director- PGDM PIBM for PGDM
3	Prof. A. P. Rao	Academic Expert (BoG Member)
4	Dr. Rajasshrie Pillai	Director -MBA
5	Dr. Ridhiman M	Area Chair- Marketing
6	Prof. Suresh Kadam	Finance Specialist
7	Mr. Ravinder Singh	CFO and Finance Specialist
8	Mr. Chetan	Sr. Accountant

2.6 Role and Responsibility of Gender Sensitivity and Prevention of Sexual Harassment of Women at Workplace Committee

2.6.1 Sexual Harassment Committee

The committee shall consist of:

- i) Three Faculty Members
- ii) Three Staff member
- iii) One external professional member
- iv) Director

Important Note:

- i) The chairperson of the committee will be only female.
- ii) 50% of the members of committee has to be Women.
- iii) No person who is a complainant, witness, or defendant in the complaint of harassment shall be a member of the committee.

2.6.2 Composition of the committee for Gender Sensitivity and Prevention of Sexual Harassment of Women at the workplace is as;

Sr. No.	Name of the Members	Designation	Position
1.	Ms. Poornima Sehrawat	Assistant Professor and IQAC	Chairperson & Presiding Officer
2.	Dr. Manish Godse	Director, PIBM	Member
3.	Dr. Rajasshrie Pillai	Director Incharge, PIBM	Member
4.	Mr. Jeevan Singh	Chief Administration	Member
5.	Dr. Yachna Gharde	Assistant PR	Member
6.	Adv. Shrikant Deshpande	Advocate	External Member
7.	Dr. Rajalakshmi M	Assistant Professor	Member

2.6.3 Guidelines to deal with complaints against sexual harassment of women at the workplace:

According to central government with a view to provide the protection against sexual harassment of women at the workplace and for the prevention and redressal of complaints of sexual harassment and matters connected therewith, has recently enacted "*The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013.*"

Sexual Harassment includes such as unwelcome sexually determined behavior (Whether directly or by implication) as:

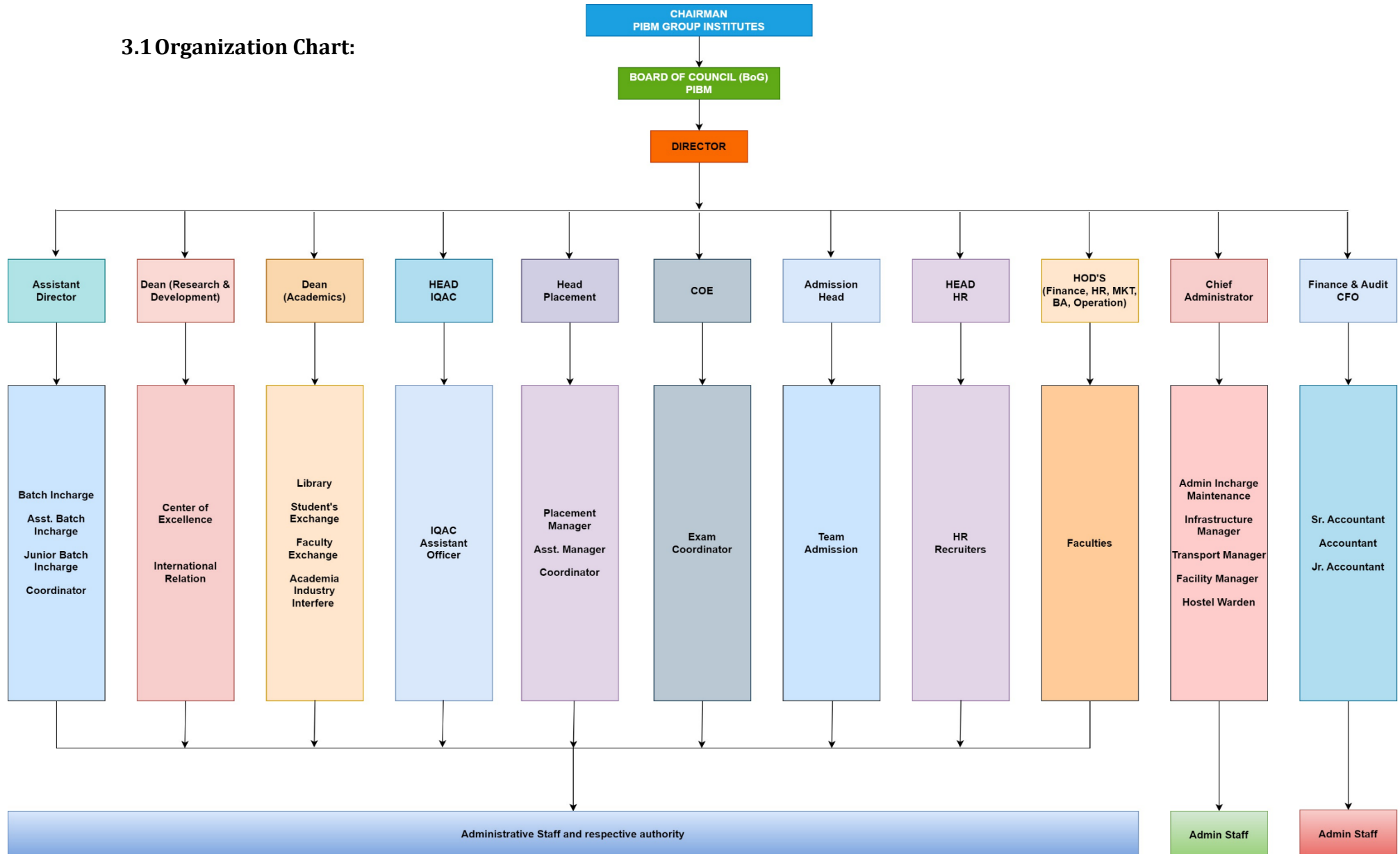
- i) Physical contact and Advances
- ii) A demand or request for sexual favors
- iii) Sexually colored remarks
- iv) Any other unwelcome physical, verbal and nonverbal conduct of sexual nature.

Without prejudice to the generality of this obligation, following instructions are issued;

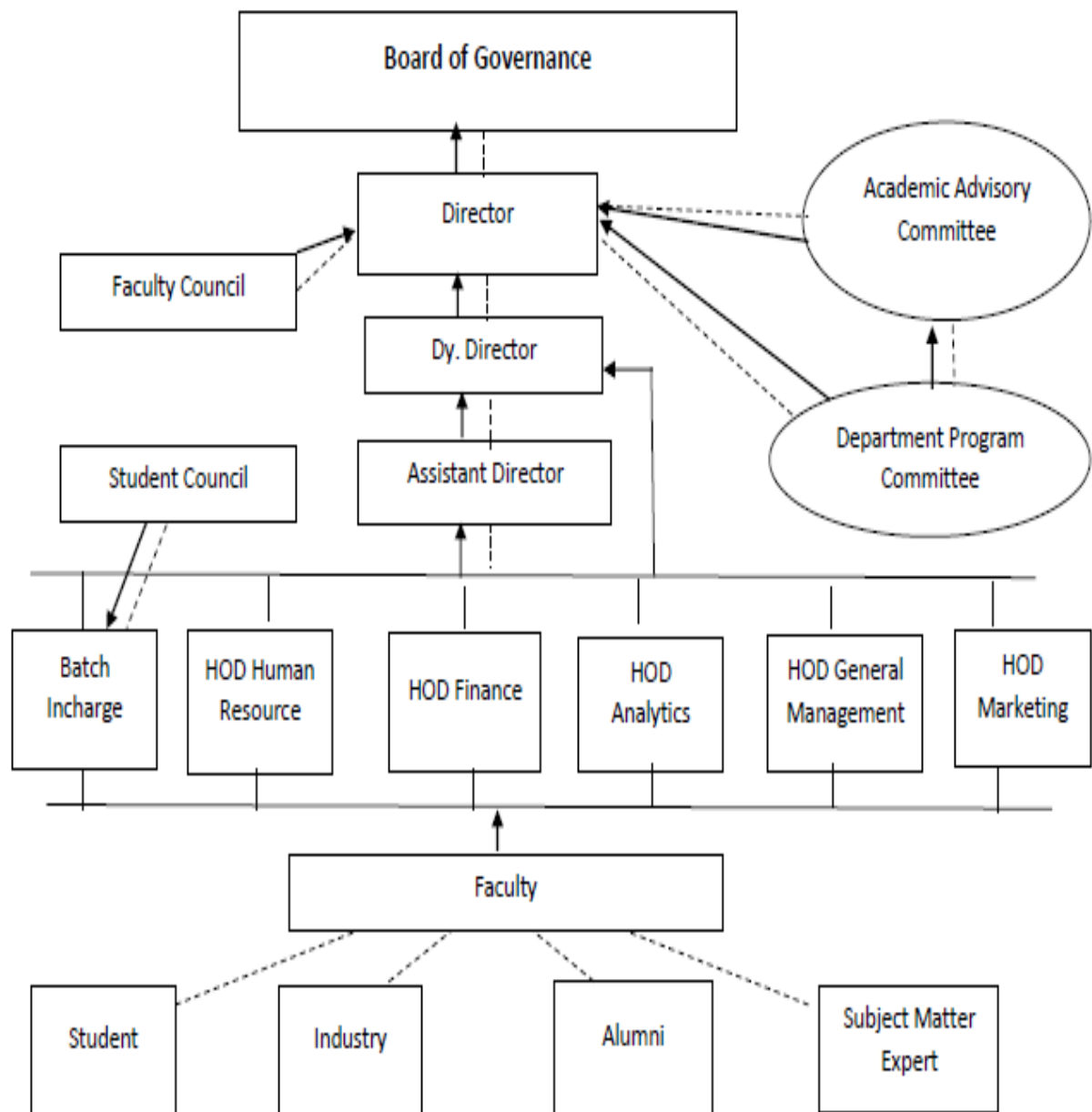
- i) Express prohibition of sexual harassment as defined above at workplace.
- ii) The rules/regulations of PIBM relating to conduct and discipline shall include rules/regulations prohibiting sexual harassment and provide for appropriate penalties in such rules against the offender.
- iii) Appropriate work conditions shall be provided in respect of work, leisure, health, and hygiene to further ensure that there is no hostile environment towards women in workplaces and no women employee should have reasonable grounds to believe that she is disadvantaged in connection with her employment.
- iv) Criminal proceedings: Where such conduct amounts to a specific offense under the Indian Penal Code, the employer shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority
- v) Disciplinary Action: Where such conduct amount to misconduct in employment as defined by the relevant service rules, appropriate disciplinary action should be initiated by the employer in accordance with those rules.
- vi) Third-party harassment: Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the employer and person-in-charge will take all steps necessary and reasonable to assist the affected person in terms of support and Preventive action.

3. Organization Chart and Governing Structure:

3.1 Organization Chart:



3.2 Governing Structure:



NOTE: The bold line represents the reporting system in the institute, and the dotted line represents the two-way information flow of the communication.

