



**Pune Institute of Business Management**  
**Pune, Maharashtra**

# **HR POLICY & SERVICE RULES**

*(Updated as on 11<sup>th</sup> April 2022)*

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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 &amp; 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



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

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

- To handle the financial reporting and budgeting processes.
- Compliance with legal and regulatory requirement
- Approval on budget and other expenditure as per the delegation of financial process.
- Handle the system of internal controls and risk management
- Review the annual budgets
- Monitor performance against budget periodically.
- Review significant financial reporting issues with preparation of financial statement
- Discuss the annual audited financial statements
- 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;

- The committee has access to all activities, property, records and personnel of the institute.
- Approve, review and recommend appropriate budget and financing of PIBM as a part of budget approval.
- Consider and pass any resolution on annual report, the annual accounts and financial statement.
- Approve expenditure which is not included in the annual budget.
- 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.

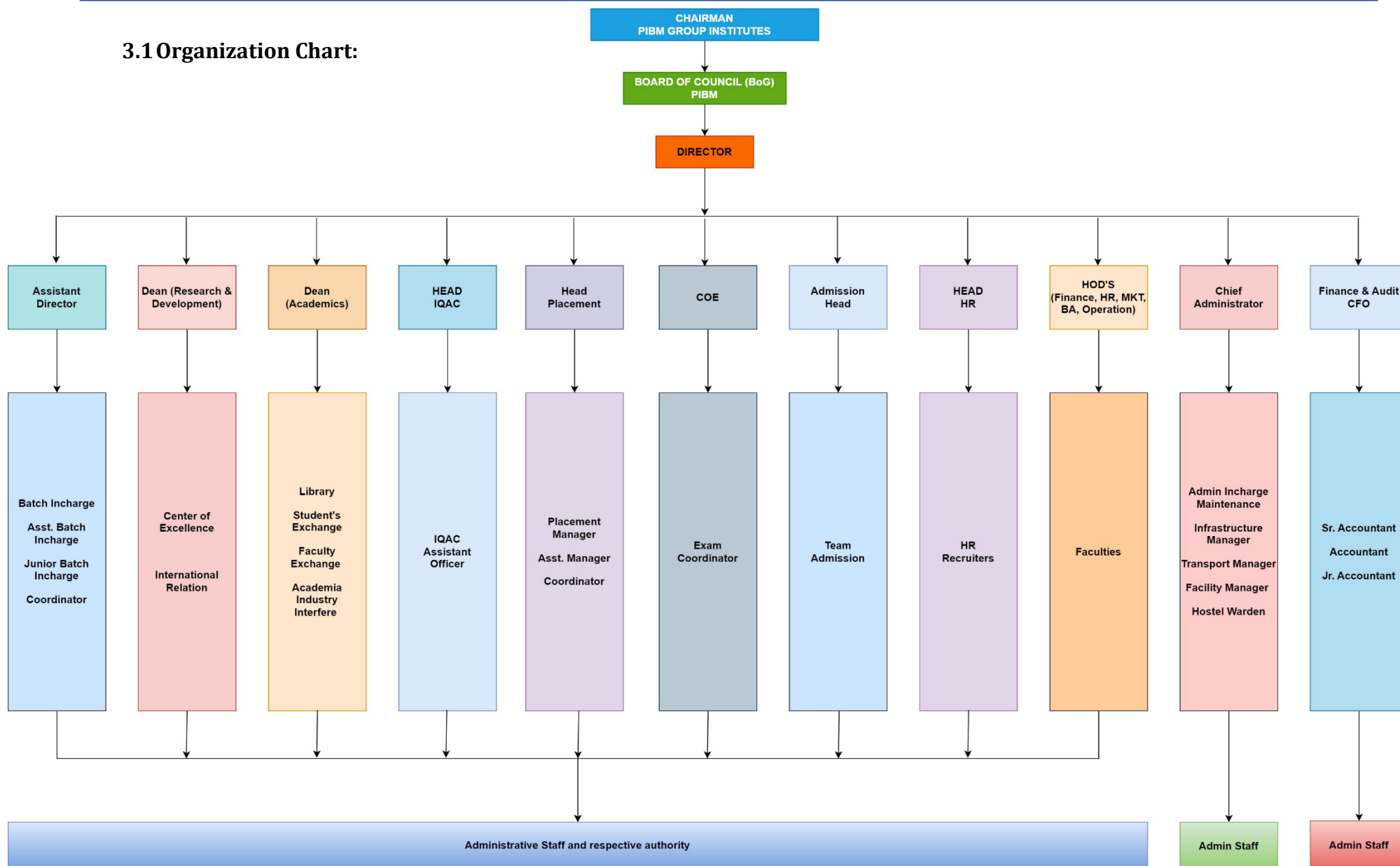
Without prejudice to the generality of this obligation, following instructions are issued;

- 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.

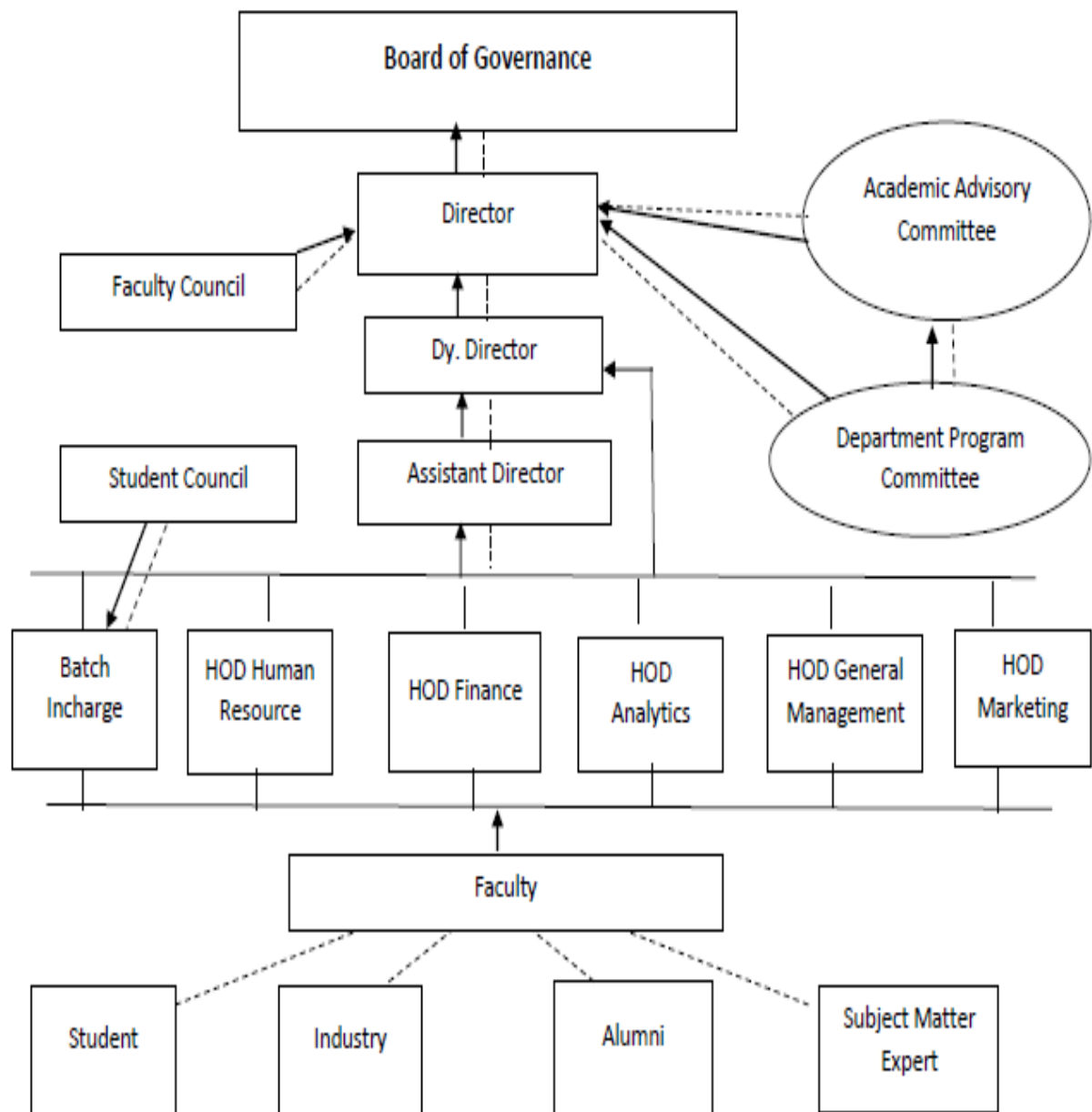


### 3. Organization Chart and Governing Structure:

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

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

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

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



- 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:**

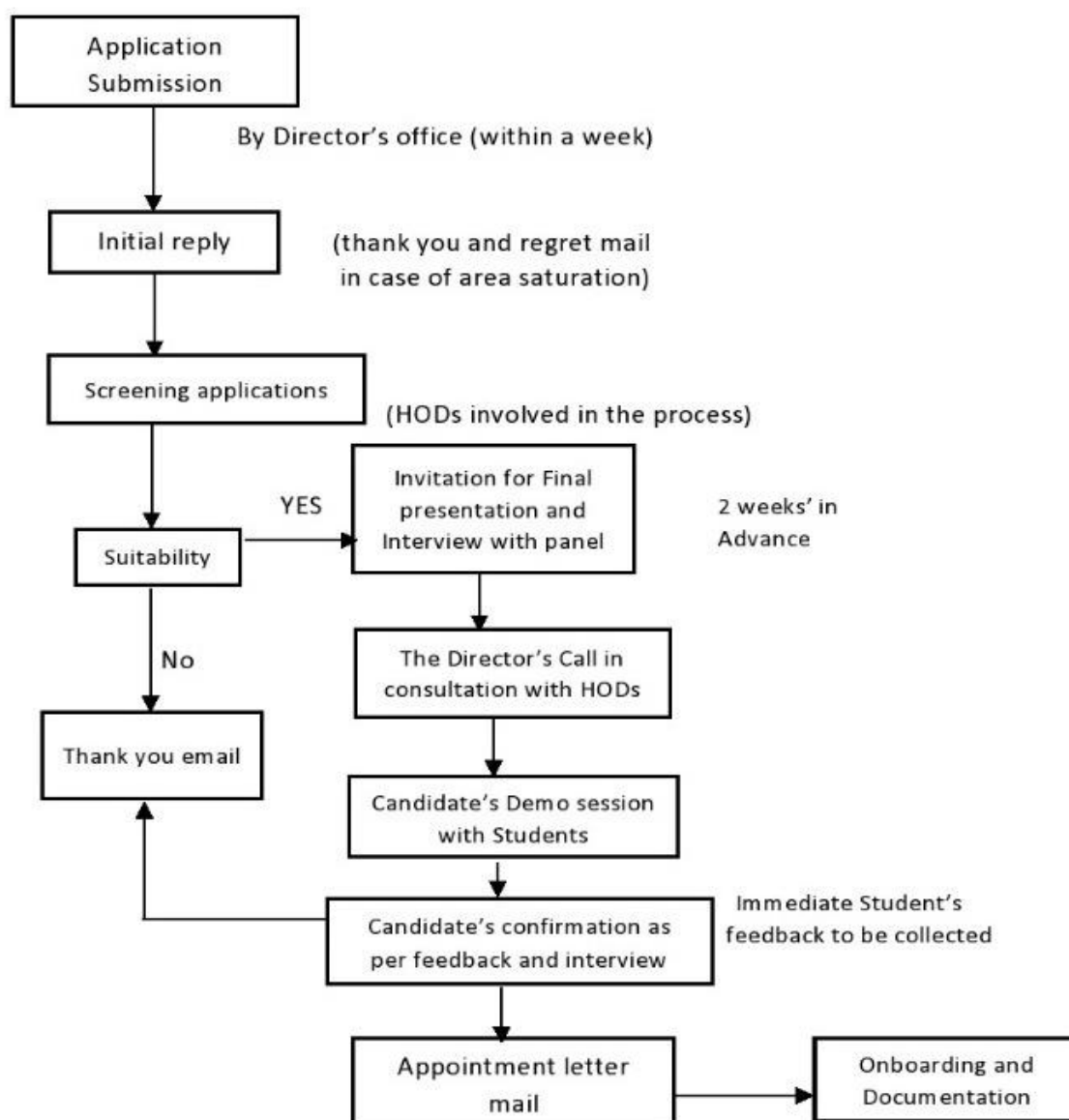
Sr. No	Faculty Chair	Delegation and Utilization of Financial Power
1.	Director	<ul style="list-style-type: none"> <li>➤ Full time, Adjunct and Visiting faculty payment finalization</li> <li>➤ The petty miscellaneous expense related to academic events</li> <li>➤ Expenditure on Faculty industry, consulting,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

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

## 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
<b>Group 'A'</b> Level 10 & above (PB-3 & above as per 6 <sup>th</sup> CPC)	Chief Administrative officer, Librarian , Financial Advisor & Chief Accounts Officer , Senior Administrative officer, Administrative Officer, Resident Engineer, Systems Administrator, System Manager
<b>Group 'B'</b> Level 6 to 9 (PB-2 as per 6 <sup>th</sup> 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
<b>Group 'C'</b> Level 5 & below (PB-1 as per 6 <sup>th</sup> 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"> <li>• Director</li> <li>• 1 Member of BoG</li> <li>• 1 External Expert in the field</li> <li>• 1 Dean to be nominated by the Director</li> <li>• Administration Head</li> <li>• HR head</li> </ul>
Non-Officers Category (Group 'B' Level 6 & 9)	<ul style="list-style-type: none"> <li>• 1 Dean to be nominated by the Director as Chairman of Selection Committee</li> <li>• Chief Administrative Officer</li> <li>• 1 External Expert in the field</li> <li>• One Faculty member of the level of minimum Assistant Professor</li> </ul>
Non- Officers Category (Group 'C' Level 5 & below)	<ul style="list-style-type: none"> <li>• 1 Dean to be nominated by the Director as Chairman of Selection Committee</li> <li>• Chief Administrative Officer</li> <li>• 1 External Expert in the field</li> <li>• One Faculty member of the level of minimum Assistant Professor</li> </ul>

### 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 1<sup>st</sup> May to 1<sup>st</sup> June of every year.
- The performance review of the last cycle and objectives for the next cycle will be completed for all faculties by 1<sup>st</sup> 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	<b>Teaching</b>					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	<b>Mentoring</b>						<b>30%</b>				
	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%				
	<b>Research (Alteast 2 need to be chosen in the below list)</b>						<b>20%</b>				
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	<b>Institute building activity</b>						<b>10%</b>				



	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					
<b>Overall percentage achieved</b>											

## 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	<b>Research</b> (through publications, Conference and Projects)
2	<b>Teaching</b> (Doctoral Programmes)
3	<b>Training and Consulting</b> (MDP and Consulting Assignments)
4	<b>Institution Building</b> (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.



# HR HANDBOOK



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# Recruitment & Selection Policy

## 1. Recruitment

The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

### Purpose

To outline the University's processes in relation to the recruitment and selection of Employees.

### Eligibility

This procedure applies to all professional employees, where the positions are permanent, Visiting or contractual.

### Procedure

#### 3.1 Confidentiality

All information relating to recruitment, selection and appointment of Employees will remain confidential to those involved in the formal process.

#### 3.2 Requisition form

Talent Acquisition Form (TAF) have to be filled by the departments and get approved by Dy. Director and HR head.

### Screening of Resumes

Screen of the resumes from portals or through references by circulating requisition among internal faculties.

After screening, initial telephonic round of the interview is taken by HR to check the interest of the candidates.

After the consent of the candidates, the shortlisted resumes are sent to HODs of the respective departments

#### **Important Criteria for screening of CVs for Faculty Hiring:**

- As per Job Description
- Preference given to Research & Publications in international Journals / SCOPUS/ ABDC and UGC.
- Domain knowledge and expertise
- Industry experience in past preferred – mix of academics and corporate experience
- Functional & Behavioral competencies such as communication Skills / innovation / intelligence and leadership / interpersonal skills / personal effectiveness factors / IT Skills / Analytical Skills / Critical thinking Ability

#### **Selection**

First round of Technical /Job related interview occurs with HODs.

Shortlisted candidate's second round of interview held with the panel member which comprises of Deputy Director, Principal Director and Executive Director.

Mode of the interview depends on availability of the panel member, the interviews can be face to face, telephonic or Skype.

#### **Pre-Employment Screening**

Final shortlisted candidates undergo Psychometric test.

Simultaneously, the reference check will be done by HR with the references provided by the candidate. The previous recruiter may be contacted for the purpose of reference. At least, one positive response will be considered for selection.

#### **Appointment**

a. A job offer via Letter of Intent(LOI) may be made by HR department upon the candidate's passing a pre-employment screening test, and discuss the mutual agreement with the candidate.

b. If the candidate accepts/revert to LOI positively, share the date of joining with the candidate.



## Joining Formalities and Documentation

On the date of joining the candidates fill the personal data form and joining report and submit self-attested photo copy to the HR department.

## RECRUITMENT PROCESS & FLOW

FUNCTION NAME	HUMAN RESOURCES
PROCESS NAME	SOURCING AND RECRUITMENT PROCESS
PROCESS CODE	HR/TALENT ACQUISITION/SOURCING AND RECRUITMENT PROCESS
PROCESS OWNER	TALENT ACQUISITION
PROCESS CHAMPION	HEAD – HUMAN RESOURCES
PROCESS COMPLAINEE	TALENT ACQUISITION LEAD

### SERVICE LEVEL AGREEMENT (1):

Step No.	Process Step	Customer	Supplier	Agreed TAT
1	Delegating the Open Man power requisition form request	Source / HR-TA	Head-HR	Same day of final MRF approval
2	MRF v /s recruiters' visibility in portal	Prospective candidates	HR-TA	Same day
3	Sourcing & Resume screening	Concerned Function Head	HR-TA	7 working days

4	Schedule of interviews	Candidate and Interview panel (HR & Functional)	HR-TA	2 Days
5	Mailing of details having Job Description ,Company details , website link, etc. before or on day of interview	Candidate	HR-TA	Before / day of interview
6	Candidate Application Form updated	HR-TA	Candidate	On the day of interview

#### **SERVICE LEVEL AGREEMENT (2):**

Step No.	Process Step	Customer	Supplier	Agreed TAT
7	Demo session with students for teaching staff / Interview and Selection	Interviewer	HR-TA	7 working days
8	Final closure discussion of the position	Candidate	HR-TA	Same day post negotiation
9	Validation/ authorization of Salary structure – preparation of offer proposal	Head-HR	HR-TA	1 Day
10	Approval of Offer proposal from Chairman	Chairman	Head - HR	2 Days
11	Offer letter sent through email with salary break up.	Candidate	HR-TA	1 day
12	Clarification on terms and conditions of employment, if any	Candidate	HR-TA	Same day

#### **SERVICE LEVEL AGREEMENT (3):**

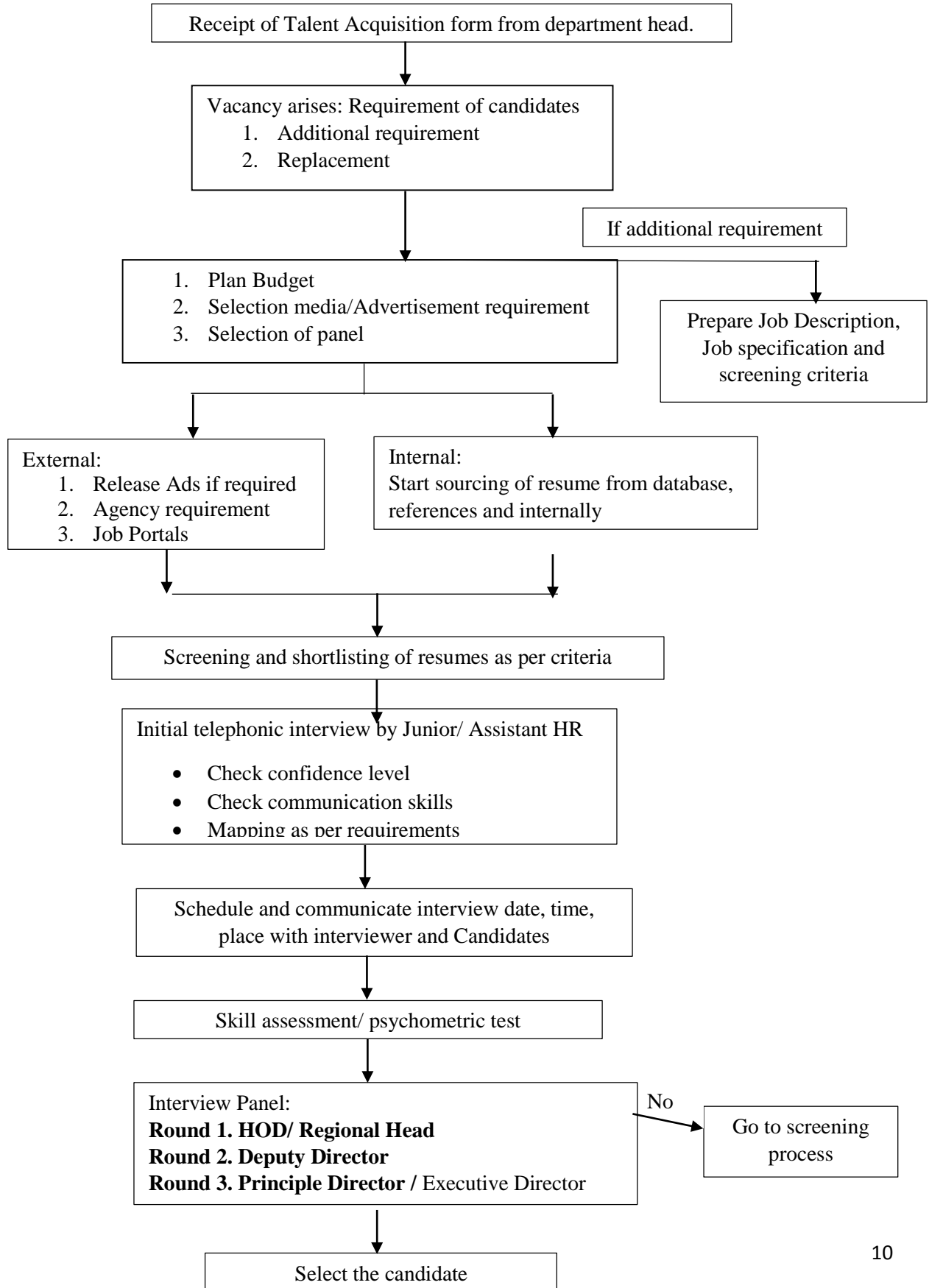
Step No.	Process Step	Customer	Supplier	Agreed TAT
14	Acknowledgment of offer letter	HR-TA	New Joiner	2 days
15	Revert by the New joiner with the requested details and updated/scanned forms	HR-TA	New Joiner	7 days bef. the DOJ

15	Updating of DOJ in the system (Request raised to different internal departments for allocation of Tools and Utilities as per the Designation checklist)	SMS / Admin / TA team / IT / TM team / Regional Co- coordinator in case of O/S candidate	HR - TA	Same day after receiving acknowledge ment
16	Welcome SMS -"Congratulations for being selected to work with PIBM. We look forward to welcome you. Regards, Team HR PIBM"	New Joiner	HR-TA	Same day after receiving acknowledge ment
17	Follow-up for confirmation on date of joining	Candidate	HR-TA	7 days before joining
	<b>Onboarding Process</b>	<b>Customer</b>	<b>Supplier</b>	<b>Agreed TAT</b>
1	Confirmation by the respective departments as per checklist sent to them by HR	Reporting Authority	Concerned Internal Dept	2 days before joining
2	Email to Admin for Pick up and Guest House Booking for new candidate (Maximum Duration 15 Days )	Admin	HR OPs	Same day of receiving the confirmati on
3	Alert to Admin based on the DOJ for provision of special lunch to new joiners – Welcome Lunch	Admin	HR Ops	On day of joining
4	Check on the day of joining of the new employee whether all tools and Utilities are ready to be allocated	Admin/Systems/Intern al depts.	HR Ops	On the day of joining
5	Prepare a Welcome Note and keep ready for release once the joining formalities are done	New Joinee	HR Ops	On the day of joining
6	Warm Welcome-Employee to be taken to the Induction Area and briefed about the day's activities	New Joinee	HR Ops	12 noon (on the

				date of joining)
7	Release Welcome Note - as per prescribed format.	All Employees	GHRH DESK	Same day by 3:00 PM
8	Allocation of tools on the day of joining	New Joinee	HR Ops	Within 2 days of joining
9	New joinee would provide an acknowledgment for the resources & utility allocated to him.	Admin/ IT	New Joinee	As and when it is given to him
10	Induction Process- Pls. refer to the induction process for detailed TAT	New Joinee	HR OPs	
11	Bank Salary Account process	New Joinee	HR OPs	Within 7 days from the DOJ
12	PF process to the new joinee	New Joinee	HR Ops	Same day of joining
13	System updating and validation by new joinee (Data to be fetched from Joining Application and Manpower requisition from)	Payroll/New Joinee	HR Ops	Same day
14	Issuance of appointment letter (As per the guidelines given in annexure) post last company reference	New Joinee	HR Ops	Within 2 Days
15	Meeting with GHRH to provide Feedback on boarding program; also provides best practices from last organization	HR	New Joinee	2nd day, 1 month, 3 month

24	Salary Query Solving mailed to new joiners on the first payroll	New Joinee	HR Ops	2nd and 3rd day of the pay day
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## RECRUITMENT FLOW CHART:



## POLICY ON CODE OF CONDUCT

<b>Document Title</b>	<b>Policy on Code of Conduct</b>
<b>Version</b>	1.0
<b>Prepared by</b>	Raveen Bhatnagar, Group HR Head, PIBM
<b>Signature</b>	
<b>Reviewed By</b>	Mr. Raman Preet, Chairman, PIBM
<b>Signature</b>	
<b>Issued by</b>	Raveen Bhatnagar, Group HR Head, PIBM
<b>Signature</b>	
<b>Approved by</b>	Mr. Raman Preet, Chairman, PIBM
<b>Signature</b>	
<b>Effective Date</b>	August, 2017
<b>Document Type</b>	Master Copy





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1.0

**Purpose:**

To encourage and guide employees for organizational disciplinary procedures and code of conduct policy including Conflict of Interest.

2.0

**Scope:**

Covers all regular employees of PIBM including trainees / off roll, where applicable

3.0

**Code Of Conduct:**

3.1

It is important that all our employees conduct themselves in a professional, mature and responsible manner. If behavior continues to fall below expectations after informal and/or formal counselling, it may result towards the termination of employee. Conduct similar to but not limited to the following may result in disciplinary proceedings up to and including termination:

**General discipline for all employees:**

- No employee will take undue favors from vendors / parties for personal reasons either financial or otherwise
- No employee will tamper with any official records / documents concerning academics. He will be accountable for any misappropriation of facts / transactions reported by concerned stakeholders.
- Any financial fraud committed in the campus must be reported to the Director for a prompt investigation.
- No employee will show disrespect to any of the other employees irrespective of creed / caste / level and outside vendors / suppliers / faculty of other institutes and will manage the relationship in a professional manner.