4. Power and Function of Director, Dean and HODs**4.1 Power and function of Director:**

Portfolio	Profile/Functions & Accountability/ Responsibility
DIRECTOR	<p>Planning</p> <ul style="list-style-type: none"> • To review the planning and execution of course as per SCPS approach for other faculties • To review the development of syllabus and training material • To review the training material on time to time basis to keep it up to date • To design and develop T&D and teaching programs based Institution's and Individual's needs. • To plan delivery, evaluation, feedback and improvement monitoring simultaneously. • To plan the budget for programs and keeping within the same. • To assess the ROI of all the investments done on T&D and other programs <p>Standardization</p> <ul style="list-style-type: none"> • To standardize the Content, Delivery Procedures, Evaluation Procedures, Feedback Procedures and Monitoring Procedures. • To delegate all the activities with the processes and standards to achieve desired results • To ensure the upgradation of all the processes according to set standards <p>Assessment</p> <ul style="list-style-type: none"> • To design and execute time to time assessment of students • To do SWOT analysis, Competency Mapping, Training and development needs of students • To analyze the assessments and discuss with concerned faculty • To identify specific needs and forming focus groups for effective training. <p>Institution Building Activities</p> <ul style="list-style-type: none"> • To establish and manage MDP Cell with the help of respective resources • To organize seminars, FDP activities, research seminars, faculty conclave etc. • To network and liaison with various business heads to record and incorporate latest practices in the curriculum • To oversee the PIBM Journals' activities as Chief Editor

- To establish and manage case study cell with the help of respective resources
- To establish and manage Consulting Cell with the help of respective resources
- To empanel business heads on PIBM for PGDM corporate panel

Organizing and Monitoring

- To amend and revise programs in order to adapt to the changes or insufficiencies
- To organize the training required for the teaching staff for time to time improvements
- To monitor the areas of improvement in teaching procedure and methods
- To evaluate development procedure for trainers and faculties
- To delegate tasks to faculties, sub ordinates and colleagues

Feedback

- To ensure the communication of evaluation feedback to students
- To give time to time feedback to focused groups for improvements. To provide feedback to Faculties and trainers about student's absorption level and understanding
- To give feedback to placement cell regarding level of students and their career choice
- To take feedback from the placements about the companies and students
- To take sessions of students for counselling on one to one basis or in groups

Improvising

- To bring in required improvisations in order to get rid of shortfalls or redundancies
- To train, counsel or replace trainers in order to enhance efficient and effective delivery
- To evaluate the processes to check the standards and requirements for improvements

Management and Administration

- To provide general oversight of all institute activities, manages the day-to-day operations
- To ensure smooth and efficient functioning of institution.
- To ensure program quality and institutional stability through development and implementation of standards and controls
- To ensure a work environment that recruits, retains and supports quality staff and faculty
- To ensure process for selecting, development, motivating, and evaluating staff and volunteers

Liasoning

- To liason with AICTE for approval related matters
- To liason with other university for institute building activities

Discipline and grievance redressal

- To ensure discipline standards are maintained and respected by students, faculty and staff
- To constitute discipline committee and oversee its work as the chairman of the committee
- To deploy grievance redressal system and oversee its functioning as the chairman of the grievance redressal committee

Research & Paper Publications

- To publish a minimum of two research papers in the Scopus and ABDC (each academic year) listed journals
- To present minimum of two Research paper to be presented in IIM and IIT or any reputed International Conference (each academic year)
- To ensure the academic publications as per the standards of the Institute
- To guide and motivate faculty members to write research papers

Mentoring

- To identifying and assigning mentors to each student
- To setting a framework which should be followed by mentors while guiding students keeping in mind the student's aptitude, competence and interest.
- To oversee the mentoring activities by tracking and monitoring the whole process
- To guide the outliers within the student community by taking help of professional psychologist, and counseling them.

Synchronization

- To synchronize with admissions departments for analyzing the students coming for admissions
- To formulate the orientation program for students to enhance the change required according to corporate level
- To execute and plan the time table
- To coordinate with placements department for knowing the progress of internships and placements

4.2 Power and Function of Dean (Academics):

Portfolio	Profile/Functions & Accountability/ Responsibility
Dean (Academics)	<p>Planning</p> <ul style="list-style-type: none"> • To help in designing and developing T&D and teaching programs based on Institution's and Individual's needs. • To plan delivery, evaluation, feedback and improvement monitoring simultaneously. • To plan the semesters and academic year with events and course delivery process • To review the evaluation process of the faculties and suggest the updates if required. <p>Standardization</p> <ul style="list-style-type: none"> • To standardize the Content, Delivery Procedures, Evaluation Procedures, Feedback Procedures and Monitoring Procedures. • To delegate all the activities with the processes and standards to achieve desired results <p>Assessment</p> <ul style="list-style-type: none"> • To design and execute time assessment of students • To do SWOT analysis, Competency Mapping, Training and development needs of students • To analyze the assessments and discuss with concerned faculty <p>Institution Building Activates</p> <ul style="list-style-type: none"> • To train and send students to represent the institute in inter-college events • To plan and execute national level inter-college events along with student body <p>Organizing and Monitoring</p> <ul style="list-style-type: none"> • To amend and revise programs to adapt to the changes or insufficiencies • To organize the training required for the teaching staff for time to time improvements • To monitor the areas of improvement in teaching procedure and methods <p>Feedback</p> <ul style="list-style-type: none"> • To ensure evaluation feedback is communicated to students • To give time to time feedback to focused groups for improvements • To provide feedback to Faculties and trainers about student's absorption level and understanding

	<p>Improvising</p> <ul style="list-style-type: none"> • To bring in required improvisations to get rid of shortfalls or redundancies • To train, counsel or replace trainers in order to enhance efficient and effective delivery <p>Management and Administration</p> <ul style="list-style-type: none"> • To provide general oversight of all institute activities, manage the day-to-day operations • To ensure smooth and efficient functioning of academics • To ensure program quality and institutional stability through development and implementation of standards and controls, systems and procedures, and regular evaluation <p>Research & Paper Publications</p> <ul style="list-style-type: none"> • To publish a minimum of two research papers in the Scopus and ABDC (each academic year) listed journals • To present a minimum of two Research papers to be presented in IIM and IIT or any reputed International Conference (each academic year) <p>Mentoring</p> <ul style="list-style-type: none"> • To identifying and assigning mentors to each student • To set a framework that mentors should follow while guiding students, keeping in mind the student's aptitude, competence, and interest. • To oversee the mentoring activities by tracking and monitoring the whole process <p>Employability and Placements</p> <ul style="list-style-type: none"> • To maintain MIS of both batches with respect to student performance and academic grade • To conduct plan and conduct short-term job-oriented, JD based programs to enhance students' performance during placements • To ensure that students attain the basic aptitude level before they face placements
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4.3 Power and Functions of Dean (Research and publication):

Portfolio	Profile/Functions & Accountability/ Responsibility
Dean (Research and Publication)	<p>Research and Publication</p> <ul style="list-style-type: none"> • To contribute to the Education Sector in the Country for achieving academic excellence and recognition.

- To continuously evolve a new body of knowledge for its dissemination to ensure social and economic prosperity.
- To facilitate management, industry and community research towards creating PIBM for PGDM as a leading organization in India & in the International arena that will help in boosting Indian economy globally.
- To aim for highest level of research and position PIBM for PGDM amongst one of the top research organizations.
- To create a PIBM for PGDM Research & Development Center for M. Phil & PhD.

Faculty members shall research focused areas of research

- Faculty members are encouraged to identify inter-disciplinary research in their chosen field of research.
- Faculty publication in either SCOPUS or WEB of SCIENCE (WOS) or ABDC indexed journals shall be acknowledged with appropriate weightage in the faculty appraisal system currently followed in Institute.
- All publications and research papers of faculty have to go through rigorous plagiarism checks through Plagiarism checking tools like TURNITIN, etc.
- Final Research Projects of PGDM Year II students under the guidance of faculty members shall be research-focused. Efforts shall be made so that every such project shall lead to at least one research publication in a journal indexed in either of the aforementioned databases.
- To publish a minimum of two research papers in the Scopus and ABDC (each academic year) listed journals
- To present a minimum of two Research papers to be presented in IIM and IIT or any reputed International Conference (each academic year)
- To manage Research Department and PIBM for PGDM research Journals
- To ensure the HR department publication as per the standards of the Institute
- To guide faculty members of the department to write research papers

International Relations

- To check and update the international MoUs with different universities.
- To check and update the students exchange and faculty exchange programs
- To understand and analyze the need of Faculty Development Plan and execute the same.
- To organize the seminars, FDP activities, research seminar, and faculty conclave etc.

4.4 Delegation of Power**4.4.1 Delegation of Power to the Director in terms of Academic Processes:**

- i) To implement, design and revise any existing or new program of study, training and programs of study, training research etc.
- ii) To enter into student exchange program agreements with Indian and Foreign Universities.
- iii) To enter into collaborative arrangements with foreign universities to offer open or customized training programs. This is expected to generate a surplus for PIBM.
- iv) To enter into collaborative research projects with Indian and Foreign universities.
- v) To accept externally funded research projects/assignments or consultancy assignment and to assign the project to one or more faculty.
- vi) To sanction honorarium/incentive with respect to externally funded projects, provided the time devoted for research/consultancy.
- vii) To undertake the publication of PIBM journals and other publications in the furtherance of research and academic activity.
- viii) To apply for and obtain patents and copyrights in respect of intellectual property in the name of the institution.
- ix) To fix overall budget for expenditure to be incurred in respect of open program in a financial year towards advertisements, printing of brochures.
- x) To fix the honorarium of guest faculty.
- xi) To appoint Full, Associate and Assistant Professors against sanctioned post.
- xii) To appoint visiting faculty against sanctioned posts and to fix his/her remuneration and other terms.
- xiii) To appoint adjunct faculty to teach specific courses on a part time basis and fix his/her remuneration.

4.4.2 Delegation of Power in terms of financial Powers:

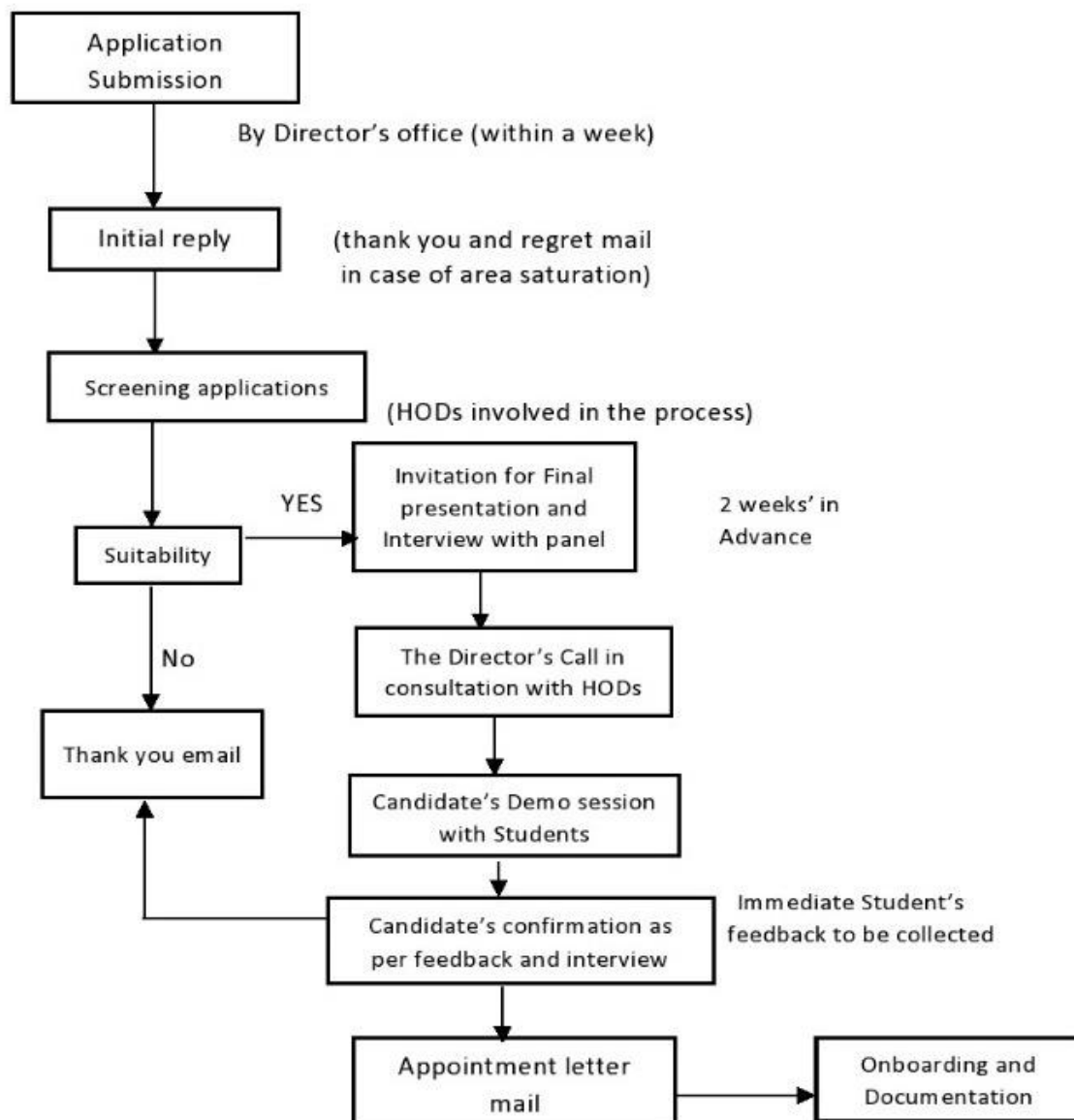
Sr. No	Faculty Chair	Delegation and Utilization of Financial Power
1.	Director	<ul style="list-style-type: none"> ➤ Full time, Adjunct and Visiting faculty payment finalization ➤ The petty miscellaneous expense related to academic events ➤ Expenditure on Faculty industry, consulting, and research visits ➤ Academic-related expenses not exceed more than Rs. 5,00,000

2.	Dy. Director	<ul style="list-style-type: none"> ➤ Adjunct and Visiting faculty payment finalization in consultation with Director ➤ The petty miscellaneous expense related to academic functions ➤ Expenditure on events, research related work etc ➤ Academic-related expenses not exceed more than Rs. 2,00,000
3.	Assistant Director	<ul style="list-style-type: none"> ➤ The expense related to student fest and sport activities ➤ Expenditures on Student's external events ➤ The expense related to student Picnic, festivals, and cultural events ➤ Academic-related expenses not exceed more than Rs. 1,00,000
4.	Admin Head	<ul style="list-style-type: none"> ➤ The expense related to day to day maintenance ➤ Campus-related expenses not exceed more than Rs. 75,000
5.	Department Program Committee	<ul style="list-style-type: none"> ➤ The expense related to visiting faculties for course review ➤ The expense related to external members of the Academic advisory board ➤ The expense to purchase books does not exceed more than Rs. 1,00,000.
6.	Placement Head	<ul style="list-style-type: none"> ➤ The expense related to corporate travel or stay ➤ The finalization of corporate events ➤ Budget finalization for corporate events ➤ Expense on corporate remuneration not exceed more than 1,00,000
7.	Research Head	<ul style="list-style-type: none"> ➤ The expense related to research software ➤ The expense related to FDPs ➤ The expense for supporting faculties for publications and seminars ➤ The expense for international conference ➤ Expense on research related necessities not exceed more than 2,00,000
8.	Library Head	<ul style="list-style-type: none"> ➤ The library head can take approval from the director to purchase the books from the library budget allocated for the academic year.

5. Faculty Recruitment Policy

5.1 Recruitment Process Flow:

Faculty Recruitment Policy



5.2 Different types of faculty positions:**i) Regular Faculty at Professor/Associate Professor/Assistant Professor levels:**

Full time faculty members joining the institute on a regular basis shall be appointed as Assistant Professor, Associate Professor or Professor upon meeting the specified criteria for the regular appointment. The regular faculty will be eligible for salary and allowances as per AICTE and UGC norms.

ii) Contractual Faculty: For teaching specialized courses PIBM have contractual faculties, who teach for two semesters. Dean and Director shall decide the term of appointment.**iii) Adjunct Faculty:** For teaching specialized courses or where there is a shortage of faculty at the institutional level, adjunct faculty shall be considered for teaching a full or part time course. In consultation with the Dean and the Director shall decide the terms of appointment.**iv) Guest Faculty:** Industry or Subject experts shall be invited to take a few sessions (Not more than 20% of regular sessions) and share special expertise in a long duration program. Director shall be responsible for identifying such faculties. They shall be entitled to the payment of honorarium as per the norms.**v) Visiting Faculty:** Professional, practitioners or academicians who are invited by the area to teach one full course or as part of long duration courses will come under this category. They will be paid honorarium as per the PIBM rules. Their lodging and boarding will be taken care by the institute.**5.3 Minimum Qualification and Experience Requirements for Faculty Positions:**

For academic positions, designations, qualifications, experiences and pay scale for various regular positions shall be governed as per the directions from AICTE & UGC, Minimum qualification is given below-

DESIGNATION	QUALIFICATION
PROFESSOR	Minimum years of Teaching/Research/Industrial experience of which at least years should be at the level of Associate Professor in the Institute affiliated to AICTE or UGC

ASSOCIATE PROFESSOR	Minimum 6 years of teaching research/industrial experience, of which at least 3 years should be at the level of Assistant Professor or equivalent. Candidates from industry (Government / PSU/Research Organization) must have experience of 6 years at the level equivalent to Assistant Professor
ASSISTANT PROFESSOR	Minimum 3 years of teaching/research industrial experience (excluding the period of doing a PhD). A fresh PhD may be considered for the position on a contractual basis." Candidates from industry (Government / PS/Research Organization) must have experience of 3 years at the level equivalent to Assistant Professor

Note: For all the above positions, rules applicable for internal candidates will be applicable to the candidates applying through an open position.

5.4 Recruitment Process for Tenure track positions

For the hiring of Tenure Track Faculty posts, an Open Selection System shall be used. The necessary training and experience for various levels must comply with the AICTE;

- The faculty review and recruitment committee (FRC), will periodically shortlist the candidates based on the criteria notified and inputs received from the area with JD.
- The shortlisted candidate shall be given an invitation by the Director/Dean's office for a seminar presentation on a topic of their academic interest.
- Compiled feedback will be placed at the time of the personal interview before the Faculty selection committee (FSC).
- The team of Faculty selection committee will consist of –
 - Director, PIBM – Chairman, Faculty Selection Committee
 - One External Member from FSC
 - Minimum two approved subject experts
- For the selection of a tenure track faculty, criteria shall include the candidate's academic qualifications, academic/industry experience, no. of quality of publications, experience in academic administration and seminar feedback.
- Recommendation letters will be obtained from two referees mentioned by the candidates in the application forms.
- Upon the approval of Chairperson BoG, the appointment letter will be issued by the director.

Below mentioned is the form for Faculty Selection Committee (FSC);

Pune Institute of Business Management			
Interview Rating Sheet			
Name of Candidate			
Position Interview for			
Program (MBA/PGDM)			
Interview Panel			
Date			
S. No.	Characteristics	Rating	Remarks
1	Appearance and Manners		
2	Scholastics Record		
3	Communication & Expression		
4	Job Knowledge & Experience		
5	Intelligence		
6	Initiative and Leadership		
7	Dependability		
8	Final Assessment		
Signature of Panel		1	2
Rating:	A - Excellence		
	B - Good		
	C - Average		
	D - Below Average		
	E - Poor		

5.5 Internal Candidates seeking higher position

The permanent faculty member of PIBM who wishes to be considered for higher position should apply for promotion. Besides meeting the minimum qualification requirement for that position as given below, their performance should be evaluated by the FRC according to the performance criteria stipulated for this purpose.

1. From Assistant professor to Associate Professor
 - A minimum required period of 3 years at the previous position;
 - A minimum total of 6 years of experience (including experience in the organisation)
 - A faculty member has completed the minimum teaching requirement every year. Degree level course feedback ranging above 50% in at least two courses in trailing one-year.
 - At least two ABDC publication in the trailing three years.
2. From Associate Professor to Professor
 - A Minimum required period of 4 years in the previous position'
 - A Minimum total of 10 years' experience (including experience in other organizations);
 - A faculty member has completed minimum teaching requirement every year.
 - Student feedback should be more than 60% on an average.
 - At least 2 ABDC publication in the trailing three years;
 - People with a high level of contribution to academic and administrative activities may be given relaxation in research contribution.

Important –

Any proven case of compromise on personal or professional integrity will be viewed severely, and no increments or promotions will be given irrespective of performance in other criteria.

5.6 Terms and Conditions of Appointment

- a) An appointment letter will be issued only getting final approval from Director's office.
- b) You will be on probation for a period of Six Month(s) from the date of your joining. You will be confirmed in writing after you have completed your probation to the satisfaction of management. However, if no such letter is issued in this regard, your initial probation period shall stand extended automatically. Your services are liable to be terminated at any time during or at the end of probation period without assigning any reason what so ever.
- c) During the period of probation, you will not be entitled to any leave and any absence during the probationary period for whatever reasons shall be absence without leave and no salary shall be paid in respect of the period of absence.

d) You will be expected to adhere to all the rules and policies of the Institute, which may be changed at the discretion of the management from time to time.

e) Your working hours will be such, as may be fixed by the management from time to time.

f) You will be required to effectively carry out all duties and responsibilities assigned to you by your manager/supervisor and others authorized by the Institute to assign such duties and responsibilities.

g) You confirm that you have disclosed fully all of your business interests to the Institute whether or not they are similar to or in conflict with the business (s) or activities of the Institute and all circumstances in respect of which there is, or there might be perceived, a conflict of interest between the Institute and you or any immediate relatives

h) You must not accept for personal benefit any loans, money, gifts, services or other benefits having any value from any person or Institute doing or seeking to undertake business with us.

i) You agree not to undertake any other employment simultaneously or engage in any external activities of a commercial nature without prior written approval of your manager.

j) You must at all times be fair and honest in all your dealings with our employees and our clients/customers. You must conduct yourself in a manner that demonstrates commitment to the highest standards of personal integrity and in ways that respect the reputation and position of trust placed upon you by the Institute.

k) Your conduct at all times must be exemplary and you must not at any point of time engage in or knowingly permit any kind of activity/ behavior that may be construed as irregular business conduct. This encompasses bribery, commission sharing, embezzlement or misappropriation of Institute funds or property, falsification of records or returns, and/or improper usage of Institute facilities and plagiarism of written material / reports of other companies.

l) You must at all times be aware of the image and reputation of the organization and consciously avoid engaging in any behavior that may adversely affect its reputation.

m) Any violation of the provisions hereof or of any other Institute procedure whether documented or emerging from practice, can result in disciplinary action being taken against you, which may result in termination of your employment with or without notice or compensation.

n) This appointment is subject to your being found medically/ physically/ mentally fit by our Medical Officer/ Authorized Medical Officer. The continuance of this appointment is subject to your remaining medically fit.

o) You will not divulge any facts, information, trade secrets, formulas, recipes, correspondence, plans, designs, or working details to anyone at any time during or after the period of your employment.

p) In case of any dispute or found guilty for breach of any of the condition mentioned above, the legal jurisdiction will be at Pune only.

q) You will submit at least two references of reputed persons at the time of joining.

r) You will be required to apply and maintain the highest standards of personal conduct and integrity and comply with all Institute policies and procedures. To this end you shall sign a copy of this Letter of Appointment and such signature is a condition precedent to your acceptance of this letter of Appointment and employment with us. Please further be advised that any breach in the view of the Institute, may result in action being taken against you, which may be criminal or civil action as may pertain to the context and may lead, further, to forthwith termination of your services from the Institute without notice or compensation in lieu thereof. Further, in such an event you shall also forfeit any amounts that may be outstanding and owed to you by the Institute, without prejudicing any right of the Institute to claim any sums being at such time outstanding and owed to the Institute by you.

s) Disclosure of this offer of employment and or your remuneration to any person within or outside the Institute at any time during the period of your service with the Institute shall amount to an act of misconduct which will be dealt as per the provisions of clauses 14 (i.e. notice period) and 19 (i.e. consequences of breach) of the appointment letter.

t) The age of retirement/ superannuation from the Institute is 60 years.

5.7 Superannuation age

After confirmation, the appointee shall continue holding his office until he attains normal retirement age. PIBM follows the superannuation rules and practices as are prevalent in PIBM applicable for Academic Positions and implements the same after seeking the approval of the Board.