**Discipline at organizational level:**

**Financial linked**

- Engaging in fraud, embezzlement, defalcations, or other such practices
- Records falsification
- Buying institute merchandize for resale
- Transferring institute money into your personal bank account
- Fabricating travel, stay and food bills during official trips
- Claiming personal expenses during official trips
- Theft of institute property & Documents

**Employment linked / Work environment linked misconducts:**

- Acting against the terms and conditions of employment accepted and agreed upon at the time of joining the organization
- Willfully absconding from duty without prior approval of concerned Function Head / Management
- Insubordination or refusing to obey instructions properly issued by the concerned reporting manager / HOD pertaining to your work, refusal to help out on any special assignment.
- Malicious gossip and/or spreading rumors, engaging in behavior to create discord and lack of harmony, interfering with another member on the job: willfully restricting work output or encouraging others to do the same
- Dishonesty, willful falsification or misrepresentation on your employment application or other work records, lying about sick leave or any form of leave giving false reasons for absence.
- Institute policies and/or laws violation
- Threatening, intimidating or insubordinate behavior or physical violence.
- Gambling/ consuming alcohol during working hours of business
- Entertaining our official vendors on alcohol
- Removing or destroying institute records or property, releasing confidential or proprietary information without appropriate approval.
- Possessing weapons or firearms or gambling during working hours.
- Engaging in other acts that may be contrary to the best interest of the Institute.
- Improper use of Institute equipment and systems.
- Violations of government laws and regulations of our Education Industry.
- Breach of Customer and/ or Institute confidentiality.

**Sexual Harassment:**

- Disrespect to the female employees of the organization.
- Outraging the modesty of our female employees.
- Making sexual advances towards our female employees.
- Carrying out offensive acts / provocations against female employees, threatening them, intimidating them and mentally torturing them at workplace or outside.
- Approaching female employees for sexual favors at workplace.
- Gender related issues of any kind, undermining a female employee's prestige and honor.

**General acts of misconduct / indiscipline:**

- Violation of safety rules
- Discrimination based on caste, creed, color, religion, gender etc.
- Violation of laid down systems and processes at functional and organization levels.
- Unsatisfactory or careless work, failure to meet standards as explained by concerned manager for the function.
- Leaving job responsibilities during work hours without permission of concerned manager, except to use the rest rooms.

### **Relationship with Suppliers and Customers**

All employees shall ensure that in their dealings with suppliers and customers, the Institute's interests are never compromised. Accepting gifts and presents of more than a nominal value, payments from suppliers or customers will be viewed as serious breach of discipline as this could lead to compromising the Institute's interests.

### **Legal Compliance**

It is the Institute's policy to comply fully with all applicable laws and regulations. Senior Management Committees must satisfy themselves that sound and adequate arrangements exist to ensure that they comply with the legal and regulatory requirements impacting each business and identify and respond to developments in the regulatory environment in which they operate. In the event the implication of any law is not clear, the Institute's Legal Department / or any Legal Consultant on contract shall be consulted for advice.

- 3.2 Termination decisions will be made in consideration of all the facts by Group HR Head / Director as recommendations and final decision taken by the Chairman. All such incidents will be placed in the employee's personal file and recorded for future reference.

### **Individual Responsibility:**

4.0

All Employees are responsible for performing at a level that is consistent with expectations and adhering to the work engagement schedule / rules / procedures, and complying with all laws. If an employee is unclear about any of these procedures, it is the employee's responsibility to consult a manager/process owner or HR on the Roles and responsibilities enshrined in the concerned Job Description.

An employee noticing any behavior inconsistent with expectations or the needs of the organization must bring it to the attention of the appropriate person i.e. Regional SPOC at the region and / or to the Group HR Head at the main Campus in Pune.

### **Conflict of Interest:**

5.0

Due to the demands and the competitive nature of the business, we have a special concern with regard to potential conflict of interest. The institute expects Employees to devote full working time and best efforts to our situation.

5.2 Our employees should also avoid any situation where personal interests conflict or appear to conflict with the interest of the institute. A few instances may be :

- Empaneling a vendor who is a relative without approval
- Talking to media for any business reasons without approval
- Accepting gifts from any vendor/client.
- Using logo / brand of PIBM for self-interest.
- Employment of relative without information / approval

Improper factors which may influence an employee to do business with a particular vendor (instead of with another vendor who may offer a better price or product to the Institute) includes having hidden ownership interest in the vendor (directly or through a family member); accepting personal favors, tickets to sporting events, invitations to parties or other special treatment for the vendor, accepting offers of special jobs for relatives, and accepting kickbacks, bribes, commissions or other financial inducements in exchange for steering business to the vendor or as a reward for having done so.

Where an employee accepts anything of value from a vendor without immediate and prompt disclosure or otherwise, violates this clause, the employee will be subject to serious disciplinary action including termination.

6.0

### **Confidential & Proprietary Information:**

6.1 To ensure the security of confidential information, employees are requested to ensure that their desk is cleared of all business related material after office hours. Employees should not at any time, during employment or after the termination of services with the institute, disclose to any party any information relating to the practices, business dealings or affairs of the institute, including the terms of your employment. No staff member should make use of any official information, position or name of the institute to directly or indirectly further his/her private interests.

A separate Non-Disclosure Agreement (NDA) is required to be signed by every existing employee and any new employee joining the organization. A copy of the NDA is annexed as Annexure "A".

### **Ethical Committee & Disciplinary Procedure:**

## 7.0

- 7.1 For the purpose of taking un-biased and fast action against such issues, Ethical Committee will be formed comprising Group HR Head, Director of the Institute, and Dy. Director-Academics, any one other member from the Senior Team co-opted for the purpose.

In the event of misconduct by an employee and/or other such circumstances, the case will be investigated by the Group HR Head with the concerned HOD. Ethical Committee will be required to investigate and report to Chairman for final judgement.

The Institute will formulate a Prevention of Sexual Harassment Committee comprising of 4 members, of at-least 50% are lady members and the Committee will be led by a lady member. The Committee will be responsible to investigate any complaints received on account of sexual harassment and give appropriate timely findings and recommendations of actions against the guilty employee.

## 8.0

### **Employee Grievance Procedure:**

- 8.1 The Institute seeks to foster a quality work environment for all its employees and encourage a high level of individual and team contribution in support of business goals. Inevitably, however from, time to time employees may have some questions, concerns or problems. If an employee encounters such difficulties, they are encouraged to discuss them with their reporting manager. If for, some reason, this is not feasible or appropriate, the issue(s) should be raised with Human Resources at Campus in Pune. All issues must be raised in writing.

A grievance will be investigated and the following steps will be followed by the Ethics Committee:

- Incident report based on complaint received
- Preliminary investigation
- Issue of Show Cause Notice
- Recording of statements
- Detailed investigations leading to charge –sheet of an employee
- Findings of the investigation
- Appeal process
- Punishment given appropriate to the misconduct proved

Punishment can range from any of the following:

## 9.0 **Whistle-blower Guidelines**

- PIBM is committed to the highest possible standards of ethical, moral and legal business conduct. In line with this commitment and PIBM's commitment to open communication, this policy aims to provide an avenue for members to raise concerns and reassurances

- Censure / Warning
- Stoppage of increment
- Suspension
- Termination from service

that they will be protected from reprisals or victimization for whistle blowing in good faith.

- The whistle blowing guideline is intended to cover serious concerns that could have a large impact on the organization, such as actions that may lead to incorrect financial reporting; are unlawful; are not in line with institute policy, including the Code of Conduct; or otherwise amount to serious improper conduct.
- In case any member is found indulging in any of the above actions, strict disciplinary action will be taken against the concerned members.
- In case any member wishes to file a complaint, he/she can do so.
- The matter should be reported to the Group HR Head. The action taken will depend on the nature of the concern. Every effort will be made to protect the complainant's identity.
- Malicious allegations may result in disciplinary actions.

#### 10.0 **Negative Communication & Rumors**

- Baseless rumors, loose talks about people & their personal lives within and outside our organization lead to severe unnecessary discord amongst employees
- Also, people targeted in such cases have to face unpleasant remarks for no fault of theirs or for no reason
- Employees should know how damaging it is to partake in gossip & slanderous remarks against employees. It creates tension, animosity and organizational problems.
- Managers must deal promptly with people dealing in certain types of behavior that are unacceptable – such as “belittling, character assassinations, gossip or criticize people behind their backs, linking employees on a personal level, malicious personal gossip, humiliating, or verbally abusing.
- Leadership should be direct but tactful. It is essential for managers to set appropriate boundaries with regard to talks against or about an employee.
- Timely actions can reduce frictions and avoid erosion of relationships in the larger interest of the organization. Buckling under the weight of mindless gossips and investing institute time rectifying the same can be disruptive for the organization.
- Those responsible for such behavior and found guilty of maligning an employee's image and reputation shall face “disciplinary action” as per the Code of Conduct guidelines enshrined in this policy. Such employees may be warned or reprimanded in writing or may even be terminated.

- Any such case can be highlighted to the Ethics Committee / Group HR Head for appropriate action.

## **11.0 Code of ethics for Academic Research**

### **Definition and Context-**

It is utmost important and fundamental to the research that the intellectual properties created by others need to be respected. Plagiarism is misrepresentation of ideas, words, or other creative expression as one's own and is a clear violation of code of ethics. Engaging in plagiarism is violation of copyright and is punishable by statute. Following can be the acts to be called as plagiarism

Verbatim copying, partially copying or paraphrasing other's research work.

Copying formula or equations of other's papers which are not commonly known.

Copying the portion of others work and citing but it is not clearly communicating which part of the work has been copied or cited. The cited portion has to be shown in inverted commas.

Self-plagiarism by the way of copying verbatim your own work earlier published in any conference proceedings or journal.

Faculty members and researchers at PIBM must not engage themselves in producing research that is plagiarized. Plagiarism up to 8% is permissible as per the norms.

### **The Research Ethics Committee**

The research ethics committee comprises of Director, Deputy Director-Academics, Head Research and a Professor will enquire the matter and take disciplinary action in case faculties are found engaged in plagiarism.

### **Amendments & Retention to the Policy**

This policy document along with all allied Standard Procedures & Controlled Formats can be discarded or amended or any new introductions in lieu can be entertained by the recommendation of Review committee led by the Chairman.

## **ANNEXURE – II**

### **Employee Responsibilities**

- ✓ As an Employee of PIBM, it is our responsibility to:
- ✓ Learn and understand the elements of the Code
- ✓ Comply with the Code and associated policies and guidelines
- ✓ Seek Clarifications and assistance when in doubt
- ✓ Promptly report known / suspected violations
- ✓ Cooperate in investigations pertaining to Code violations

### **Management Responsibilities**



- ✓ Building and maintaining a culture of compliance
- ✓ Preventing and detecting problems and issues of compliance
- ✓ Responding expeditiously to issues as they emerge (investigate / resolve)
- ✓ Communicate the COC guidelines clearly to all employees



## NON DISCLOSURE AGREEMENT

This Non-Disclosure Agreement ("**Agreement**") is made and executed at Pune on September 03, 2018

BY AND BETWEEN

M/s Pune Institute of Business Management, an Indian Academy of Empowerment & Educational Research, incorporated/registered under the Registrar of Society, Pune, having its office at Gut No. 605/1, Lavasa Road, Mukaiwadi, Pirangut, Pune-412115, Maharashtra, India, through its authorized representative Mr. Raveen Bhatnagar, Group HR Head (hereinafter referred to as the "**Employer**", which expression shall unless repugnant to its context or otherwise shall mean and include its successor and assigns).

AND

Mr./Ms./Dr. \_\_\_\_\_ residing at Pune (hereinafter referred to as the "Employee", which expression shall unless repugnant to its context or otherwise shall mean and include its successor and assigns).

Hereinafter, in this agreement the Employer and the Employee are individually referred to as "**the Party**" and collectively referred to as "**the Parties**".

WHEREAS:

- The Employer is engaged in Management Education.
- Employee is currently employed with the employer for the position of "**Soft skills and Communication Trainer**". In addition to this responsibility or position (the "employment"), this Agreement also covers any position or responsibility now or later held by the Employee with the Employer.
- The Employer may directly or indirectly disclose valuable and confidential information to the Employee and in consideration of the Confidential Information (as defined below), the Employee agrees to be bound by the terms of this Agreement as to the receipt and use of and dealing with the Confidential Information.

**NOW, THEREFORE**, in consideration of the mutual promises and covenants contained in this Agreement, and the receipt and sufficiency of which is hereby mutually acknowledged, the Parties hereby agree that:

### 1. **CONFIDENTIALITY, INVENTIONS & INTELLECTUAL PROPERTY**

In consideration of the employment with the Employer, the Employee agrees to abide by the following:

(a) The Employee shall not without the Employer's prior written permission, either directly or indirectly disclose

to any person, firm, Institute or other body corporate for any purpose or use, or permit any person to examine or make copies of, any documents, materials or records that contain or are derived from any Confidential Information (as defined below) of the Employer other than for the Employer's business, both during and for a minimum for one year after the cessation of Employee's employment with the Employer.

(b) Employee will comply with, and do all things necessary to permit the Employer to safeguard its Confidential Information (as defined below).

"Confidential Information" means any and all information provided by the Employer to Employee or to which Employee have access owing to Employee's relationship with the Employer, including but not limited to (i) Intellectual Property;

(ii) Trade secrets; (iii) proprietary information related to the current, future, and proposed products and services of the Employer including, without limitation, ideas, samples, media, techniques, sketches, drawings, works of authorship, models, inventions, know-how, processes, apparatuses, equipment, algorithms, software programs, software source documents and formulae, its information concerning research, experimental work, development, design details and specifications, engineering, financials, procurement requirements, purchasing, customer lists, investors, employees, business and contractual relationships, business forecasts, sales and merchandising, marketing plans, and any such information Employee have access to regarding third parties; (iv) information relating to salary structures, perquisites and/or other terms and conditions of employment; and (iv) such other information which by its nature or the circumstances of its disclosure is confidential.