5.8 Resignation by Faculty

Faculty members are required to complete the teaching schedules, projects or any other assignments before leaving the institute. In case the time taken to complete the assignment takes a longer period than the stipulated period of notice, such period of notice will stand extended by the time it will take to complete the assignment. A Faculty member may resign from his/her post after giving two months' notice.

6. Non-Teaching Staff Recruitment Policy

6.1 Non-teaching staff Recruitment

Non-Teaching Staff members maybe appointed on a regular position. The qualification, experience etc., shall be governed by the 'Ministry of Education (formerly known as Ministry of Human Resource Development) rules.

6.1.1 Classification of Non-faculty

Group/Class/Level (Pay Band)	Posts
Group 'A' Level 10 & above (PB-3 & above as per 6 th CPC)	Chief Administrative officer, Librarian , Financial Advisor & Chief Accounts Officer , Senior Administrative officer, Administrative Officer, Resident Engineer, Systems Administrator, System Manager
Group 'B' Level 6 to 9 (PB-2 as per 6 th CPC)	Deputy Administrative Officer, Civil Engineer, Assistant Librarian , Assistant administrative Officer, Store & Purchase Officer (Sr Grade), Assistant System Manager, Accountant, Junior Engineer, Junior Engineer(Sr. Grade), Personal Assistant , Assistant Librarian, Office Assistant, Computer Lab/IT Assistant, Assistant Store and Purchase Officer
Group 'C' Level 5 & below (PB-1 as per 6 th CPC)	Junior Assistant, Jr. Library Assistant, Hotel Supervisor, Compounder Nurse(Resident Staff Nurse), Driver, Peons etc

6.1.2 The designation, Scale of Pay and Qualification

Designation and Pay scales for various regular positions as per the current sanction in institute are as follows-

a) Officer Category (Group 'A' Level 10 & above)

i. Chief Administrative Officer

First class or equivalent at the preceding master's degree in management.

Should have a very good academic record throughout and a minimum of 10 years' experience in the relevant field. Upper Age Limit: 45 years

ii. Academic Administrator (Batch Incharge)

First class in MBA degree, with a good academic and administration experience of minimum 10 years of experience.

iii. Librarian

First class or equivalent at the preceding master's degree in Library Science. Should have a very good academic record throughout and a minimum of 10 years' experience in the relevant field. Upper Age Limit: 45 years

iv. FA & CAO

Master's degree or equivalent/ degree in CA/ ICWA with consistently good academic record with a minimum of 10 years' relevant experience. Upper Age Limit: 45 years.

v. IT Head

MCA/B. Tech. in Computer Science with first class or equivalent from a reputed institute. Should have a consistently good academic record throughout and a minimum of 10 years' relevant experience. Upper Age Limit: 45 years.

vi. Finance and Accounts Officer

Graduate with professional qualification of CA/ CMA from the Institute of Chartered Accountants of India or the Institute of Cost and Management Accounts of India. Minimum two years of post-qualification in core accounting experience in Central / State PSU / Government / Semi-Government Organization / Autonomous Body / Private entity. Age: Not Exceeding 30 years as on the last date of the submission of the application. The minimum age limit is relaxable for five years for deserving candidates.

vii. Placement Officer

Placement Officer with qualification MBA/PGDM with good corporate background with minimum 15 years of experience.

b) Non-Officer Category (Group 'B' Level 6 to 9)**i) Administrative Officer**

Master's degree preferably in Management with first class or equivalent from a reputed institute and a minimum of 10 years of relevant experience. Upper Age Limit: 45 years

ii) Academic Administrator (ABI)

Master's Degree or equivalent in any discipline with 60% marks from reputed institutions and a minimum of 5 years' experience in the relevant field. Candidates with higher professional qualifications shall be given preference. Upper Age Limit: 40 years.

iii) Store & Purchase Officer

Master's Degree or equivalent with a consistently good academic record and a degree/diploma in Logistics / Materials Management with a minimum of 5 years relevant experience of working in a government or PSU on a similar profile. Upper Age Limit: 40 years.

iv) Store and purchase officer (Sr. Grade)

Post Graduate Degree, preferably in Management with 60 % mark or B.E / B.Tech./ B. Comm. with Post Graduate Diploma in Material Management with 60 % marks or equivalent grade in both from a recognized Institute / University and 7 years of work experience in Stores and Purchase with at least 5 years of work experience.

vi) Assistant System Manager

Master's degree in Computer Science / IT / Computer Applications or equivalent with 55% marks or equivalent grade from a recognized Institute / University and a Minimum of 5 years of experience in the relevant field.

vii) Senior Library & Information System

Master's Degree in Library Science with 55% or equivalent from a reputed institution and a minimum of 5 years' experience in the relevant field. Experience in working in an automated environment is essential. Upper Age Limit: 40 years.

viii) Hostel & Mess Supervisor

Bachelor's Degree in any Discipline with a diploma in Hotel Management / Hospitalities with 5 years of relevant experience of working in a similar capacity in an institutional set-up. Upper Age Limit: 40 years.

ix) Junior Assistant / Accounts Assistant / Library Assistant / Teaching Assistant

BBA/BCA/B.Com./ B.Lib. or equivalent with 55% marks from reputed institutions and a minimum of 1-year experience in the relevant field. Expertise in Computers and the ability to work in an automated environment are essential. Candidates with higher professional qualifications shall be given preference. Upper Age Limit: 35 years.

c) Non-Officer Category (Group 'C' Level 5 and below)

- i) Driver: 10+2 with 10 years of relevant experience. Upper age limit: 45 years.
- ii) Messenger-cum-Junior Attendant/ Despatch Rider/ Helper, etc: 10+2 with a minimum 2 years' experience in the relevant field. Upper Age Limit: 30 years.

d) Resident Medical Officer on Contract

There may be appointed one resident medical officer under contract with the following qualifications and compensation:

Required Capability: After completing a one-year mandatory internship, the candidate must hold an MBBS degree and a current registration certificate from the Medical Council of India or another state medical council.

Experience: Two years or more of post-internship clinical experience in accredited hospitals or health facilities.

Emoluments:

Tenure: Minimum two-year contract can be extended depending on requirement and performance.

6.2 Procedure for recruitment

- i) For non-teaching staff recruitment, an advertisement shall be prepared based on the requirements for an appropriate level.
- ii) The process of receiving and short-listing applications will be done by the HR Department and Administration head.

- iii) A two-member faculty committee shall be constituted with the administration head in the interview.
- iv) The minutes of the selection committee shall be signed by all the committee members.
- v) The administration department would issue the appointment letter(s) based on the approval.

6.3 Appointing Authority

The appointment of non-teaching staff positions will be carried out by the following selection committee for various categories of employees.

Positions	Committee
Officers Category (Group 'A' Level 10 & above)	<ul style="list-style-type: none"> • Director • 1 Member of BoG • 1 External Expert in the field • 1 Dean to be nominated by the Director • Administration Head • HR head
Non-Officers Category (Group 'B' Level 6 & 9)	<ul style="list-style-type: none"> • 1 Dean to be nominated by the Director as Chairman of Selection Committee • Chief Administrative Officer • 1 External Expert in the field • One Faculty member of the level of minimum Assistant Professor
Non- Officers Category (Group 'C' Level 5 & below)	<ul style="list-style-type: none"> • 1 Dean to be nominated by the Director as Chairman of Selection Committee • Chief Administrative Officer • 1 External Expert in the field • One Faculty member of the level of minimum Assistant Professor

6.4 Recruitment Process

1. Publications in national newspapers, the PIBM website, other websites (national and international), and nominations are all part of the recruitment process.
2. The resume to be shortlisted from Naukri portal and LinkedIn premium account of the institution.
3. Applications that have been gathered in the required format from various sources will be arranged post-wise.
4. The screening will be done by the HR department and departmental heads.
5. The test will be conducted for different position and shortlisting will be done within 7 days of process.

6. All candidates who made the short list will get invitation letters or emails from the Director Office (for Group A) and the CAO (for Group B & C).
7. Invited candidates will appear in front of the selection committee for a personal interview and written test.
8. Personal interviews will be held by the selection committee. The Selection Committee will follow a certain format for recording its conclusions.
9. The CAO will draught minutes based on the candidates' credentials, background, and performance during the interview. The minutes will be signed on the same day by every member of the selection committee.
10. Recommendations of the Non-Faculty Selection Committee (Group 'B' & 'C', i.e. level 9 and below) will be placed.
11. An appointment letter will be issued only after obtaining the final approval from Director and Selection committee.

6.5 Verification process at the time of Joining

The verification process is compulsory for all joining different non-teaching staff positions (Regular / Contract positions on a consolidated scale). The process includes verification of required documents.

6.6 Superannuation Age

The superannuation age for Non-Academic positions is 60 years. The superannuation age for CAO, Librarian is 62 years. Beyond the retirement age of 60 years, officer/staff may be re-appointed on a contract basis not exceeding two years on a need basis after review and specific approval of the Director/BoG.

6.7 Resignation of Permanent Non-Teaching Staff

A permanent member of non-teaching staff may resign from his post after giving three months' notice, which may be waived or reduced by the Director on the merits of the case.

7. Faculty teaching Hours, annual work plan and performance appraisal

7.1 Faculty Annual and semester Work Plan

At the beginning of each financial year, every faculty member would be required to prepare an annual and semester work plan in a prescribed format and send copies to Director and Area Chair and HOD.

All the faculty members in the Area will discuss their work plan in the meeting called by the Area Chair and HOD. The Area will ensure an even workload of teaching, research, training, and academic administration to each area faculty member. In addition, the HOD should also ensure the compliance of total research projects and publications and at the same time, the number of conferences they would like to do for that financial year.

The Director will finalize the engagement chart for the faculties in consultation with the Area Chair and the Area Faculty members.

The Director will review the Annual Work Plan of individual faculty and the area's performance twice a year, i.e., one in the last week of June and the second one in the last week of December every year. The work plan and the report on achievements will form an important part of the appraisal. At the end of each Academic Year, faculty members will prepare a report of how successful, they have achieved their planned work for the year. HODs will reviews faculties every month.

All faculty members are expected to fulfil the minimum requirement of 180 points during the Academic Year. The faculty members who hold any extra responsibility will not get any waiver in the minimum teaching and/or research requirements. Compensation for faculty members holding extra responsibility is already provisioned for.

7.2 Performance Policy PIBM:

It is the policy of **Pune Institute of Business Management (PIBM)** is to provide an annual performance appraisal system that

- (1) Identifies performance goals necessary to achieve the University's mission; and
- (2) Evaluates covered employees' accomplishments toward these goals.
- (3) Raise the Quality of services provided by the PIBM.
- (4) Increase Employee job satisfaction.
- (5) Identify appropriate Training and Development methods.

Scope

PIBM Performance appraisal policy is applicable to all Full Time Faculties and Teaching staff, Non-Teaching staff and only employee on payroll of PIBM. Visiting Faculty, Adjunct Faculty, Part-Time employees. The appraisal process follows the rule of Equal opportunity in accordance with employment law.

Objectives

In establishing this PIBM Performance Appraisal Policy, PIBM seeks to achieve the following objectives:

- Facilitate effective communication between employees and managers/supervisors;
- Ensure employees have a clear understanding of the performance and behaviors expected of them;
- Ensure employees have a clear understanding of how their individual work contributes to achieving the mission of their work unit and institution;
- Ensure employees provide, as well as receive, input into the development of performance goals and ongoing information about how effectively they are performing relative to established goals; and
- Identify and implement opportunities for employee development and discussion of career objectives.
- Increase efficiency through the planning of job duties on an annual basis thereby helping employees improve his/her performance through prior knowledge of the expectations of his/her rater and reviewer.
- Provide information to employees, raters and reviewers for use in work-related decisions such as recommendations for salary increases, promotions, reassignments, demotions, and terminations.
- Provide assistance to management in assigning work and delegating responsibility based on mutual understanding of the employee's skills and abilities.
- Encourage the continued growth and development of all employees.
- Identify areas where improvement is required and Training and Development Needs
- Maintain a Documented history of employee performance.

7.3 Roles and Responsibilities of HR Manager for Performance Appraisal

HR Department is responsible for:

- Setting Sustainable standards.
- Providing advice and guidance to managers on implementing the policy.

- Ensuring that appropriate Training and Development is available for managers and employees.
- Holding the appraisal meeting and appraisal review each year.
- Appraising employees in a fair and objective manner against agreed objectives and action plans.
- Following up actions arising from appraisals.
- Ensuring that a written record of the appraisal meetings is completed.
- Informing employees how the appraisal scheme works and how it will affect them.

Department Managers is responsible for:

- Ensuring each member of staff in their team is clear about what is expected of them.
- Ensuring that new employees have work targets and objectives set as part of induction.
- Meeting employees on a regular basis to review progress.

Employees are responsible for:

- Taking an active role in reviewing their performance appraisal and target setting.

7.4 Performance Appraisal Process

Self-Assessment:

Employees must be informed of the appraisal at least 4 weeks before the appraisal one-to-one meeting. A copy of the appraisal self-assessment form should be given to the employee so the employee has an opportunity to contribute. A copy of the completed self-assessment form should be returned to the manager 1 week before the appraisal one-to-one meeting.

Appraisal Performance:

The manager will use the appraisal performance checklist to prepare for an appraisal meeting by considering what criteria to use to measure employee performance this will set the measure for performance over the next year.

The one-to-one meeting:

The appraisal one-to-one meeting will be carried out in private so as to provide for confidentiality. Sufficient time will be allocated so that the meeting is unhurried and any discussion is properly considered. However, it must be understood by the employee and the manager that information discussed in an appraisal may need to be disclosed to others.

The one-to-one form should be used to record an employee / manager meeting. The manager should complete this form at, or immediately following the meeting,

ensuring that it is signed by both themselves and the employee. A copy will be given to the employee.

▪ **The Appraisal Record**

When an appraisal is completed, it should be recorded using the appraisal form. This form should be completed by the appraiser and countersigned by the employee and the appraiser's manager so the employee is aware of the competencies that are critical for effective performance of that role. A copy of the form should be given to the employee as soon as possible. Employees may use as a last resort EMA grievance procedure to resolve problems as to the accuracy or the fairness of the appraisal.

▪ **Non-Compliance**

All employees have a role to play in enforcing the policy and are required to deal with any observed or reported breaches. Should employees feel apprehensive about their own safety in regard to addressing any breach, they should seek senior management support.

Failure to comply with this policy may lead to a lack of clarity over job role, learning needs or expected standards of performance, resulting in reduced effectiveness or efficiency, underperformance and putting service delivery at risk. Any member of staff refusing to observe the policy will be liable to disciplinary action in accordance with EMA's Disciplinary Policy up to and including dismissal.

7.5 Implementation of the Policy

Overall responsibility for policy implementation and review rests with PIBM HR Department and Senior Management. However, all employees are required to adhere to and support the implementation of the policy. HR Department will inform all existing employees about this policy and their role in the implementation of the policy. They will also give new employees notice of the policy on induction.

7.6 Annual Appraisals

- Each department will follow either a calendar or academic year cycle and determine their internal timelines based on HR guidelines. The appropriate timeline should be shared with the staff prior to the start of the evaluation process.
- All staff and employees must receive an annual written Performance Appraisal. Supervisors may determine the timing of the annual performance cycle based on the needs and work cycles of their respective department. The two common timelines are as follows:
 - **Academic year cycle (mention the time)**
Goal setting generally completed in the first quarter
Performance appraisals completed, reviewed and finalized (all signatures obtained) by (mention the time) Last Quarter.

7.7 Steps in Conducting appraisal process for academic and non-academic Staff both

Performance appraisal involves an evaluation of actual against desired performance. It also helps in reviewing various factors which influence performance. Managers should plan performance development strategies in a structured manner for each employee. In doing so, they should keep the goals of the organization in mind and aim at optimal utilization of all available resources, including financial. Performance appraisal is a multistage process in which communication plays an important role

Step 1: Creating a Performance Plan

- The basis of an effective performance plan is developing and communicating clearly defined performance expectations to assist the staff member in understanding how the duties and responsibilities should be performed.
- Performance expectations should focus on end results not just activities. Expectations for the appraisal cycle should be communicated in the performance appraisal (e.g., in the Goals/Project/Responsibility section of the appraisal).
- Inform the staff member of the performance appraisal period and that he/she will soon be receiving a Performance and Staff Development Plan. The goals and activities in this plan must be discussed between the employee and the supervisor.
- Describe the key goals, projects and/or responsibilities the staff member will have for the coming appraisal cycle in the Goal Sheet. This occurs in the beginning of each performance year.

Step 2: Acknowledging the Plan

- In this stage the employee will review the plan i.e., Goal Sheet and consult the supervisor if he/she has any questions. Then it is important for the employee to acknowledge and commit to the plan.

Step 3: Timely Performance Feedback

- Managers/supervisors shall meet with each employee periodically to review goals, assess progress, and, as applicable, clarify or redefine expectations for the remainder of the cycle.
- Additionally, there are specific events that will require an off-cycle review session to be performed. Communication shall occur throughout the cycle on employee progress toward meeting goals.

Step 4: Conducting Annual Performance Appraisal process

- Self-appraisal form will be circulated with employee in order to rate themselves against the Key Performance Indicators (KPI's) and then further rating will be given by Immediate Supervisor, Head of the Department and Top Management.
- The purpose of the annual performance appraisal at the end of the cycle is to provide an opportunity for the manager/supervisor to meet with each employee to review performance results and assign a final overall rating for the cycle.
- Managers/supervisors shall not submit final overall ratings for employees until an annual performance appraisal, supported by ongoing performance documentation, has been completed in compliance with this policy.

Step 5: One to One Performance Appraisal Meeting

- After Completion of Performance appraisal process rating Feedback session will be conducted where One to One Meeting for discussion of Goal achievement is done.
- This meeting involves Discussion about the Goals and Objectives accomplished and criticism points on side of employee and identification of Training needs for the same.
- Also, depending upon the rating scored by the employee during the performance appraisal process, Salary hike will be provided in the Basic Salary component.

Step 6: Development of performance:

- The last stage of performance appraisal is 'development of performance,' or professional development, by providing opportunities for upgrading skills and professional interactions.
- This can be done by supporting participation in professional conferences or by providing opportunities for further study. Such opportunities can also act as incentives or rewards to employees.

7.8 Important points for Employee Performance Appraisal

- All employees are encouraged to submit a self-appraisal form.
- Along with the Self-appraisal form employee need to submit the task and the goals achieved during the prescribed year and should submit it to immediate supervisor for further assessment purpose.
- Supervisor, further should provide numerical rating supported by supervisor's comments.

- Supervisor should submit the appraisal form further to Head of the Department and HOD also should rate the performance of the employee on the basis of prescribed standards.
- HR Manager will organize the one-to-one meeting of every employee with HOD and the Top Management and will review and discuss the employee's performance and further negotiations of salary hike will be made.
- All employees and staff will be appraised on a scale of 1-5 (whole numbers only).
- No other scale may be substituted. The definitions of these numbers are:

5 = Outstanding: Performance during appraisal period was consistently exceptional, significantly exceeding all expectations for the position.

4 = Exceeds Expectations: Performance during appraisal period met all expectations and frequently exceeded some expectations for the position.

3 = Successful/ Meets Expectations: Performance during appraisal period effectively fulfilled all expectations for the position.

2 = Does Not Meet Expectations: Performance during appraisal period met some, but not all expectations for the position. Performance improvement process should be initiated or continued. **1 = Unsatisfactory:** Performance during appraisal period consistently failed to meet minimum expectations for the position.

Individual lacks or did not apply knowledge, skills or behaviour expected for the position. Performance documentation process (e.g., written warning, Performance Improvement Plan) should be initiated or continued.

This rating is not to be used for employees new in their position, see "NA" rating below.

NA = New: Individual has not been in position long enough (at least six months) to fully demonstrate the competencies required for the position. This appraisal is provided for feedback purposes.

7.9 Appraisal Cycle

- The Performance of all employees will be reviewed on an annual basis.
- The appraisal cycle will run from 1st May to 1st June of every year.
- The performance review of the last cycle and objectives for the next cycle will be completed for all faculties by 1st April only.

PUNE INSTITUTE OF BUSINESS MANAGEMENT

KRA & KPI for teaching Staff

Sr No	Area of Job	What to do	When to do	How to do	Who will check	Weightage (%)	Self-Appraisal	HOD Appraisal	Deputy Director and HR Appraisal	Director Appraisal
1	Teaching					40%				
	a	Course design and development	1. Mapping the course with POs and Cos	15 days prior to the semester start. (June & December)	Conducting Review by Empaneled Expert Faculty	Empaneled Faculty reviewers and Director will review the course/s designed by faculty and approved by HODs	15%			
			2. To build problem solving skills, knowledge and attitude in students							
	b	Course Delivery	To check if the course delivered as per plan	2 months after the semester start	By conducting case studies on subject	Empaneled Faculty reviewers will conduct these case studies	10%			

	c	Class Participation	To check students participation in the class	During semester	By taking the class participation report from ERP	Respective HOD, Deputy Director and Director	5%				
	d	Assessment	To prepare 3 sets of mid-term model papers	Before 15 days of midterm exams	Focus on PO&CO assignment and focus on problem solving skills	Empaneled Faculty Reviewers	5%				
	e	Students Feedback	To take students feedback by online	2 times during the semester	Feedback committee will conduct online feedback survey	Respective HOD, Deputy Director and Director	5%				
2	Mentoring						30%				
	a	Mentor Activities	Mentoring activities as directed by HOD and Deputy Director	During semester	HOD will share the checklist	Respective HOD, Deputy Director and Director	10%				
	b	Students performance in exams	Performance in midterms and final	After 2nd, 3rd and 4th semester	% increment in current exam's score	Respective HOD and Deputy Director	5%				

			semester exams		over last exam's score						
	c	WIP and SIP performance	Relative performance in internship	after SIP and live project result	% increment in internship over last score	Respective HOD and Deputy Director	5%				
	d	Placement Result of mentees	Mentee placement performance	Sep to March	% of mentees placed and average package they secured	Deputy Director and Director	5%				
	e	% of non-compliant behavior of mentees	Non submission or disciplinary issue record maintaining	During the academic year	No. of incident reported by Batch Incharge	Deputy Director and Director	5%				
	Research (Alteast 2 need to be chosen in the below list)						20%				
3	a	Research Paper	Alteast 2 research papers to be published in Scopus or ABDC listed journals	During academic year	Research paper selection should be declared on respective journal's	Research HOD, Deputy Director and Director					

					official website						
	b	Research Conference	Need to present papers at least 2 research conference at top 30 colleges listed in NIRF Ranking or top 200 international institutes as listed in QS World Ranking	During academic year	Participation certificate need to be submitted as a proof	Research HOD, Deputy Director and Director					
	d	Mentoring to faculties for research	To mentor other faculties to publish papers in international journals	During academic year	Research paper selection should be declared on respective journal's official website	Research HOD, Deputy Director and Director					

	e	Book publication	Need to publish 1 book under renowned publication and 1 manual publication as per institute standard and requirement	During academic year	Physical proof of published book or manual	Research HOD, Deputy Director and Director					
	f	Consulting and FDP	To do institute approved MDP, consulting project or FDPs	During academic year	Physical proofs need to be submitted.	Research HOD, Deputy Director and Director					
	g	Industry or social research	To do institute sponsored research on social problems or Industry related issues	During academic year	Physical proofs need to submit	Research HOD, Deputy Director and Director					
4	Institute building activity						10%				



	a	Admission activity	As per plan	During academics year	planned vs actual	Director					
	b	Placement outreach	As per plan	During academics year	planned vs actual	Director					
	c	Organizing conference or event	As per plan	During academics year	planned vs actual	Director					
	d	Other as instructed by the institute	As per plan	During academics year	planned vs actual	Director					
Overall percentage achieved											

8. Faculty succession planning

8.1. Growth Avenues for Faculty Members

- i. Appointment of Dean (Academies) and Dean (Planning & Research)- Any Professor may be appointed as Dean by the Director depending upon his administrative leadership in the academic community and his commitment and interest after consulting the faculty members.
- ii. Appointment of Area Chairperson- After consulting the Area faculty members, any faculty member may be appointed as Area Chairperson by the Director.
- iii. Presenting Papers at National/International Conferences- Faculty members are encouraged to present their papers in National/International level conferences. The following guidelines are applicable for conferences:
 - a) A faculty member on a tenure track appointment may attend one international conference per year after completion of one year. In contrast, a faculty member on contract may present a paper in one International Conference in two years after completion of one year.
 - b) However, a faculty member will get an additional opportunity to present a paper in International Referred Conference every time he publishes in 'A' Class Journals. To attend any conference, a faculty member has to seek prior approval from the Director.
- iv. Professional Membership- A faculty member can use Faculty Development Fund to become a member of three International Professional Bodies / Associations.
- v. Faculty Development Programmes- Faculty members on Tenure track positions are nominated to attend Faculty Development Programmes abroad after completion of one year.
- vi. Faculty Exchange Programmes-Faculty gets an opportunity to teach and do a joint research project with partner institutions/universities under the faculty exchange programme.
- vii. Research Support Scheme- PIBM provides the grant to carry out research projects.
- viii. Many other avenues are available. Details are given in Faculty Development Policy.