(c) Employee expressly agrees to and undertakes that at any time during and after Employee's employment with the Employer, Employee shall have no proprietary interest in any Developments (as defined below).

"Developments" shall mean any idea, invention, design, technical or business innovation, computer program and related documentation, or any other work product developed, conceived, or used by Employee, in whole or in part that arises out of Employee's employment with the Employer, or that are otherwise made through the use of the Employer's time and materials.

(d) Employee acknowledges and agrees that all Developments and Employee Intellectual Property (as defined below) are and shall be the sole property of the Employer and that the Employer shall not be required to designate Employee as the author thereof. Employee undertakes to promptly disclose all Developments and Employee Intellectual Property to the Employer and shall, at the Employer's request and at the cost of the Employer, do all things that may be necessary and appropriate to establish the Employer's ownership of the Developments and Employee Intellectual Property including, but not limited to, the execution of the appropriate applications or assignments, production of documents and evidence to the appropriate authorities etc. Employee further acknowledges and agrees that the Terms & Conditions of Service shall operate as a perpetual, written assignment in favor of the Employer of any right, title or interest that Employee may have in respect of the Employee Intellectual Property and/or Developments. The Employer shall have the perpetual and exclusive right to use, exploit or deal with the Employee Intellectual Property and Developments in its sole discretion.

"Employee Intellectual Property" shall mean any Intellectual Property (as defined below) obtained by Employee individually or on behalf of the Employer in relation to the work carried on, discovered, invented, designed and/or authored by Employee during his term of office as an employee of the Employer. "Intellectual Property" means (i) all inventions (whether patentable or unpatentable and whether or not reduced to practice), all improvements

thereto, and all patents, patent applications, and patent disclosures, together with all re-issuances, continuations, continuations-in-part, revisions, extensions and re-examinations thereof; (ii) all trademarks, service marks, logos, trade names and corporate names, together with all translations, adaptations, derivations and combinations thereof, including all goodwill associated therewith and all applications, registrations and renewals in connection therewith; (iii) all copyrightable works, all copyrights and all applications, registrations and renewals in connection therewith; (iv) all computer software (including data and related documentation), code, machine code, source code, related documentation, graphics, images, designs, logos, programs, layouts and specifications; (v) all other proprietary rights of whatsoever description whether or not protected and whether or not capable of protection, and (vi) all copies and tangible embodiments thereof regardless of form and medium.

Employee expressly understands that for the proper and efficient conduct of its business, the Employer shall receive from different sources certain Classified information and material. "Classified information and material" shall mean and include all such information and material which the Employer is under an obligation, contractually or under the laws, rules and regulations of India or any other country, to keep confidential and secret, and whose disclosure may be permitted subject only to compliance with specified terms and conditions. It is also understood by Employee that such information and materials shall be received by the Employer under a legal obligation to safeguard and protect its confidentiality, and that any unauthorized disclosure thereof would violate the said legal obligation and invite penalties under law. Employee agrees to respect the confidentiality and security of such Classified information and material and undertakes that Employee shall have continuing individual responsibility at all times for safeguarding such Classified information and material to which Employee may have access during Employee's employment with the Employer, and that Employee shall not disclose or release the said Classified information and material to any unauthorized person.

## **2. Proprietary Information**

- I. Employee shall use his/her best efforts at all times to exercise utmost diligence to protect and safeguard the proprietary information ("Proprietary information" includes secrets, information relating to accounting, cost, research and development, marketing strategies, sales, current and future product specifications and product / business plans including product features, capability and applications, technology (whether patented or not), systems, tools and techniques, technical know-how and processes, hardware and software design details, circuits, software, source code, object code and similar items whether belonging to the Employer or to others with whom the Employer has a business relationship) to which Employee may have access during the course of Employee's employment with the Employer. Neither during Employee's employment with the Employer nor thereafter for a period of five years shall Employee, directly or indirectly, use for Employee or another, or disclose to another (an unauthorized person), any Proprietary information (whether acquired learned, obtained or developed by Employee alone or in conjunction with others) of the Employer or others, except as such disclosure or use may be required in connection with Employee's employment with the Employer or may be consented to in writing by the Employer.
- II. That Employee shall, upon request by the Employer, at any time, including the event of termination of Employee's employment with the Employer, promptly deliver to the Employer, without retaining any copies, notes or excerpts thereof, all memoranda, journals, notebooks, diaries, notes, records, plates, sketches, plans, specifications or other documents and materials whether printed on or stored on any computer media, or any other form relating directly or indirectly to any Proprietary information made or compiled by or delivered or made available to or otherwise obtained by Employee.
- III. Employee further expressly understands and agrees that each of the foregoing obligations shall also apply with respect to proprietary information of the Employer's customers, contractors and others with whom the Employer

has a business relationship, learned or acquired by Employee during the course of Employer employment with the Employer.

- IV. Employee may possess proprietary information of third parties and may have ongoing obligations to third parties with respect thereto. The Employer expressly requires that Employee shall honor such ongoing obligations to such third parties and that Employee shall not use, for the benefit of the Employer, or disclose to the Employer, any such proprietary information.

### **3. Non- competition**

- i. When Employee ceases to be employed by the Employer or if Employee's employment is terminated for any reason whatsoever, Employee hereby agrees that Employee will not at any time during a period of 6 months from and after the date of such cessation / termination of employment, directly or indirectly as principal, agent, owner, employer, employee, representative, stockholder, partner, consultant, adviser, part time or full time, or in any other individual or representative capacity whatsoever, enter into or engage in any business of the kind now or hereafter being conducted by the Employer.
- ii. Employee hereby expressly agrees that, during the course of his/her employment with the Employer and for a period of 12 months after termination or cessation of the employment for whatever cause or reason, he/she shall not:
  - a. Engage directly or indirectly, in any business or activity using classified information and Proprietary Information as defined hereinabove which would compete with the business of the Employer.
  - b. Canvas or solicit, directly or indirectly, any customer/client of the Employer.

Take up employment with any competitor. Employee agrees that the aforesaid provisions shall be applicable to Employee's activities anywhere in India.

### **4. Confidentiality**

- I. Employee may at some point of time be exposed to information which is invaluable to the organization and/or its clients. It is Employee's responsibility to take the necessary steps to protect such information from misuse. Employee shall not, at any time hereafter for any reason whatsoever, unless mandatorily required to do so by law, divulge to any third party any information regarding the affairs or business matters of the Employer or information regarding its customers/clients without prior written approval of his/her manager/supervisor. All information that comes to Employee's knowledge by reasons of his/her employment with the Employer is deemed to be confidential. Information shall not be deemed to be publicly available merely because it is embraced by general disclosures or because individual features or combinations thereof are publicly available.
- II. Employee also agrees that during the employment and thereafter, Employee shall not make, use or permit to be made or used by any other person any note, memoranda, data or other means relating to any matter within the scope of the business of the Employer or concerning any of its dealings or affairs.

### **5. Copyright**

Employee agrees that all rights in and to any copyrightable material, including but not limited to computer programs, analyst report, research report, databases, client profile report which Employee may originate pursuant to or in connection with the business of the Employer, and which are not expressly released by the Employer in writing, shall be the sole and exclusive property of the Employer, its successors, assigns or other legal representatives.

## **6. Indemnity**

Employee hereby confirms that as of the date of the commencement of his/her employment with the Employer, Employee is not bound by any valid and subsisting agreement with any of his/her previous employers, which would directly or indirectly, restrain Employee from divulging any confidential information acquired (excepting any Classified or Proprietary Information) during the course of his/her previous employment(s). Employee agrees that in the event of any breach on Employee's part of any of the obligations, undertaken by Employee, Employee shall be solely and fully responsible for the same, and shall hold the Employer harmless and shall fully indemnify it for any liability that may be lawfully imposed on the Employer on account of such breach by Employee.

## **7. Information Security And Misuse Of Employer Resources**

Employee recognizes and is aware that the Employer's computers and telephone networks are monitored and Employee is not entitled to privacy protection.

- i. Employee hereby agrees that at no time will Employee use any of the Employer's resources for any benefit derived personally or to his/her family or any others. The term "resources" include property, premises, computer resources (software & hardware), and equipment, documentation, records, paper, and information systems. Employee further has a responsibility to the Employer to immediately report, without exception, irregular business practices on the part of any other employees that may come to Employee's notice.
- ii. Any use of the Employer's computing power for the personal gain or in a manner inconsistent with professional conduct is strictly prohibited. This includes accessing internet sites irrelevant to the Employer business, downloading inappropriate material and/or material irrelevant to the business from the Internet; sending chain letters or other mass mailing which do not have a legitimate business purpose on the Employer's network or printing/copying information not intended strictly for the benefit of the Employer.
- iii. Employee will not install or download software from external sources without the express permission of his/her superior. Employee also agrees not to install any unlicensed software on the Employer's machines.
- iv. Any waste copies of Employer Restricted Information that may be generated in the course of work must be shredded personally by Employee. Employee must ensure that the printer is not left unattended when printing any restricted information.

## **General Conditions of Employment:**

Whilst employed by the Employer:

- i. Employee agrees not to undertake any other employment simultaneously or engage in any external activities of a commercial nature without prior written approval of his/her manager.
- ii. Employee must at all times be fair and honest in all his/her dealings with the other employees and clients/customers of the Employer. Employee must conduct himself/herself 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 Employee by the Employer.

- iii. Employee's conduct at all times must be exemplary and Employee 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 Employer funds or property, falsification of records or returns, and/or improper usage of Employer's facilities and plagiarism of written material / reports of other companies.
- iv. Employee 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.  
Employee shall 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 his/her employment. 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.
- v. Employee will be required to apply and maintain the highest standards of personal conduct and integrity and comply with all Employer policies and procedures. To this end Employee shall sign a copy of this Non-Disclosure Agreement and such signature is a condition precedent to Employee's acceptance of the terms and conditions of employment with the Employer. Any act or omission that constitutes a breach in the opinion of the Employer, may result in action being taken against Employee, which may be criminal or civil action as may pertain to the context and may lead, further, to forthwith termination of his/her services without notice or compensation in lieu thereof. Further, in such an event, Employee shall also forfeit any amounts that may be outstanding and owed to Employee by the Employer, without prejudicing any right of the Employer to claim any sums being at such time outstanding and owed to the Employer by Employee. In case of breach, all damages to the employer, explicit or implicit, direct and indirect, expressed in money or otherwise will be charged to the employee as penal charges.
- vi. Nothing contained above shall prevent Employee from sharing information with another employee of the Employer as may be genuinely required for the due performance of Employee's or such other employees' duties.
- a) Employee shall not use or permit the use of any of the property, facilities and/or services (including but not limited to e-mail and internet facilities) made available to Employee as an employee of the Employer, for the personal use, benefit or advantage of himself/herself or of any third party, unless specifically authorized by the Employer.
  - b) Employee will not without the Employer's previous written permission carry on any business, trade, profession or vocation or utilize any part of his/her time in any capacity the services of or be employed by any other firm, Employer or person, directly or indirectly and for gainful purpose or otherwise, unless otherwise approved by the Employer in writing. Employee will devote his/her whole time and attention to his/her duties to promote the interests of the Employer.
  - c) Employee will immediately upon acquiring the knowledge, inform the Employer of any act of dishonesty and/or any action prejudicial to the interests of the Employer on the part of any other employee of the Employer.
  - d) Employee will not accept any commissions, benefits or gifts in connection with business activities of the Employer without the written permission of the Employer or as per the prescribed policies in this regard.



- e) Any differences or disputes arising in connection with the Employee's employment leading to litigation shall be decided by the Courts located in the Employee's place of posting, failing which the same will be decided by the Courts located in Pune where the registered office of the Employer is located.

The clauses, paragraphs and sub-paragraphs in this agreement are intended to be read and construed independently of each other. If any part of this Agreement is held to be invalid, this invalidity will not affect the operation of any part of this Agreement.

The Employee is liable for all costs, expenses and expenditures including and without limitation, the complete legal costs incurred by the Employer in enforcing this Agreement as a result of any default of this Agreement by the Employee. The Employer and the Employee acknowledge that this Agreement is reasonable, valid and enforceable. However, if a court of competent jurisdiction finds any of the provisions of this Agreement to be too broad to be enforceable, it is the intention of the Employer that such provision to be reduced in scope by the court only to the extent deemed necessary by that court to render the provision reasonable and enforceable, bearing in mind that it is the intention of the Employee to give the Employer the broadest possible protection against the disclosure of the confidential information.

No failure or delay by the Employer in exercising any power, right or privilege provided in this agreement will operate as a waiver, nor will any single or partial exercise of such rights, powers or privileges preclude any further exercise of them or the exercise of any other right, power or privilege provided in this Agreement.

This Agreement will inure to the benefit of and be binding upon the heirs, executors, administrators, successors and assigns, as the case may be, of the Employee.

This Agreement constitutes the entire agreement between the parties and there are no further items or provisions, either oral or otherwise.

IN WITNESS WHEREOF, the Parties have hereunto set their respective hands the day and year first above written.

Name, Designation, Function and Signature of Employee:

Name:

Designation:

Signature:

Seal, Name & Signature of the Employer:

Witnesses:

- 1.
- 2.

## Leave Policy

### Leave Principle:

The employees of the PIBM Group may be sanctioned leave as prescribed below. This will be subject to the condition that leave cannot be claimed as matter of right and when exigencies so require, discretion to refuse or revoke leave of any description is reserved to the sanctioning authority. Ordinarily, leave will not be granted to the academic staff in the middle of the academic term except on medical grounds.

#### 1.1 Privilege Leave

HR Policy No. : 1.1	Key Area : Leave Policy
Date of implementation : March, 2016	Policy Title: Privilege Leave
Recommended by : Principal Director	Approved by : Chairman

#### Intent

The intent of this policy is to provide reasonable leave with pay to employees to facilitate recreation and address sickness & other personal exigencies including leave granted for attending conferences / academic forums / research presentations & research work.

#### Eligibility

This is applicable to all employees of the PIBM Group

## Policy Summary

Leave Year	1st January - 31st December. Leave will be credited on 1st January every year.
Entitlement	<p>a) "Privilege Leave" (PL) works on "Earn and Avail" principle. Also referred as "Earned Leave"</p> <p>b) All confirmed employees are entitled to 21 days leave with full pay in calendar year.</p> <p>c) Prorated deduction shall be made from the said entitlement for any unauthorized absence in the past year or joining in the middle of the year.</p> <p>d) Any employee who has worked 240 days or more is entitled for 21 days of leave.</p> <p>e) Earned PL shall be credited to the account of the concerned employee on the 1st January of every year for preceding calendar year.</p>
Availing of Leave	<p>Every employee can avail only 1 PL in a month.</p> <p>An employee can avail balance leave days in a calendar year subject to exigencies, emergencies and upon satisfactory completion of tasks assigned.</p> <p>Any leave for higher studies / training Programs / Examinations will be granted on special consideration with the express approval of Chairman</p>
Other Guidelines	<p>a) There shall be no carry forward of PL beyond 6 days to the subsequent year and any un-utilized PL will lapse at end of the leave year i.e. 31<sup>st</sup> December. b) No Leave encashment is permissible on un-utilized PL and such will lapse at end of Leave Year i.e. 31<sup>st</sup> December.</p> <p>c) In case of separation from PIBM, employees are required to serve their notice period as per the contract. In case Management</p>

<b>Leave Guidelines</b>	approves of early release, the accumulated leave will be adjusted against the notice period. Separated employees will get leave on
	prorate basis, calculated for accrued worked days served in the current calendar year as well as for all the accumulated leaves lying in their leave account.
Advance Privilege Leave - APL (Leave on Probation)	<p>a) All probationers (which is generally of 6 months) will be entitled to pro-rated leave on basis of earning days.</p> <p>b) No additional leave shall be granted in case of extension of Probation period. During probation period, an employee cannot avail more leave than already earned up to the date before proceeding on leave, calculated on pro-rated basis.</p> <p>c) APL already availed shall be subtracted from the number credited at the end of probation period.</p>

- 1) Privilege Leave can be sanctioned by immediate superior
- 2) Leave entitlement will be on calendar Days. Intervening weekly offs / paid holidays shall be counted as a part of the leave.
- 3) Any company declared holidays that fall during the leave period shall be counted as part of the leave
- 4) In case an employee remains un-authorized absent, salary (including all allowances) for the period of absence shall be deducted for the actual number of days he remained absent. This will be treated as Loss of Pay (LOPs)
- 5) Leave, except for maternity leave, cannot be claimed as a matter of right. Discretion lies with immediate supervisors who are empowered to sanction leave, to refuse or revoke leave at any time, depending on exigencies of work.
- 6) Privilege Leave should in general be applied for well in advance. APL of more than 5 days should be applied at least 7 days in advance.

#### **SPECIAL LEAVE AND LEAVE FOR ACADEMIC & RESEARCH:**

There is a special consideration for those teaching employees (Faculty members) to be granted Academic Leave for research, PhD, M. Phil; MDPs; FDPs; Conferences: Academic Forums, etc. in order to encourage them in pursuing academic excellence and recognition. This leave is decided on a case to case basis.

## 1.2 Maternity Leave

HR Policy No. : 1.1	Key Area : Leave Policy
Date of implementation : March 2016	Policy Title: Maternity Leave
Recommended by : Principle Director	Approved by : Chairman

### Intent

Provide employees with leave facilities, other than APL, to take care of special circumstances, which are described in more specific details below.

### Eligibility

This policy applies to all women employees

### Policy Summary

Maternity Leave	<p>Women employees will be entitled to the following benefits:</p> <p><u>Maternity Leave:</u></p> <p>a) A woman employee can avail the leave for a continuous period of 16 weeks, or opt for two eight-weeks leave- divided between pre-natal and post-natal- as per her convenience.</p> <p>b) During the full period of normal maternity leave, PL shall continue to accumulate.</p> <p><u>Short Maternity Leave:</u></p> <p>a) In case of any pregnancy related complications viz. Miscarriage or medical termination of pregnancy- Maternity leave of up to 6 weeks can be granted.</p> <p>b) During the leave period, however, the employee must not take up any kind of employment, temporary or part-time.</p>
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	c) Supporting documents and genuine certificate from the concerned hospital/doctor should be submitted with the HR department before/during the leave.
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### 1.3 Leave Without Pay (LWP)

- a) Leave Without Pay (LWP) is a temporary non-pay status and absence from duty that, in most cases, is granted at the employee's request. Employee can request for LOP when their leave balance is completely exhausted
- b) Minimum of 1 day and maximum of 1 month can be availed under Leave without Pay policy due to any personal exigency.
- c) Sanctioning authority will be the PIBM's Management who will hold the ultimate authority to approve or reject the leave.

### 1.4 Compensatory Off

Compensatory off is a day off availed by an employee for working more than 4 hours on

- a) Any officially declared holidays/weekly offs when office has been closed.
- b) For working extra hours due to business exigency as defined by PIBM.

#### Compensatory Off Rules

- i. Any Compensatory Off or extra hours worked should have prior approval of the department head.
- ii. Depending upon the number of hours worked, half or full compensatory off will be decided. If the extra hour worked is for 4 hours, he/she will be eligible for Half Day Comp Off while an employee who has worked for 8 hours or more is eligible for 1 Full day Compensatory Off
- iii. Any additional hours worked which is less than 4 hours will not be eligible for a Com Off.
- iv. Compensatory Off does not apply to any Manager Cadre or above.
- v. Before allowing the Comp Off the department head should inform the Executive Director of PIBM and appraise the situation of work.

- vi. Each employee should fill the form for Comp Off and get the approval from the department head and inform the HR department to keep a track off compensatory off and additional hours worked.
- vii. Compensatory Off should not be clubbed with Privilege Leave.
- viii. Compensatory off will be granted within the month in which Weekly Off/Public Holiday was due. Further, than a month, Comp Off will get lapsed.

#### 1.5 Public Holidays

- i. Institution will grant leave on below occasions. Holidays marked as “Optional” means, it is at the discretion of the Management to sanction/revoke the leaves.

Holiday Calendar 2016			
Sr No	Holiday	Date	Type
1	Republic Day		Fixed
2	Holi/ Rang Panchami		Floating/Optional
3	Maharashtra Day/Labor Day		Fixed
4	Independence day		Fixed
5	Gandhi Jayanti		Fixed
6	Diwali		Floating/Optional

- ii. Any Public Holiday that falls on a weekly off cannot be claimed again.
- iii. Faculty are expected to come to the campus on Republic Day and Independence Day for flag hosting.
- iv. Work done on Public Holiday can be claimed under comp off upon approval of the department head.

## POLICY ON EMPLOYEE WELFARE

<b>Document Title</b>	<b>HR Policy Document – Employee Welfare</b>
<b>Version</b>	1.0
<b>Prepared by</b>	Raveen Bhatnagar, Group HR Head
<b>Signature</b>	
<b>Reviewed By</b>	Raman Preet, Chairman
<b>Signature</b>	
<b>Issued by</b>	Raveen Bhatnagar, Group HR Head
<b>Signature</b>	
<b>Approved by</b>	Raman Preet, Chairman
<b>Signature</b>	
<b>Effective Date</b>	August 2017
<b>Document Type</b>	Master Copy



### Amendment Record

SL No	Date	Version No	Page No	Mode of Change (Add/Del/Mod)	Validated By	Brief Description of Change
1		1.0	-	Initial Release	HOD	Initial Release

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1.0

**Purpose:**

The purpose of this policy is to ensure the provision of basic employee relations activities targeted to promote harmonious working relationships are carried out under controlled conditions and in a consistent manner.

It is desirable state of existence involving the physical, mental, moral and emotional well-being. Anything done towards the well-being of employees comes under the purview of employee welfare.

Employees' welfare facilities provides healthy working environment & develop sense of belongingness towards organization among employees. It makes employees more responsible & efficient.

2.0

**Scope:**

This policy is for adherence by the HR Department within Pune Institute of Business Management and by any other personnel where applicable.

The ownership of this policy rests with the HR Department for its implementation.

This policy covers all the employees of PIBM.

3.0

**Overview:**

The Institute recognizes that healthy organizational environment is necessary for employees to Perform productively towards achieving organizational goals and maintain harmonious working relationship between the Management and employees at all levels.

Employee relations through positive social, welfare, sports and recreational programs with active staff participation may be coordinated from time to time to enhance sense of togetherness, encourage healthy communication and exchange of feedback.

**Staff Welfare provisions:**

4.0

The following may be provided as part of staff welfare:

- a) **Staff Refreshment** – Employees may be provided with refreshments during working hours twice a day from Monday to Saturday on working days

- b) **Gymnasium:** For a mentally and physically fit mind and body, the institute manages a full gymnasium with training facility for the students and employees free of cost.
- c) **Accommodation Facility** - Employees working at our Organization are eligible for Accommodation Facility near by the campus which includes 1BHK flat on twin sharing basis in case of Unmarried and in case of married a semi-furnished 1BHK flat is provided. This is provided free of cost at time of offer negotiations. is a part of the hostel accommodation for students
- d) **Food Allowance** - All Employees working at our Organization are eligible for Breakfast, Lunch and Dinner on 7 days in a Week provided at a subsidized rate / free of cost for a few employees based on work categories and as part of terms and conditions of appointment.
- e) **Transportation Facility** - All Employees working at our Organization are eligible for Transportation Facility free of cost.
- f) **Child School Fees** –School Fees for 2 children is paid by the Organization for Admin staff.
- g) **Diwali Bonus** – Diwali bonus is provided to Admin staff. With gross salary of up to Rs.15, 000/- pm and the quantum of bonus is decided each year but not more than Rs.5,000/- per employee
- h) **Crèche** – We have provided a facility for crèche to those women employees who may to avail for their babies or children under two years of age.
- i) **0% Interest Loan** –0% interest Loan will be provided to Admin staff.
- j) **Research Leaves** – Paid Leaves are available to all the teaching staff members for Research purpose on a case to case basis.
- k) **GPA Insurance** – In case of any accidents/Injury on duty, the employees are provided with immediate medical assistance and financial aid, if required. We are working out an Insurance Scheme to get implemented by February. '18.
- l) **Group Medical & Hospitalization Insurance** – We are planning to provide group medical insurance to the employees by the end of February, '18.

5.0

### **Employee Feedback/Survey**

5.1

- (i) Other than the “Exit Interview Questionnaire”, HRD may from time to time conduct a climate survey to gather employees’ feedback/input and gauge their level of satisfaction as an employee of the Institute.
- (ii) The survey which may be in the form of a questionnaire may cover several important factors such as:
  - (a) Communication
  - (b) Teamwork with superiors, peers and subordinates
  - (c) Compensation and benefits
  - (d) Training and development
  - (e) Career development
  - (f) Staff welfare
- (iii) Feedback and input received from such survey shall be used as a basis to recommend to the Management improvement on matters which mutually

benefit the Institute's interest and staff well-being/development in general

6.0

**Amendments & Retention Clause**

This policy document along with all allied Standard Procedures & Controlled Formats can be discarded or amended or any new introductions in lieu can be entertained by the recommendation of Review committee lead by Chairman / Group HR Head / Director.

## POLICY ON PERFORMANCE MANAGEMENT SYSTEM

<b>Document Title</b>	<b>HR Policy Document - PMS</b>
<b>Version</b>	1.0
<b>Prepared by</b>	Raveen Bhatnagar, Group HR Head
<b>Signature</b>	
<b>Reviewed By</b>	Raman Preet, Chairman
<b>Signature</b>	
<b>Issued by</b>	Raveen Bhatnagar, Group HR Head
<b>Signature</b>	
<b>Approved by</b>	Raman Preet, Chairman
<b>Signature</b>	
<b>Effective Date</b>	August 2017
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## PMS DOCKET FOR EMPLOYEES

### 1.0 **Purpose:**

To have a mutual beneficiary competency based performance review and appraisal policy.

### 2.0 **Scope:**

This policy covers all the employees of PIBM – Teaching and Non-Teaching

### 3.0 **Appraisal Cycle :**

- 3.1 Variable Pay-out (those employees who are given Variable Pay)): For determining variable pay-out based on performance, the periodic cycle is yearly depending upon financial pay-out decisions based on DOJ and roles / designations.
- 3.2 For increment, the appraisal cycle will be on yearly basis and based on a 12 month cycle completion of every employee from his date of joining.
- 3.3 Monthly reviews will happen on the KPIs decided with each individual followed by a mid-year appraisal for the purpose of any course correction / counselling to the appraisee on progress made at mid-point. However, no rating will be accorded during the appraisal. This is generally preferred to be a performance dialogue with the employee and kept less structured.

### 4.0 **Performance Parameters:**

#### 4.1 **Key Performance Indicators (KPIs):**

A Key Performance Indicator (KPI) is a measure of performance with an objective to enable organization to define and evaluate achievement of functional targets aligned to business.

#### 4.2 **Institute levers:**

PIBM has identified four business levers that are critical to different stakeholders and an Appraisee while choosing the KPI would need to be aligned with one of these levers. The KRAs will be distributed as per the 4 perspectives of the Balanced Score Card – Financial, Customer, Process and People.

- Quality of faculty w.r.t. teaching / research / mentoring / institution building
- Customer Experience (students and corporates)
- Internal Process Improvement / Innovative Ideas / Research / Application based pedagogy  
Faculty Engagement & Employee Development
- Faculty Development Programs



## 5.0 **Eligibility Criteria:**

- 5.1 For Yearly Increment - All confirmed employees with a minimum of 12 months completed in service from date of Joining. After 6 months, there will be a probation assessment for all employees based on which his confirmation will get decided.