9. Non teaching staff performance appraisal, succession planning and promotion

9.1 Performance Appraisal

All personnel in the Officers' category or equivalent (Group "A," i.e., Level 10 and above) are obliged to complete an Annual Performance Appraisal Report at the beginning of each year, which is then submitted for examination and approval at the Director's level.

The relevant reporting officer/HOD will fill out and complete the appraisal form for the other non-officer categories (Group "B" and "C," or Level 9 and below), and then submit it to the Director.

9.2 Succession Planning for Non-Teaching Staff

1. The employees of the non-teaching positions may be encouraged to attend national/international programs / Training Programs / Computer Training Programs / Seminars relevant to PIBM's growth and development. The relevance of these programs/training to PIBM would be judged by the Director / Concerned Dean / GENERAL MANAGER.
2. Though PIBM, within its own resources, shall help staff acquire new knowledge and skills, that may not be sufficient, and those employees who are willing to take up higher education are encouraged to do so, especially if the education so acquired is directly connected with PIBM activities. The employees of the non-teaching positions are also encouraged to develop to their fullest potential and character, capacity, performance and achievements. PIBM will provide the following facilities:
 - a. Reimbursement of 50% of tuition fee or full fees to Group 'C' employee's child education.
 - b. Flexibility hours of working in the Institute
 - c. Special Casual Leave during the days of examination.
 - d. Those who qualify in the final examination be considered for an accelerated promotion scheme, and pre-requisite experience be relaxed by one year.
3. The non-teaching employees must be encouraged to attend short duration capsules conducted by the Institute of Public Administration and similar Industries / PSUs, which impart training on administrative matters.
4. Family members of staffs are provided the additional training/workshop on Stress Management, Personal Financial Planning etc.
5. Housing Facility with Family is given to all 'C' Category staff with any additional charges.
6. Food is provided to all staff.

10 . Faculty Development Policy

Executive Summary

If a faculty member has earned at least 180 points during the academic year, PIBM will support and encourage them through a well-structured Faculty Development Policy. This policy calls for the establishment of a Faculty Development Fund, financial incentives for high-calibre research publications in peer-reviewed journals, faculty nominations for teaching and collaborative research positions at various business schools around the world through faculty exchange, and faculty nominations for conferences with reputable FDPs.

The Faculty Development Policy's specifics are as follows:

10.1. Faculty Development Scheme-

10.1.1. Faculty Development Scheme for Regular Appointment

PIBM has created the 'Faculty Development Scheme to take care of the research and development of faculty members. This scheme will include the following:

A. Research Financial Support Scheme

The Institute encourages faculty members to carry out high-quality research and publish in classified journals. The research support scheme is intended to fund early-stage, well-thought-out research proposals with well-defined deliverables from regular faculty members of PIBM. Faculty members have to submit a detailed proposal of their research project to avail benefit of this fund in the prescribed format. The amount that any specific research project will be allocated will be based on the evaluation of the research proposal submitted. It is expected that the research proposal will result in publications in classified journals.

B. Research Funding up to Rs.3 Lakhs

Faculty members who have completed one year of service in a regular position at PIBM can benefit from the money of up to Rs. 3 Lakhs to conduct their research project. Faculty members will have to submit a detailed proposal of their research in the prescribed format to the Chairman (Research) to avail the benefit of this fund. The Research Committee of PIBM will evaluate the proposal and recommend such a proposal to the Director for approval.

C. Presenting papers in conferences around the world

Once a year, faculty members who have worked for PIBM for at least a year can present their research papers at international refereed conferences.

- D. Every time a faculty member publishes in *A'-Class Journals, they will be given the chance to deliver a paper in an international refereed conference. The participation cost, TA/DA (in accordance with Institute policies), and Visa fee, if any, will be covered by the Institute, and the faculty member will be recognised as being on official leave for the period of the seminar or conference plus travel days.
- E. The faculty members may use this in addition to their three-year, Rs. 3 lakhs Cumulative Professional Development Allowance (CPDA) for attending internationally recommended conferences.

10.2. The incentive for Research & Case Publications**10.2.1. Incentive for Research Publications**

Faculty members will be provided with one research day on campus to progress in their research work

Type of Publication	Indexing	Incentive
Book publication	Publisher (Top Publisher as mentioned in Research policy)	Rs. 25, 000
Book Chapter Published	Scopus	Rs. 15, 000
Research paper Publication	Scopus	Rs. 15,000
	ABDC A	Rs. 50,000
	ABDC B	Rs 35,000
	ABDC C	Rs. 15,000
Patent Published		Rs. 10,000
Patent Granted		(Will be decided as per the value of the patent)
Conference Research paper presentation (1 conference in a year)	Institute will sponsor the expenses related to conference such as registration, accommodation and transport (as mentioned in research policy)	

10.2.2 Incentive for Case Publications

Type of Publication	Indexing	Incentive
Case publication	Publisher Scopus	Rs. 15, 000
Case Published	Harvard and Ivey	Rs. 50, 000

10.3 Nominating Faculty Members to Faculty Development Programme

10.3.1 International

PIBM will nominate regular faculty members of PIBM in Harvard Business School or IIMs, IITs school of similar standing for the Faculty Development Programme.

The process to be followed for nomination:

The following process is followed for nominating the faculty members to HBS or any top business School in the World:

- i. Mail is sent to all regular faculty members
- ii. Interested faculty members may send their willingness by the prescribed date through Dean Planning & Research). In case of unavailability of the Dean (Planning & Research), the willingness may be submitted to the Director.
- iii. Selection for nomination to be based on the following criteria:

1	Research (through publications, Conference and Projects)
2	Teaching (Doctoral Programmes)
3	Training and Consulting (MDP and Consulting Assignments)
4	Institution Building (Administration, participation in institute academic activities and otherwise)

A committee comprising the Chairman, HR Committee, Director, and one external expert of the level of Professor from IIM/IITs will carry out the process.

General Rules:

- Faculty members must submit a detailed report after attending FDP and submit a copy of the material to Research Office for official records.
- They are required to give a formal presentation to Faculty Council after returning from the programme and share their experience with all the faculty members.
- In case faculty members leave PIBM within one year after attending the programme, they must refund all the expenditures incurred by PIBM for the said programme.

10.3.2 National:

Nominating faculty members for Faculty Development Programme organized by IIMs / ITs / other top business schools in India

Process followed for nomination:

The following process is followed for nominating the faculty members to FDPs at the national level:

Interested faculty members send their willingness through Dean (Planning & Research). In case of unavailability of Dean - Planning & Research, the willingness may be submitted to the Director.

11. Guidelines, Rules and procedures for Management Development Programmes

Broad Understanding

PIBM include their faculties to develop management development programme which helps in improving managerial decision making by creating and transmitting knowledge which creates a positive impact on the company performance. In terms of delivering the management development program, PIBM ensues the concerned faculty having relevant experience and knowledge in various business and organizational context. The aim of management development program is to improve the skill of the participants which prepare them to face the global challenges. PIBM offers the program at senior, middle and lower level management participants.

PIBM offers the following programmes:

11.1. In-Company Programme

The Institute offers tailor-made in-company executive development programs for executives for middle and senior-level management of different organizations, including private sectors, public sectors and Government.

11.2. Management Development Programme

PIBM offers Management Development Programs in different areas in engagement to reflect the evolving realities of business and management practices. The MDPs will allow participants to exchange ideas and gain insights from a diverse range of peers.

11.3. Advanced Management Programme

PIBM offers Advance Management Programme to amplify their leadership experience and their impact on the organization in an increasingly uncertain and complex business world.

11.4. Broad Guidelines for Offering Executive Education

Excellence in Executive Education contributes to the brand recognition of the school and benefits the Institute in terms of bridging the industry-academia interface, practitioner's insights to the faculty, attracting good quality faculty, dissemination of rigorous and relevant education the postgraduate students. Only those Programmes which provide insights into organizational problems would consider. This selection would imply that the Institute will adopt a selective approach against entertaining every request from a client organisation.

An appropriate balance between teaching, research, training, and consulting is to be achieved. Excessive time spent on one of the activities at the cost of any of the other activities would not be desirable for the Institute or individual faculty members. Secondly, consultancy and/or professional activities that may adversely affect faculty involvement in the Institute's education, research, and training activities would not be entertained.

11.5. Rules for In-Company Programmes

The following rules will govern all programmes

- i) All the In-Company Programmes will be undertaken in the name of the Institute. This condition will also apply to cases where the client may approach an individual faculty directly.
- ii) When the client organization approaches the Institute, the Director, in consultation with the Dean, will nominate a Key Account Management Group comprising at least two faculty members to interact with the organization to understand the training need of the organisation.
- iii) A suitable proposal to Director/Dean to be made by the program coordinator, who, after scrutiny, will send the proposal to the client organization. Proforma for budget and expense sheet.
- iv) Once the client organization accepts the proposal, an MoU will be signed between the client organisation and PIBM. The director or his nominee will sign the MoU on behalf of PIBM.
- v) Each programme will have 2-3 Programme Directors.

11.6. Nomination of Programme Directors & Delivery

In conjunction with the Dean, the director will choose the director(s) for each programme. The following factors are used to determine the programme directors:

- A. The client's unique requirements and requests.
- B. Faculty knowledge in a certain field, industry, or subject.
- C. The participants' seniority
- D. Faculty workload
- E. Faculty's willingness and interest
- F. Opportunity is given to new faculty/faculty with less/ no experience to work with senior/ experienced faculty.
- G. Programme Directors are chosen on a rotation basis so that each faculty member gets a fair chance to do the programme

Sponsored Programmes:

- The sponsored programmes are offered at the request of a particular organisation, and they are designed with that organization's participation in mind. A sponsored programme may take place on or off campus, as well as at the corporate campus.
- All programmes received by the Institute, whether directly or through an Institute faculty member, shall be considered sponsored programmes.
- Each certificate programme will be considered a sponsored programme.