For Variable pay-out, where applicable– it is based on assessment cycle which could be quarterly / yearly depending upon Department & level of employee.

Those eligible for quarterly variable payments, will be paid at the quarter ending March, June, September and December. For employees who have joined in the last month of any quarter end will be paid in the next quarter.

Variables and Increments are pro-rated to the date of joining in any case.

## 6.0 **Goal setting: Individual Performance and Development Planning:**

- 6.1 **KPIs** : Selection and Closure on KPIs for every employee in each function on an annual basis
- 6.2 **Weightages** : Assigning Weightages to each selected KPI
- 6.3 **Targets** : Assigning Targets to each selected KPI

## 7.0 **Guidelines:**

### 7.1 **Finalizing Key Performance Indicators (derived from the KRAs)**

- Each KPI is aligned to any one of the 4 Business levers
- KPIs are cascaded from the organizational goals down to a /individual level, so that individual employee's efforts are aligned
- Every Employee have 5-8 KPIs with not less than 10%. Each KPIs can be sub divided into 2-3 with weightages not less than 3% and the sum total not less than 10%
- KPIs will be discussed with the Appraiser and reviewed by the Reviewer (one level up) and on mutual consent; the same will be entered in the Goal Sheet 9KRA Sheet)
- There should be at least one Special Project (Process Improvement / business idea / innovative idea / research / paper publication / book writing etc.) in the KRA for employees

## 7.2 Brief description of KPI in PMS

- **Specific** : What are the specific tasks or activities or outcomes to be achieved?
- **Measurable** : How will one know when the KPI has been met?
- **Attainable** : Is the KPI challenging enough? Does it require the individual to “stretch”
- **Relevant** : Is it aligned with objective of the PIBM way of method of teaching / business, your job responsibilities and your development?
- **Time bound** : What is the timing or completion date for this KPI? How will progress be Tracked?

### **Role of Appraisee :**

- Self-Appraisal - Appraisee has to give himself / herself score against each KPI as per the timeline defined.

### **Role of Appraiser :**

- Review inputs/comments made by Appraisee
- Discussion with appraisee on achievements, areas of strength and areas of improvement
- Finalizing the score against KPI's

### **Role of Reviewer :**

- Reviewing Appraisee's achievement for the performance period and finalize the score post discussion with appraiser and appraisee, if required.

The cumulative of average monthly score will also be used in the annual appraisal rating of the appraisee.

### **Performance Dialogue:**

Every Appraiser must have monthly reviews of his team on the Performance. During the review, he must schedule a one on one performance dialogue at individual level. The performance dialogue will help the employee in the following:

Review of Engagement Sheet

Counselling

Method of achieving targets

Qualitative and quantitative inputs from the Appraiser

Kudos for KRAs going right and advise how to improve in case the KRAs are getting partially achieved

Any new practices / innovation in the work methodology

Feedback to and from the employee

A Performance Dialogue will instill a feeling of ownership of their KRAs and result in enhanced productivity and motivation. These dialogues are recommended to be conducted periodically i.e. at least once a month on a one to one with every team member of the reporting manager.

**Definition of Ratings :**

Level of Performance	Explanation	Rating
Far Exceeded Expectations	Performance is exceptional and is able to mentor and coach to enhance overall team effectiveness. Score achievement above 100%.	A
Exceeded Expectations	Surpassed all expectations in the defined area to a degree deserving particular recognition. He / she was a consistent model of excellence to team members. Score achievement ranging from 91-100%	B
Met Expectations	Performed better than expected. Displayed satisfactory capability level. Made a strong contribution to his/her department through their performance. Score ranging between 81-90%	C
Partially Met expectations	Performed partially on the target. The individual has achieved the threshold level of performance expected of him/her but failed to achieve some of the KRAs. Score achievement ranging from 71-80%	D
Didn't Meet Expectations	Performed below the minimum level of performance expected. Needs to focus on some areas and improve performance. Score achievement below the threshold mark of 70%.	E

8.0

**Common Terms:****8.1 Appraisee:**

- Appraisee is the employee whose performance is being planned, assessed and reviewed
- To ensure success of an effective PMS, the assessor should participate actively while setting goals/objectives, determining and implementing a development plan, engaging in feedback/coaching discussions and completing self-assessments.

**8.2 Appraiser :**

- The Manager, with whom the Appraisee has a direct reporting relationship as on date, is the appraiser.
- In case of absence of appraiser, the Reviewer will act as the Appraiser.

- In case of employees belonging to functions with dual reporting, the functional Reporting Manager would be the appraiser.

### 8.3 Reviewer:

- The appraiser's manager for the employee or the employee's skip level manager will act as the Reviewer.
- He will review the appraisal done by the Appraiser and his score / rating will be considered as final

### 8.4 HR PMS SPOC :

- The HR PMS SPOC is responsible for the following
  - Facilitating the Goal Setting/Assessment process/Review sessions
  - Enabling the PMS process completion as per schedule
  - The Group HR Head will be the overall custodian of PMS process compliance

### 8.6 Moderation:

- After the performance appraisal review, a moderation exercise is carried out in order to:
  - Minimize inter-appraiser rating discrepancies vis-à-vis the contributing Business Line
  - Make a clear distinction between different levels of performance and identify high performers and high potential employees in the organization
  - Prepare a relative ranking of employees in line with norms for bell curve.
- The moderation committee will consist of Group HR Head / Director / Dy. Directors and the Chairman. A Bell Curve is created function wise with minimum of 10 employees in the function. Those functions with less than 10 are integrated to the bell curve of the organization

**The Bell Curve Norms are applicable for all functions and the overall curve of the organization can change from year to year. An illustration is given below and is finalized each year based on organization performance:**

Rating	1	2	3	4	5
%	5%	15%	45%	25%	10%

## COMMUNICATION & LINKAGES

### Communication of Ratings in annual appraisal

- The ratings as finalized, post moderation will be intimated to employees along with the increment details.

### Performance linkages

- **Variable Pay:** The annual portion of variable amount is determined based on the overall performance of department and organization e.g. 75% individual & 25% organization / function.
- **Annual Increment:** The merit increment is linked to the Final Ratings of Appraisees.
- **Training & Development:** Training and Development is linked to the feedback and Rating received by Appraisees from appraiser & reviewer. It is based on both functional and behavioral needs captured separately in the development part of the Performance Management System.

**Low Performers:** While differentially rewarding high performers, the approach towards low performers will be as under :

- Low performers will be based on the comparative performance of peer group.
- There will be a Performance Improvement Plan (PIP) for low performers. The low performers will be assessed for a specific period of time based on which either he/she will continue to work or an exit process will be communicated. Usually the period will range from a minimum 1 month to a max 3 months.

#### 9.0 **Standard Reference Documents:**

9.1 PMS Procedure & Guidelines Manual

9.2 HR Process Manual & Formats

#### 10.0 **Amendments & Retention Clause**

10.1 This policy document along with all allied Standard Procedures & Controlled Formats can be discarded or amended or any new introductions in lieu can be entertained by the recommendation of Review committee lead by Chairman / Group HR Head / Director.

#### 11.0 **Misuse & Disclaimer**

11.1 Misuse of this policy in any way will be seriously viewed under the code of conduct guidelines of the organization and accordingly, appropriate action will be taken against the employee.

### **Performance Management System Docket**

#### **PMS Docket Guidelines**

##### **Introduction**

- This PMS docket is opened at the beginning of every Financial year, and is closed at the end of the corresponding financial year after the performance / development reviews get completed. This PMS docket is to be maintained by the respective employee  
- The relevant sheets of the completed docket are to be handed over by the respective employee to the respective Unit through their Reporting Manager at the end of the financial year after the performance / development reviews

##### **Structure of this PMS Docket**

- This PMS docket contains 5 basic formats, namely,  
**Form 1** : Employee Background  
**Form 2** : Performance Planning / Review (Separate Forms for Faculty till Associate Professor / HODs / DY Director / Director  
**Form 3** : Self Development Planning / Review - Competencies framework  
**Form 4** : Self Review / feedback  
**Form 5** : Moderation / Performance Rating

<p><b><u>Terminologies</u></b></p> <p><b>Employee:</b> PMS is applicable to every employee on the rolls of the organization</p> <p><b>Reporting Manager:</b> The person to whom a given employee reports to in the organizational structure. In case of matrix structures, the operational (alternatively referred to as "administrative") reporting manager should take inputs from the concerned functional reporting manager.</p> <p><b>Reviewer:</b> The Reporting Manager to the Reporting Manager of a given employee</p> <p><b>Regular Feedback System (Performance Dialogue):</b> Every employee has the right to ask for feedback from his reporting manager anytime during the year, but not more than once a month. The self-review / feedback form has been designed to facilitate the employees in this process. The filled in forms are for the record of the employee, and they need not be submitted to the reporting manager / HR. Please refer to PMS form 4</p> <p><b>Performance Cycle:</b> April to March with Half Yearly review in December. Review begins in May to June every year</p>	<p><b><u>Terminologies</u></b></p> <p><b>Performance Planning:</b> Objectives / key projects to be pursued in the forthcoming period. This is determined by the role that a person is holding. Performance Planning is done at the beginning of the financial year through the identification of KRAs in PMS form 2.</p> <p><b>Self- Development Plan:</b> This is the plan of action that an individual employee decides at the beginning of the year, for his / her capability / competency development, in line with the organizational priorities. While the employee is responsible for his / her development, by working along with the employee in preparing his / her SDPs, by reviewing the Self Development Plans during the Half Yearly &amp; Annual reviews and by other required actions, the concerned reporting manager and the HR will support the concerned employee in realizing his / her Self Development Plans. SDPs may include: Personal effective such as FDPs / MDPs / Higher studies / projects / behavioral remedies / Leadership / Administrative capabilities, etc. Please refer to PMS form 3</p>
<p><b><u>Guidelines on KRA Setting</u></b></p> <ul style="list-style-type: none"> <li>- The KRAs are to be identified within the four perspectives of Financial, Customer, Process and People &amp; OD</li> <li>- At least one KRA should be identified within each of the above four perspectives</li> <li>- The total No of KRAs are to be restricted to between 5 and 8. In any case, the No of KRAs should not exceed 8-9</li> <li>- Each of the KRAs should have a minimum weightage of 10 %. Sub KRAs can be split within this.</li> <li>- The total cumulative weightage for all KRAs should equal 100 % (for a given financial year)</li> <li>- Any exceptions to the above guidelines need to be approved by the respective Unit (Campus / Corporate / EEP / Edutech / UG Campus)</li> <li>- Please refer to PMS form 2.</li> </ul>	<p><b><u>Other Important Points</u></b></p> <ul style="list-style-type: none"> <li>- In case of mid-year transfers / role changes, the performance reviews for the period till the date of transfer need to be completed by the concerned reporting manager, as part of the procedure for relieving. Fresh KRAs for the remaining period of the year need to be defined by the respective employee for the new role by his new reporting manager</li> <li>- Moderation / Normalization / Performance Rating Form (PMS form 5) is for the reporting manager, reviewer, HOD to record the comments on the performance / behavioral traits exhibited, including the essence of discussions in the normalization committee (Chairman / Director / GHH) meeting, during the annual performance / development review.</li> <li>- At the end of the annual review, the employee would do a self-review before the review discussion with the reporting manager. The reporting manager, will finalize the final score for each of the KRAs (Score = Weightage x % Achieved) after the review discussion.</li> </ul>

## ***Performance Management System Docket***

\_\_\_\_\_ **to** \_\_\_\_\_

Employee Name		Designation		Department	
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Employee Code		Date of Joining		Campus Corporate Office/ Location	
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**Ref No :** HR / PIBM / PMS / 2018 / 01 **Date of Issue :** 01.09.18; **Version No :** 1; **Confidentiality :**  
Moderately Confidential  
**Format Owner :** PIBM Campus

## Performance Management System Docket

**For the Financial Year 20\_\_ - 20\_\_**

(To be filled in and maintained by the respective employee. Please hand over the completed docket to your reporting manager after the annual review in April)

### Employee Background (PMS Form 1)

Employee Name		Category	
Designation		Department	
Date of Joining		Qualification	
Division		Unit	
Reporting Manager		Location of Posting	

### Career Progression at PIBM (starting from last assignment till DOJ in PIBM)

Sl	From - To	Designation	Role

### Major Training(s) / Certification(s) / Education attainments

1		4	
2		5	

3			6	
Brief Description of Role				
Special Projects / Papers				
Sl	Project Title / Papers	Brief on the project	Role in the project team	Project completion status
1				
2				
3				
4				
PMS is to help you <b>Contribute, Learn and Develop</b> - I <b>TAKE CHARGE / MERITOCRATIC CULTURE</b>				

Performance Management System Docket (illustrative)									
For the Financial Year 20__ - 20__									
Performance Planning / Review Form (PMS Form 2)									
Employee Name		XYZ		Domain		Marketing			
Designation / Department		Assistant Professor / Associate Professor / Faculty		Unit		Pune Campus			
Performance Planning						Half Yearly (*) / Annual (*) Performance Review			
	Key Objectives / Strategies / Projects	Measure(s) / Measure(s) of Completion	MIS / Documentation	Weightage	Target Met	Details of Perf	Self Score	Reviewer Score	Final Score
Financial	1. Placement of mentees in companies of choice 2. Student average CTC during placement 3. Student Semester	1. 100% of those opting for campus within 4 months of campus opening 2. Rs.6-8 Lacs pa 3. 80% of students	Student / mentee Tracker / ERP LMS	1.10%. 2) 5% 3) 10%					