Basic Rules of the Programmes

- i) Each sponsored programme will have two programme directors. Following confirmation of faculty members' consent, Chairman EE & C will choose the programme directors, and the Director will approve them. Every month, EE & C meetings will be held to ensure the efficient operation of sponsored programmes.
- ii) One session each day's honorarium is given to the programme directors. If there are many programme directors, the honorarium will be distributed fairly. For certification programmes, the PD's honorarium cannot exceed 30 (thirty) hours.
- iii) For both open and sponsored programmes, there is no revenue sharing among the instructors.
- iv) All sessions can be made profitable. An hour is equal to one session.
- v) An honorarium of Rs. 6,500 will be given for each session.
- vi) In open programmes, at least 30% of the sessions must be taken by PDs. vii No more than six hours should be spent in class each day. Two syndication sessions are the most that can be used for a week's worth of programming. The Programme Director may decide to have further syndication sessions with a smaller group.

11.7. Difficulty Resolution

In case any difficulty is experienced or confusions arise on some matters, those may be brought to the notice of the Dean for effecting any change/modification that may be necessary from time to time.

However, if substantive changes become necessary, the same must have the concurrence of the Director.

12. Guidelines, Rules and procedures for Consultancy & Professional Activities

12.1. Broad Understanding

Consultancy and professional activities are the integral parts of education, training, and research activities both of the Institute as well as of individual faculty. PIBM focus on consulting projects and motivate its faculties to do more consulting projects. The objective behind undertaking consultancy and professional activities is to help improve management systems in various work organisations and acquire insights into knowledge application and problem-solving. It is envisaged that learning derived from consultancy and/or professional activities would be used in classroom teaching and training sessions and publication and research.

With this broad understanding in mind, the following guidelines are developed to facilitate the undertaking of various consultancy and other professional activities.

12.2. Broad Guidelines

- 1) Only those assignments which provide insights into organisational problems would be considered. This choice would imply that the Institute will adopt a selective approach against entertaining every request from a client organisation.
- 2) An appropriate balance between teaching, research, training, and consulting is to be achieved.
- 3) As far as possible and practicable, a problem dimensioning exercise would be undertaken prior to sending any detailed proposal and final acceptance of the assignment.
- 4) Excessive time spent on one of the activities at the cost of any of the other activities would not be desirable for the Institute or individual faculty members.

12.3. Definitions

- All work of the nature of organisational problem solving for which payments are received from the client system would be defined as "Consultancy".
- Casual lecture assignments in various organisations, for which payments are received, would be considered as "Professional Activities".
- Engagements as Guest Faculty in organisations of repute, occasional talks which are remunerative, participation in selection committees, Board Membership meetings etc., will be counted as "Professional Activities".
- However, funded research projects, for which no remuneration will be received, will not come under the purview of either consultancy or professional activities. Also, assignments such as examinership of reputed Institutions or universities will be treated separately.
- The assignments of In-House Training Programmes accepted by individual faculty members on their own account involving more than four hours of external lectures on a single day, or lectures spanning more than one day, shall be called

Consultancy Training and shall be treated like consultancy. Such assignments shall not be treated as casual/occasional lectures.

12.4. Rules and Operating Procedures

The following rules will govern all consultancy and professional activities.

- i) All consulting projects will be carried out under the institute's name. These guidelines will also apply in situations where a client may speak with a particular faculty member directly.
- ii) A faculty member is only allowed to engage in consulting or professional activities for a maximum of 52 working days per year. Subject to meeting all academic, scientific, and administrative standards of the Institute, the Director may, at his or her discretion, permit faculty members to work as consultants for up to 70 days after the first 52-day period.
- iii) The Dean, in cooperation with the Director, shall name a faculty person or group of faculty members to interact with the client organisation to grasp the dimension of the project.
- iv) After that, the participating team would create a good proposal. The proposal will be forwarded by the team leader to Dean, who will then deliver it to the client organisation after careful review.
- v) The Dean will be the point of contact for the client organisation from the proposal has been given to the client organisation until the proposal has been accepted and the client has made the required upfront payment.
- vi) After receiving the upfront payment, Dean will notify the project team through the team's leader and ask them to get to work. The team leader must complete the required form and submit it to the director for official approval through the dean.
- vii) The Director's Office will transmit the form to the Dean's Office for project numbering after receiving the Director's approval. The Dean's office will send one copy to the account office, one to the project leader, and one to the Director's Office after allocating the project number while keeping the fourth copy.
- viii) Once the project is underway, Dean will receive approval requests for any costs that need to be expended related to the assignment and for which there are budgetary allowances.
- ix) Retainership-style assignments are likewise acceptable, provided that they don't last longer than 24 days per year or more than two days per month. The minimum daily fee that can be charged for a retainership assignment is Rs. 50,000.

12.5. Consultancy Report

Normally the consultancy report of the faculty to a client would be treated in confidence and will not be available to anyone except Dean/Director for perusal and records. As Such, a copy of all project reports should be submitted to the Dean's office.

13. Non-Teaching Staff Development Policy

13.1. Non-Teaching Staff Development Scheme

The Non-Teaching Staff personnel are encouraged to develop to their fullest potential and character, capacity, performance, and achievements.

- i) We allow non-Teaching staffs for higher studies (part-time courses) and professional training.
- ii) Multidisciplinary skill development.
- iii) Flexibility hours of working in the Institute
- iv) Special Casual Leave during the days of examination
- v) Management programs
- vi) Cross functional training

13.2. Policy for Employee Award

- i) In the non-faculty categories, the Best Employee Award Scheme is operational and will be announced every year before the Convocation
- ii) The criteria for governing the Best Employee Awards are evolved by a Committee of Dean, one Senior Professor and Administrative head for Non-Faculty Awards.
- iii) The employee should have completed one year in the service.

13.3. Bereavement allowance

The HR policy & Service Rules include a policy on granting ex-gratia financial assistance to employees. The objective of this policy is to provide relief to the family of such employees, to tide over the crisis brought about by the sudden death/incapacitation of the earning family member and to offer immediate financial assistance and succour to the distressed family to recover from the (unexpected) deprivation of the income of the breadwinner. Board approved grant of ex-gratia financial assistance of Rs. 2-5 lakhs to the next-of-kin within 15 days of death of employee which will include both faculty and non-faculty and entire child education of the employee.

14. Leave, Holidays and Vacation Rules

Working Hours:

- The working hours in the Institute is 9.00 A.M. to 6.00 P.M. from Monday to Saturday with half an hour lunch break between 1.00 P.M. to 1.30 P.M. However, faculty members and academic staff are required to be present as per the class schedule.
- Depending upon the requirement, officers and staff may be asked to serve in different shifts and on weekdays as per requirements.

14.1. Total yearly Leave

PIBM offers total 30 leaves to the faculties and staff which are divided into different leaves such as;

14.1.1. Casual Leave:

Casual leave admissible to a Faculty/Non-Teaching Staff for eight days for a calendar year subject to the following conditions:

- Sundays and Holidays falling during a period of Casual Leave are not counted as part of Casual Leave.
- Casual Leave can be taken while on tour, but no daily allowance will be admissible for the period.
- Casual Leave can be taken for half day too.
- Individuals appointed and joining duty during the middle of a year may avail themselves of casual Leave proportionately.
- Casual leave cannot be accumulated, and leave not availed during any calendar year shall Lapse at the end of that year.
- The leaves can be earned if anyone doesn't take any leave.
- Before taking leave the employee has to take prior approval from HOD and Director.
- One team member to be made responsible for the work during the leave period.

14.1.2. Sick Leave:

Sick Leave admissible to faculty /Non-Teaching staff for seven days for a calendar year on the sickness of the employee. The employee has to report to the reporting head through phone call and mail regarding sickness.

14.1.3. Paid Leave:

Paid Leaves are admissible to faculty/Non-teaching staff for fifteen days for a calendar year. The employee can avail 15 days at one time in a year. The leaves will be approved by reporting head, HOD and Director.

14.2 Maternity Leave

Admissible to married/unmarried female employees during:

- A. Pregnancy - 180 days - Admissible only to employees with less than two surviving children.

- B. Miscarriage/abortion (induced or otherwise): A total of 45 days in the entire service. Admissible irrespective of the number of surviving children.
The application should be supported by a certificate from the Doctor.
- The leave is not debited to the leave account. It is granted on full pay. It may be combined with leave of any other kind except casual leave.
 - Any leave (including commuted leave up to 60 days and leave not due) may be taken without a medical.
 - Certificate for up to one year in continuation except casual leave.
 - The leave Counts as service for increments.
 - The leave is not admissible for threatened abortion.

14.3 Paternity Leave

Male employees of the Institute with less than two surviving children can avail themselves of this leave. The important norms of this leave are:

- Duration - Fifteen days during the confinement of his wife.
- Leave Salary - Equivalent to last pay drawn.
- Not to be debited to the leave account. It may be combined with any other kind of leave except casual leave, as in the case of maternity leave.
- Not to be refused normally.

14.4 Sabbatical Leave

The following norms will be followed for the grant of Sabbatical leave to the faculty.

- A minimum of six years of continuous service as faculty is essential.
- The maximum period of Sabbatical Leave will be one year, inclusive of vacation.
- The Sabbatical leave may be granted for any one of the following purposes:
 - to conduct research
 - to write textbooks or other related works.
 - Any other purposes as approved by the Institute.
- The grant of Sabbatical leave would not be automatic, but the Institute will have to consider various other aspects before approval of the grant of Sabbatical Leave.
- While on Sabbatical leave, a faculty member should not accept any other employment outside. However, if he/she wants to spend his/her sabbatical leave in Pune will be allowed to use the office, provide reasonable secretarial help (normally half of one's regular entitlement). Further, if the concerned faculty member desires to participate on a limited basis in teaching programmes while he/she is on leave, he/she may be allowed to do so without giving him/her any additional honorarium. Such teaching involvement would, however, be minimal.
- No faculty member is permitted to do consultancy while on sabbatical leave.

14.5 Study Leave /Fellowship/Post-Doc Programme/Training

When an employee applies for study leave to pursue further study/ Fellowship/ Post-Doc Programme/ Training, it is considered that this has a direct bearing on subjects with which the Institute is concerned. The study or training will, as a consequence, serve the interest of the Institute, although not to the extent of placing him on deputation, the employee may be granted this leave under the following terms and conditions:

- The Institute will not ordinarily pay for the travel of the employee.
- Study leave will not be debited to the leave account of the employee.
- The leave salary during study leave will be as decided by the Director.
- The total period of the leave so sanctioned should not normally exceed twelve months and may be granted only if the employee has rendered more than three years' continuous service. This condition may be relaxed in special circumstances, and a shorter period, in no case less than two years, maybe accepted as minimum qualifying service.
- Study Leave may be taken in combination with earned leave.

14.6 Leave Sanctioning Authority

The sanctioning authority for various categories of employees is as under:

Category	Sanctioning Authority
Faculty/Officers	Director
Other Staff & Below	Chief Administrative Officer/Respective Activity Heads

- No employee shall leave the station of posting without obtaining prior permission from the Leave Sanctioning Authority as applicable in his / her case.

14.7 Leave Without Pay (LWOP)

A faculty member who avails themselves of study leave or sabbatical or any other leave other than CL, EL, and ML is required to produce documents/certificates related to his relieving from the host organizations, subject to the satisfaction of the Director.

15. Medical Scheme

15.1. The rule for outdoor and indoor medical treatment for self and dependent family members of the employees of PIBM.

OPD:

Medical treatment up to Rs. 15,000/- per annum will be reimbursed for Out-Patient treatment for self and dependent family members on production of doctor and supporting bills. The claim beyond this amount of Rs. 15,000/- will be subjected to TDS Deduction.

Indoor Treatment:

For indoor treatment Institute entered an MoU with Care Health Insurance company for "Group Medical Policy" which is renewed periodically. The 'Group Medical Policy' covers all Faculty and Non-Teaching staff of the Institute and their dependent family members for a total cover of 3 Lakh per annum. Group Medical Policy is arranged for faculty and non-teaching of PIBM on regular service.

15.2. Medical facilities on the Premises of PIBM

Medical Consultants are appointed by the Institute for medical consultancy & preliminary treatment of students and employees. They are available in the Institute from 10:00-1:00 on the days mentioned in the table given below:

Sr. No.	Doctors Speciality	Visiting Hours	Visiting Days
1	MBBS	From 10 AM to 1 PM	Monday to Saturday

MoU has been signed with nearby 3-4 hospitals. The entire OPD facility is available in campus.