	Scores during evaluations	above 65% in each semester							
Customer	4. Student feedback on teaching 5. Building functional & behavioral competencies in students on SCPS model 6. Assignments & Case Studies per course taught & learning outcomes linked to Program Objectives 7. Teaching courses in the sessions with student class participation - engagement & attendance	4. min 3.75 / 5 with student connect at min of 4.0 5. min 90% competencies built per course taught 6. min 4 guided and 4 unguided case studies and short case studies at end of every chapter / topic of course taught 7. min 15 hours per week and student attendance of 90% with engagement index of at-least 80%	1. Feedback of every session recorded & documented - online 2. Student Docket real time updated 3. Details of CS & Assignments / MCQ / Interactions documented in Tracker	4) 10% 5) 10% 6) 10% 7) 5%					
Process	8. Course Planning & Design 9. Mentoring of students - SIP / WIP / Live Projects / helping them develop Industry specific competencies linked to Program objectives / counselling / attendance / remedial classes	8. Completion within 100% timeline & duly approved by HOD / Director 9. 100% project evaluation of mentees within specified timeline / 100% grooming, 90% attendance / Guidance & Counselling to 100% mentees / min 4 out of 5 mentee feedback index / 100% training on SCPS & JD based / 100% adherence to time table.	8. Course Planning & Design template complete with Case Studies / Assignments / MCQs / tests / Projects - industry specific / research 9. Mentor Tracker including interventions e.g. assignments, ET Review, projects, attendance, grooming, GDs, Quiz, PIs / SIP & WIP Trackers / QFR / One on one interviews & outcomes documented	8) 10% 9) 10%					

Performance Dialogue Sheet (Faculty)

Name of Appraisee:

Department:

Date of Appaisal:

People & Org Development	10. Research & Publications - papers published in UGC, ABDC & Scopus 11. Participation in seminars; conferences; CSR 12. Corporate interface for I2I incubation centre	10. Min. 4 papers with at-least "B" rating in ABDC, UGC and Scopus / Min. 2 research work completed and discussed in the class 11. Min. 2 seminars & conferences & 1 CSR activity with students 12. Min. 10 corporates interfaced with and brought to campus for various interventions & projects	10. PPR tracker with papers & research completed and published 11. Documentation of Key Learnings & sharing with students 12. Corporate tracker	10) 10% 11) 5% 12) 5%				
						% Ach		
	Name, Signature & Date							
		Employee		Reporting Manager	Em plo yee	Reporting Manager		

(\*) Strike out that which is not applicable      (\*\*) Use additional sheets as required      (\*\*\*) Applicable only for Annual Review;  
 Not applicable for HY Review  
 Use the photocopy of the filled in Performance Planning form, for the HY / Annual Reviews  
 Provide photocopy of the filled in Performance Review forms (with annexures as applicable) after the HY reviews to the Reporting Manager (for forwarding to HR)  
**Note :** Please restrict No of KRAs to 5 - 9; Each of the four perspectives should at least have one KRA; Weightage for each KRA should at least be 10 %; Any exceptions to these need HR Head's Approval

KRAs	S.No.	Review Questions	A c h i v e	M e a s u r e / R e a s o n s / M I S	S e l f S c o r e	A p p r a i s e r S c o r e	F i n a l S c o r e	R e m
Teaching & Course Design	1	Can I see your course Execution Design						
	2	What are the cases mapped to the Learning Objectives						
	3	Did you read the case before taking it to class and prepare yur notes						
	4	What Industry data have you aligned in your teaching to students						
	5	What was the assignments given linked to our Program outcomes						
	6	How was the assignments evaluated and feedback given to students						
	7	Give details of the guided and unguided discussion in the class						
	8	How many times have you given students time to do pre-reads from text books / notes						
	9	Have you completed the SIP / WIP presentations for 100% students on time						
	10	Did you give the feedback to the students on their SIP / WIP projects						

	11	Industry Projects / Business Modelling / Sector wise analysis of various businesses given						
	12	What was the level of participation in the class						
	13	Did you set the examination paper linked to Program Outcomes						
	14	How was the quality evaluation of answer sheets of students by you						
	15	What was the performance of your students in the examinations						
	16	How did you address the performance of slow learners						
	17	Did your publications get entry into scopus and ABDC Index journals						
	18	Did you develop Case Study for publication in the Case Center, UK or any indexed journals						
	19	Did you develop any commercially viable projects in collaboration with Industry						
	20	Did any of your articles get published in reputed magazines and newspapers						
	21	Did you write any books and book chapters for publications / or published						
Mentorship	22	How did you record the mentorship of your students on discipline / regularity / grooming / personality						
	23	Did you take any special sessions for your mentees and linked it to placement outcomes						
	24	How did the students benefit from your mentor sessions in terms of learning objectives						
Research & Publications	25	How many FDPs on research ypu have attended						
	26	What research papers you have written for publication in ABDC / Scopus						
	27	What research papers you have written for publication in UGC and what stage						
	28	How was the selection of your research topics and the objective for it						
	29	How have you used your research papers in the classroom teaching before the students.						
	30	Which external conferences you have presented your papers in and what accolades received						

#### GUIDELINES

Each of the review questions to be answered in the" Achievement Column"

Each of the question to be supported by data / MIS / report to be presented during review or attached in the sheets in this file itself

Self-Score to be given on a scale of 1-10, where 10 is maximum and 1 is minimum

## Performance Management System Docket

For the Financial Year 20\_\_ - 20\_\_

### Self-Development Planning / Review Form (PMS Form 3)

<b>Employee Name</b>		<b>Category</b>	
<b>Designation / Dept</b>		<b>Unit</b>	
<b>Development Planning</b>			<b>Half Yearly (*) / Annual (*) Development Review</b>
<b>Sl</b>	<b>Leverageable Strengths / Development Needs</b>	<b>Learning / Strength Enhancement Objectives</b>	<b>My SDP (Incl Measure of Completion)</b>
<b>Time Frame</b>	<b>Details of Achievements / Shortfalls / Learnings (**)</b>		
1			

2					
3					
4					
Name, Signature & Date					
		Employee	Reporting Manager	Employee	Reporting Manager
(*) Strike out that which is not applicable      (**) Use additional sheets as required Use the photocopy of the filled in Development Planning form, for the HY / Annual Reviews Provide photocopy of the filled in Development Review forms (with annexures as applicable) after the HY reviews to the Reporting Manager (for forwarding to HR)					

## Performance Management System Docket

For the Financial Year 20\_\_ - 20\_\_

### Self-Review / Feedback Form (PMS Form 4)

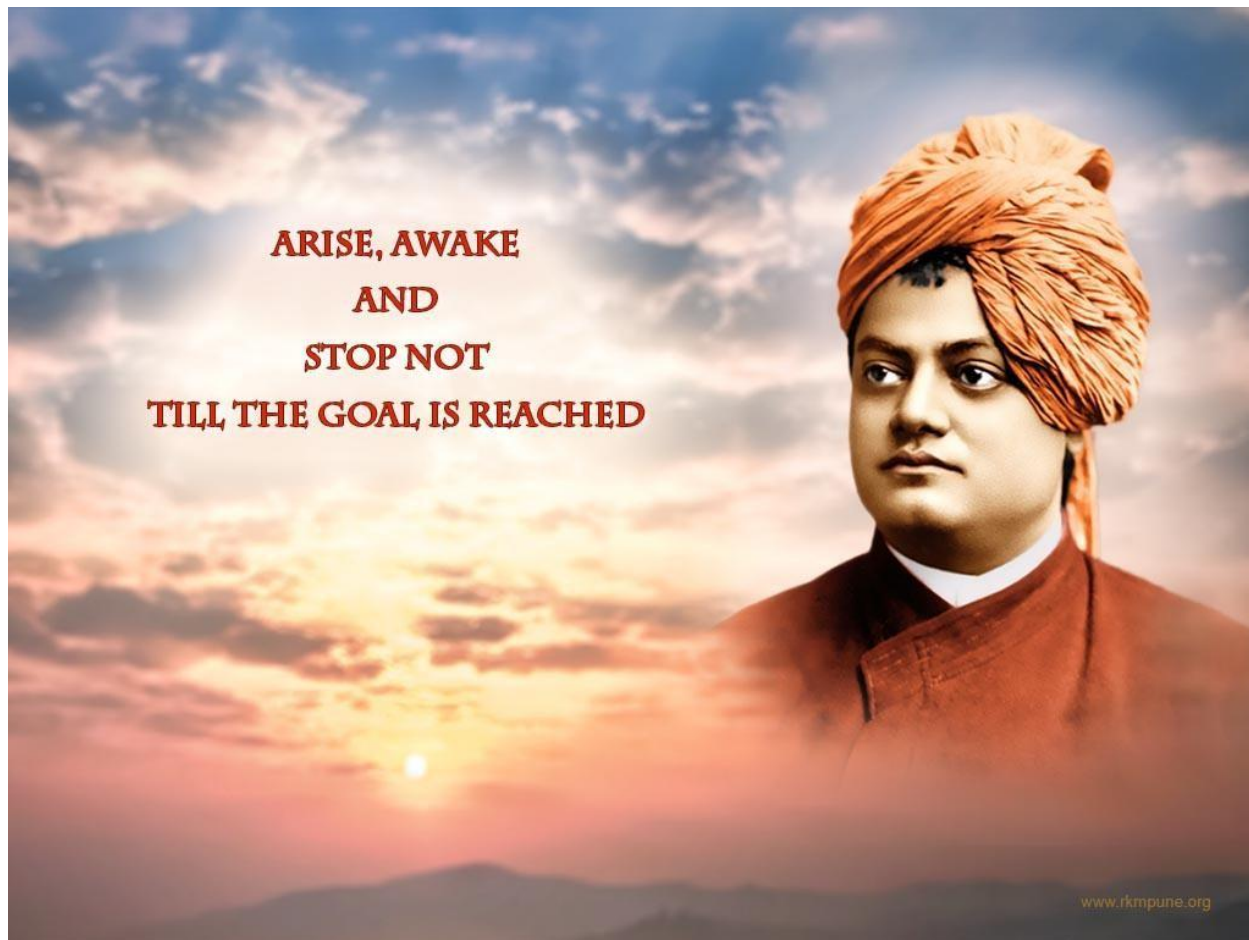
To be filled in and maintained by the employee; You may choose to attach the filled in form(s) with the Half Yearly/ Annual PRDP Form.

The form filled in during Half Yearly / Annual feedback need to be submitted to Reporting Manager)

Unit			Category	
Employee Name			Employee Code	
Designation / Dept			Feedback Period	
SI	Trigger Questions	Employee's Remarks		
1	What were the most energizing / enjoyable aspects of my role in the given period?			

2	What enabled me on the above? What are my key learnings in the given period?	
3	What are the Positive Behaviour traits I have exhibited / developed during this period?	
4	What are the top three priorities that I need to focus on / change in the coming months, to better my / my teams's performance?	
Employee Signature & Date		
<b>TAKE CHARGE! - Contribute, Learn and Develop yourself - You have a right to get feedback; This format is to trigger your thoughts for the process</b>		
<b>Reporting Manager's Comments on the above &amp; Suggestions to improve future performance</b> (To be filled in by the employee after discussion(s) with Reporting Manager)		
Reporting Managers Signature & Date		

**Research Code of Conduct & Ethics Policy**  
**2018-2019**





## PREAMBLE

PIBM is committed to using the research funds allocated to it to undertake and promote research that will benefit all the people in India and Abroad.

PIBM research, therefore, is aimed at supporting societal and management goals, this research belongs to the public domain and as such should be able to withstand public scrutiny at all times. PIBM research focuses on people, and the bulk of the information and data gathered is accordingly likely to be of a personal nature to the participants in the research. To honor the trust placed in PIBM researchers by research participants, the researchers should at all times act correctly and in ways that respect the rights and dignity of the participants. The ethics guidelines contained in this Code of Research Ethics will consequently be made available to all participants in the research process.

## **PURPOSE**

To establish a framework to promote the sound and ethical conduct of research and to promote best practice approaches in the responsible conduct of Research Activities at the University.

## **SCOPE**

This policy applicable to all researcher (viz. faculty, research scholars)

## **POLICY STATEMENT**

PIBM is committed to maintaining the highest standards of integrity in conducting research, and to creating and maintaining an ethical research culture. To ensure that these standards are upheld, PIBM has adopted a Research Code of Conduct Policy. The Research Code of Conduct Policy (The Code) establishes the framework through which the PIBM manages the conduct of responsible Research Activities.

The Research Code of Conduct Policy provides a framework for the development of subordinate policy and procedure documents for Research Activities at the PIBM. The Code and its supporting policies, pursuant procedures and processes sets out the expected standards of research conduct, responsibilities and processes for the approval, management and oversight of Research Activities and management of any alleged Research Misconduct.

The PIBM requires that all Research Workers be familiar with The Code and uphold it in undertaking all Research Activities. It is the responsibility of Research Workers to be cognizant of, and comply with, The Code and its requirements and all relevant University policies and procedures, state, commonwealth and international laws, regulations, statutes, rules, standards and codes of practices when conducting Research Activities.

Failure to comply with the provisions of The Code may be grounds for disciplinary action in accordance with the PIBM's policies on misconduct.

## **PURPOSE OF THIS DOCUMENT**

This document provides guidelines on the professional ethics of gathering, processing and disseminating research information in projects operationally controlled by the PIBM, and in respect of contract research. It covers all activities through which research information and data are gathered, processed and disseminated, for example surveys and interviews and the reporting of research findings.