16. Children Education Allowance Scheme

Under the Scheme of Children Education Allowance, reimbursement can be availed by Faculty and Non-Teaching employees for up to a maximum of 2 children.

- A. Children's Education Allowance and Reimbursement of Tuition Fee, which was hitherto payable separately, will be merged and will henceforth be known as the Children Education Allowance Scheme'.
- B. Reimbursement, as indicated above, will be applicable for expenditure on the education of school-going children only, i.e., for children from class nursery to twelfth, including classes eleventh and twelfth held by junior colleges or schools affiliated to Universities or Boards of Education.
- C. Henceforth, the Children Education Allowance reimbursement shall not be linked with the child's performance in his class. In other words, even if a child fails in a particular class, the reimbursement of the Children Education Allowance shall not be stopped.
- D. Reimbursement for the following items can be claimed under this Scheme:
 - a) Tuition Fee, admission fee, laboratory fee, the special fee charged for agriculture, electronics, music or any other subject, Fee charged for practical work under the programme of work experience, the fee paid for the use of any aid or appliance by the child, library fee, games/sports fee and fee for extra-curricular activities. This list also includes reimbursement for the purchase of one set of textbooks and notebooks, two sets of uniforms and one set of school shoes which can be claimed for a child in a year. The annual ceiling fixed for the Children Education allowance reimbursement is Rs.12000/-.
 - b) In case both the spouses are employees, only one of them can avail of reimbursement under Children Education Allowance.
 - c) Reimbursement would be made on the submission of original receipts based on self-certification by the employee.

17. Housing Rules

The Institute will provide a semi-furnished housing facility to the Faculty and Non-teaching staff upon request, subject to the availability of houses. The residential units on the campus will be made available to the Faculty and Non-teaching staff, subject to availability and norms laid out for allotment.

- A) For Faculty, all the campus houses are identical in size and are allotted in order of seniority determined by the date of joining of the faculty.
- B) For Non-Teaching staff, the campus houses are of two types: Type-I and Type-II. The campus houses are allotted to Non-Teaching staff as per the cadre and in order of seniority determined by the date of their joining.
- C) If an employee goes on leave of absence or on deputation for a period not exceeding one year, he/she can either retain the house for the period of his/her leave or can let the Institute use the house during his/her absence. In the latter case, the person concerned will have the right to reoccupy the house when he/she returns from leave.

17.1. General Conditions

After allotment of house, employees will have to sign an agreement with the institute in the prescribed format. In every case, the allottee shall be deemed to be a licensee and not a tenant.

- The allottee will have to enter into an agreement with PIBM for the permissive use of the house allotted to him/her.
- If an allottee retires or resigns or is dismissed or removed from service, the allotment shall be cancelled from the date of retirement, resignation, dismissal or removal, provided.
- An allottee who wants to vacate the residence shall give at least thirty days' notice in writing to the Chief Administrative Officer/ Appropriate administrative authority. If he/she does not do so, he/she will be responsible for the payment of rent for that period or the number of days by which the notice given by him/her falls short of 30 days.
- The allottee shall not sublet or transfer the residence allotted to him or her, or any portion thereof of the out-houses, apartments thereto if any. In contravention of this rule, allotment of the house to such employee shall be cancelled immediately without any notice, and disciplinary action may be initiated.
- In deserving cases, permission may be given by the Director to a bachelor employee to share the house allotted to him with other bachelors employed at PIBM. None of such employees shall be entitled to HRA.
- The allottee may entertain guests in his/her house for a period not exceeding three months. If, however, the period exceeds three months, specific approval from the Director needs to be obtained. This restriction will not apply in the case of domestic servants.
- The liability for rent shall commence from the date of occupation of the residence.
- The employee to whom the house is allotted shall be personally responsible for the license fee thereof and for any damage beyond fair wear and tear caused thereto or to services provided therein during the period for which the house is under his/her possession.

- The employee to whom the house has been allotted shall take possession of the house from the concerned department of the Institute. Likewise, at the time of vacating the house, he/she shall hand over the house to the concerned department from where the allotment is made.
- An allottee shall not use the house for any purpose except for residing with his/her family and shall maintain the premises and the compound, if any, attached thereto, in a clean and hygienic condition.
- There shall be no improper use of any allotted house. For the purpose of this rule, improper use shall include the following:
 - Unauthorized addition to/or alteration of any part of the house or premises.
 - Using the house/premises or a portion thereof for purposes other than strictly residential purposes;
 - Unauthorized extension from electricity and water supply and other service connections or tampering therewith.
 - Using the house or any portion in such a way as to be a nuisance to, or as to offend others living on the campus, or using the house in such a way as to detract from the appearance of the campus.
 - No cattle and poultry shall be kept in the house or the compound of the house.
 - No inflammable materials except cooking gas should be stored in the houses.
 - Any improper use of a house could lead to a cancellation of the allotment. If the residents use the house for any commercial activity, the allotment will be cancelled, possession of the house will be taken over by the Institute forthwith, and disciplinary action may be initiated.
 - The allottee shall allow the Administration Staff of the Institute or the workers of authorized contractors to have access to the house at all reasonable hours to inspect the building, the water supply, sanitary or electricity installation, fixtures, and furniture and to carry out such normal repairs thereto as the Administration Officer may consider necessary for the proper maintenance of the house.
 - The allottee should see that no water is wasted by leakage in the water supply fittings or by careless or extravagant use by the occupants, and shall forthwith report to the Estate Staff any damage to or defect in the building, fixtures and fittings, electrical installations or fencing and gates for necessary action.
 - Any incidence of infectious disease in the house must immediately be reported to the Medical Officer/Chief Administrative Officer/ Appropriate administrative authority of the Institute, and all precautions must be taken to prevent the spread of the infection.
 - The allottee will be responsible for all residents of the house, including servants abiding by these rules.
 - On any question of interpretation of these rules, the Director's decision will be final.

The Institute shall have the authority to modify these rules at any time.

17.2 Disciplinary Rules

Faculty/ Non-Teaching	Appointing Authority	Disciplinary Authority	Appellate Authority
Faculty	Director	Director	Chairman, HR Committee Second appeal to the Chairman, BoG
Non- Teaching			
Group 'A' Staff	Director	Director	Chairman, HR Committee Second appeal to the Chairman, BoG
Group 'B' Staff and below	GENERAL MANAGER	GENERAL MANAGER	Director, Chairman, Second appeal to the Chairman, HR Committee

18. Rules of Resignation & Retirement

Resignation should be clear and unconditional. It should be submitted to the Appointing Authority in respect of the service or post in question who is competent to accept it. Resignation from service will be accepted by head of department. The retention interview will happen before acceptance of resignation.

Resignation should not be accepted until all the departmental dues are fully adjusted.

The accepting authority will decide the date from which the resignation should become effective.

A resignation becomes effective not merely when it is accepted by the authority concerned but only when the officer is actually relieved of his duties. An official quitting his post before receiving intimation of acceptance of his resignation is liable to proceed against both legally and departmentally.

When a faculty/staff applies for a post in the same or another department through a proper channel, and on selection, he is asked to resign the previous post for administrative reasons;

- the resignation will be treated as a "technical formality."
- the benefit of past service, if otherwise admissible under the rules, will be allowed for purposes of fixation of pay in the new post;
- leave at credit will be carried forward; and

Withdrawal of resignation in the following circumstances

- Before acceptance: The resignation will be deemed to have been automatically withdrawn, and there is no question of accepting the resignation.
- After acceptance, but before relief: Withdrawal should normally be accepted. If rejected, grounds for such rejection should be recorded and intimated to the concerned faculty/staff.
- After relief (i.e., after it became effective): The Appointing Authority may permit withdrawal in the case of permanent employees subject to the following conditions.
 - The concerned faculty / staff tendered the resignation for some compelling reasons which did not involve any reflection on his integrity, efficiency or conduct.
 - The withdrawal request has been made due to a material change in the circumstances that originally compelled him to tender the resignation.
 - The resignation was not tendered with a view to take up an appointment in a private commercial company or under a corporation, company, body, controlled or financed by the Government.
 - The period of absence from duty between relief on resignation and resumption of duty is not more than 90 days.
 - In exceptional cases, BoG will entertain any request to relax the limit of 90 days.

19. Grievance Redressal

19.1 Faculty Grievance Redressal

Faculty Grievance Redressal Cell (FGRC) shall consist of four members with the Director as Chairman, two members from HR Committee, and one Dean / Senior Faculty Member.

Faculty members are advised to approach this committee for grievance (with regard to service matters) redressal, if any. After receiving a representation, the cell may hear the faculty in person or decide his/her representation in accordance with the rules applicable and attempt to address the redressal within 30 working days.

- If unsatisfied, the aggrieved faculty member may make a final appeal to the BoG.
- Grievances related to any of the members of the FGRC will be referred to the HR Committee of the BoG directly.
- Depending on the matter under discussion on a case to case basis, if need be, the Director will excuse himself from the meeting to ensure a fair redressal of the grievances.

19.2 Non-Teaching Staff Grievance Redressal

Non-Teaching Staff having a grievance regarding the service matters or any other allied matter may make a representation in writing to the GENERAL MANAGER for appropriate redressal.

Non-Teaching Staff Grievance Redressal Cell shall comprise Dean as Chairman, One faculty member nominated by Director and GENERAL MANAGER.

The staff member, who is dissatisfied with the decision of the aforesaid Cell, may make an appeal to the Director whose decision will be final.

20. General Rules

20.1 Policy on Relocation Allowance

- a) Relocation Allowance has two components
 - (i) Allowance towards travel of the new employee
 - (ii) Allowance towards a movement of personal goods through a commercial carrier
 - (iii) New Employees will be reimbursed an amount up to a single one-way economy class airfare/train fare depending upon his / her eligibility from the previous place of domicile by the shortest route for self and dependent family members (spouse, children, and parents).

b) Submission Guidelines

The following bills can be submitted for reimbursement under the scheme:

- Actual bills/tickets of the journey (original boarding pass in a case by air) of the journey performed from the previous location to Pune.
- Bills for movement of personal goods from the previous location to Pune

All the bills must be in the name of an employee. The employee will submit these bills within 60 days from the date of joining the Institute or within 30 days from the date of receipt of personal goods from the current location to Pune.

20.2 Smoking Policy

Smoking in the Institute is prohibited following the order of the Hon'ble Supreme Court of India. Accordingly, a circular is issued by the Institute notifying that smoking is prohibited on the Institute campus at the following places:

- All rooms in the administration & faculty blocks, including classrooms, office rooms and auditorium.
- Library, Computer Centre, Stores, Xerox Centre, Reception, departmental Canteen etc.
- Motor Transport Section, vehicles of the Institute, Electric Substation, Recreation Clubs etc.
- All Hostel messes, dining halls
- All lounges, corridors, passages, toilets and open areas
- Any other place accessible to the public

20.3 Administration, Interpretation and Amendments

- The GENERAL MANAGER would be the executive authority for the proper administration of these Rules.
- In case of any dispute, the GENERAL MANAGER will resolve the same, who shall be the Authority for interpretation of these Rules.

- In case an employee is dissatisfied with any decision taken by the GENERAL MANAGER, he/she will be permitted to refer his case to the Director, who shall take steps to resolve the issue. The decision of the Director shall be final.

20.4 **Dress Code Policy:** Faculties and Staff are to be in formal dress. No casuals and semi casuals will be allowed inside the campus.

20.5 **Policy for Overseas Exposure**

- Employees of the Institute in Faculty & Non-Teaching categories shall be encouraged to visit abroad to understand procedures, systems, and facilities offered by other Institutions and implement some of the best practices in PIBM upon return.

These Service Rules or any part thereof may be changed or amended from time to time by the Board of Governors, PIBM.