## **PIBM Values Statement**

*“We, the employees of the PIBM, hereby agree to conduct ourselves in such a way that the values outlined below will shape and inform all our activities and our relationships with colleagues and stakeholders”.*

Our values are:

- service and benefits to our country
- excellence in all our work
- enhancing our productivity
- encouragement of a respect for the participation of our colleagues and Stakeholders
- appreciation for one another’s uniqueness
- fairness that builds trust
- sharing of our resources
- transfer of skills and knowledge
- open-mindedness in approaching conflict
- creativity and innovation
- responsible use of our resources
- encouragement of learning and development

## **PRINCIPLES:**

### **Statement of guiding principles**

The Code prescribes standards of responsible and ethical conduct expected from of all Research Workers undertaking Research Activities at or on behalf of the PIBM. The PIBM has adopted the following principles about research. All Research Workers are expected to uphold these principles at all times whilst undertaking Research Activities.

The PIBM is committed to creating and maintaining a strong responsible research culture that demonstrates:

- Honesty and integrity
- Respect for human research participants, animals and the environment
- Good stewardship of public resources used to conduct research
- Appropriate acknowledgement of the role of others in research
- Responsible communication of research results.

In addition to these principles, the Research workers and the PIBM may have a requirement to comply with other specific requirements related to their areas of Research Activities. It is the responsibility of Research Workers to familiarize themselves with any additional specific requirements and to comply with these when undertaking Research Activities.

The PIBM will: Promote responsible conduct of research and maintain a climate in which responsible and ethical behavior in research is expected;

- Establish and uphold good governance and management practices;
- Provide appropriate training for Research Workers, including regular training in all aspects of The Code;
- Promote peer review and mentoring;
- Ensure a safe research environment;
- Effectively retain and store Research Data;
- Establish and uphold work health and safety and risk management policy and procedures;
- Establish and administer a process to manage potential, perceived, and actual conflicts of interest;

- Encourage a research culture which is innovative, open and transparent;
- Provide an advice mechanism for obtaining ethical clearance prior to conducting research; and
- Provide relevant training on procurement and contractual practices associated with collaborative Research Activities;

**Research Workers will:**

- Ensure that their research is an original investigation undertaken in order to gain knowledge and understanding and disseminate appropriately;
- Ensure that in all aspects of the conduct of research they foster and maintain a research culture and:
  - uphold PIBM governance and management practices;
  - demonstrate integrity and professionalism;
  - observe fairness and equity;
  - demonstrate intellectual honesty; and
  - effectively and transparently manage potential, perceived and actual conflicts of interest;
- Follow proper practices to ensure the security and safety of themselves & others
- Actively identify and engage in appropriate research training activities;
- Actively seek and participate in peer mentoring activities at all stages of the research cycle;
- Declare any potential, perceived, or actual conflicts of interest;
- Responsibly manage Research Data at all stages of the research cycle;
- Ensure research methods and results are open to scrutiny and debate;

- Actively seek advice in regard to the ethical conduct of research; and
- Responsibly manage the acquisition of ethical clearance prior to conducting any research that involves human, animals or the environment and abide by any conditions of the ethical clearance, including reporting.

### **Determination of additional specific requirements**

- In addition to the general guiding principles about research, The PIBM has additional specific requirements for a range of Research Activities.
- The Research Head is responsible for:
- The determination of any additional specific requirements for promoting smooth research activity.
- Development and maintenance of policies, procedures and processes relating to any additional specific requirements; and
- Oversight for ensuring these specific requirements are upheld.

### **Research data management and record keeping**

All Research Data and records must be managed in accordance with the relevant PIBM policies and procedures.

### **Authorship**

Authorship in relation to Research Activities will be assigned and managed in accordance with the relevant PIBM policies and procedures.

### **Publication and dissemination of research findings**

Publication and dissemination of research findings will be undertaken in accordance with the relevant PIBM policies and procedures.

## **Conflicts of interest**

Research Workers are responsible for reporting any potential, perceived or actual conflicts of interest in accordance with the PIBM's codes of conduct and relevant policies and procedures.

## **Peer review**

Peer review at the PIBM will be undertaken in accordance with relevant PIBM policies and procedures.

## **Intellectual Property**

Intellectual Property is to be managed in accordance with the relevant PIBM policies and procedures.

## **Research integrity and advice on the conduct of research**

Where a Research Worker or any other PIBM Family Member is in doubt about the applicability of provisions of The Code, its supporting policies, procedures and processes, or about the appropriate course of action to be undertaken, advice should be sought from:

- Head- Research cell and/or
- The Manager (Research Integrity and Ethics)/ Group head HR, PIBM.

Confidentiality will be maintained at all times in the provision of this advice in accordance with the PIBM's Code of Conduct Policy and other relevant policies and procedures.

## **Research Misconduct**

The PIBM is committed to the highest standards of ethical conduct for Research Activities.

The Head- Research Cell is responsible for ensuring that the University has in place proper processes for managing Research Misconduct.

Research Workers have an obligation to report any suspected Research Misconduct. All suspected Research Misconduct must be reported for investigation and resolution in accordance with the relevant PIBM policies and procedures.

Failure to report suspected Research Misconduct may result in disciplinary action under the PIBM's policies on misconduct. Failure to report suspected Research Misconduct may also have consequences for individuals under criminal or civil jurisdictions.

## **Related Procedures:**

### **Authorship Procedure:**

#### **Procedure overview**

This procedure outlines the PIBM's process for the management and allocation of authorship rights for Research Workers.

#### **Attribution of authorship**

A Research Worker qualifies as an author if they have made a significant intellectual or scholarly contribution through at least one, but often more than one, of the following:

- conception and design of the research described in the Research Output;
- acquisition of research data, where the acquisition has required significant intellectual judgement or input;
- analysis and interpretation of research data;



- drafting of the Research Output or redrafting the Research Output so as to critically change or substantially advance the interpretation.

A Research Worker does not qualify as an author if they have not made a significant intellectual or scholarly contribution to the Research Output, or is unwilling to take responsibility for their contribution. Contributions outlined below are generally not considered to meet the criteria for authorship attribution:

- provision of funding; and/or
- provision of technical support, technical advice or technical assistance; and/or
- a Research Worker's position (e.g. Head of School, or supervisor of a research Student); and/or
- a gift; and/or
- the provision of materials, infrastructure, or access to equipment.

### **Record of authorship**

Research Workers have a responsibility to discuss authorship between potential co-authors and contributors to Research Outputs at the beginning of the research and as soon as collaborative circumstances or the research changes.

A record of authorship agreement is to include, but is not limited to:

- anticipated title of the scholarly work;
- outlet (e.g. journal name, publisher, conference or other medium);
- anticipated date of submission to the outlet; and
- name and order of authors, author role and contribution percentage to the overall Research Output.

Research Workers are encouraged to use the Statement of Authorship and Location of Data Form and retain a copy for their own record. The record of authorship agreement may also be informally captured through email or letters.

### **Author responsibilities**

Researcher Workers should be fully aware of the requirements and responsibilities of authorship as outlined in the PIBM's Authorship Policy. In accepting an authorship, the author takes responsibility for, and attests to the integrity and accuracy of, at least that part of the research to which they contributed.

All authors have a responsibility to:

- properly recognize all contributions to the Research Output, regardless of the Research Worker's position or role or any subsequent change in their position or role;
- properly recognize the contribution of Student researchers in Research Outputs; and
- respond to communications about the Research Output throughout all stages (including drafting, submission and finalization) in a timely manner.

### **Order of authors**

Where there is more than one author of a Research Output, the authors should discuss and reach agreement on the order in which the authors appear in accordance with the established norms for the relevant field of research.

### **Senior author**

Where the established norms for the relevant field of research dictate, and there is more than one author of a Research Output, a senior author (or authors) must be identified. In addition to fulfilling the criteria for authorship, the senior author's role is normally to have overseen the research and to attest to the integrity and accuracy of the research as a whole.

### **Corresponding author**

Where there is more than one author of a Research Output, at least one co-author, by agreement amongst the authors, should be nominated as the corresponding author in accordance with this procedure and established norms for the relevant field of research. The corresponding author is responsible for communication between the publishers and managing communication between the co-authors. The corresponding author must maintain records of authorship agreement.

### **Plagiarism**

Allegations of Plagiarism will be resolved in accordance with the Research Conduct Complaint Procedure.

## **Disciplinary Action for Misconduct or Serious Misconduct Procedure**

This procedure outlines the PIBM's management of Misconduct or Serious Misconduct of Employees in accordance with the provisions of relevant legislation, agreements, awards and contracts of employment.

### **Procedures**

#### **Investigation**

Prior to initiating any action, the PIBM will make every effort to resolve instances of possible Misconduct or Serious Misconduct through guidance, counselling or other appropriate action. If the concerns are not able to be resolved, then the PIBM may undertake an initial investigation process to establish whether a Complaint can be reasonably substantiated or clarified with no need for further action.

The investigation process will be conducted in accordance with the principles of natural justice and procedural fairness and may include questioning other individuals who may be involved in or observed the incident in question. Where there is a reasonable suspicion of Serious Misconduct having occurred, the PIBM will advise the Crime and Corruption Commission.

Where the Head- Research Cell determines that there is a case of Misconduct or Serious Misconduct to answer, then the process will be initiated. Where the Head- Research cell determines that there is no case of Misconduct or Serious Misconduct to answer, there will be no further action taken by the PIBM.

#### **Formal action**

Any allegation of Misconduct or Serious Misconduct will be considered by the Head-Research Cell. If the Head- Research Cell believes such allegations warrant further investigation, the Head-Research Cell will:

- Notify the Employee in writing and in sufficient detail to enable the Employee to understand the precise nature of the allegations, and to properly consider and respond to them
- Require the Employee to submit a written response within 10 working days from the receipt of the letter.

If the allegations are denied by the Employee, and the Head-Research Cell is of the view that there has been no Misconduct or Serious Misconduct, the Head-Research Cell

will immediately advise the Employee, in writing, and may, by agreement with the Employee, publish the advice in an appropriate manner.

If the allegations are admitted in full by the Employee, and the Head- Research Cell is of the view that the conduct amounts to Misconduct or Serious Misconduct, the Head- Research Cell will advise the Employee, in writing, of the Head- Research Cell's Decision and the operative date of the Disciplinary Action.

If the allegation is denied in part or in full, or if the Employee has not responded to the allegations, the Head- Research Cell will refer the matter to a Misconduct Investigation Committee unless the Head- Research Cell decides to take no further action or counsel or censure the Employee for unsatisfactory behavior and take no other action.

### **Suspension**

At the time of notifying the Employee under 4.2, or subsequently, in exceptional circumstances the Director may suspend the Employee on full pay, or may suspend the Employee without pay if the Director is of the view that the alleged conduct amounts to Serious Misconduct such that it would be unreasonable to require the University to continue the Employee's employment during a period of notice.

Where suspension without pay occurs at a time when the Employee is on paid leave of absence the Employee will continue to receive a salary for the period of leave of absence.

The Employee may engage in external paid employment or draw on any annual leave or eligible long service leave credits during the suspension without pay.

The Director may direct that salary be paid on the grounds of hardship.

Where a suspension without pay has been imposed and the matter is subsequently referred to a Misconduct Investigation Committee, the Director will ensure that the Misconduct Investigation Committee at its first meeting determines whether suspension without pay should continue. The Misconduct Investigation Committee will provide advice as to whether the suspension without pay should continue.

During any period of suspension the Employee may be excluded from the University, provided that the Employee will be permitted reasonable supervised access to the University campus and to request relevant documentation in order to prepare their response to any allegations of Misconduct or Serious Misconduct that has been made against them; and to collect or have personal property returned.

## **Misconduct Investigation Committee**

The terms of reference of the Misconduct Investigation Committee are to report on the facts relating to the alleged Misconduct or Serious Misconduct, including whether any mitigating circumstances are evident.

Where a matter is referred to a Misconduct Investigation Committee, the Head-Research Cell will convey the Misconduct Investigation Committee within 10 working days, where practicable.

The Misconduct Investigation Committee will consist of:

- A Chairperson agreed between the Head-Research Cell and Principal Director
- An Employee nominated by the Head-Research Cell
- An Employee nominated by the Director

A committee member has an obligation to advice of any conflicts/s or potential conflicts of interest that may undermine the application of natural justice and procedural fairness.

A Misconduct Investigation Committee which is considering allegations of Misconduct may, where it is convinced that the merits and facts of the particular case go substantially beyond those contained in the initial allegation, indicate that the allegation must be considered one of Serious Misconduct.

The Employee must be clearly informed, in writing, of which new matters the Misconduct Investigation Committee considers may constitute Serious Misconduct and be given full opportunity to respond.

The Misconduct Investigation Committee will:

- provide an opportunity for the Employee against whom the allegations are made to be interviewed by it and ensure that the Employee has adequate opportunity to answer allegations of Misconduct or Serious Misconduct
- consider such further materials as it believes appropriate to substantiate or otherwise the facts in dispute
- interview any other person it sees fit to establish the merits or facts of the particular case
- ensure that the Employee, or their Nominated Representative, and the Director or delegate, or Nominated Representative, have the right to ask questions of interviewees, to make submissions and to present and challenge evidence

- conduct its proceedings in camera (unless otherwise agreed) as a Committee of inquiry as expeditiously as possible consistent with the need for fairness
- keep a taped record of the proceedings (but not its own deliberations), which will be available on request to the Employee or the Director
- make its report available to the Director and the Employee within 10 working days following the conclusion of the Committee's proceedings.

At any stage during the process, the Employee may be represented by a Nominated Representative. The Director or delegate may also be represented by a Nominated Representative.

### **Report to the Head-Research Cell**

On receipt of the report of the Misconduct Investigation Committee, and having considered its findings on the facts related to the alleged Misconduct or Serious Misconduct, the Head-Research Cell may take Disciplinary Action.

If the Head-Research Cell is of the view that there has been no Misconduct or Serious Misconduct the Head-Research Cell will immediately advise the Employee in writing, and may, by agreement with the Employee, publish the advice in an appropriate manner.

Where an Employee has been suspended without pay pending the Decision of the Head-Research Cell, any lost income will be reimbursed if there was no Misconduct or Serious Misconduct. However, a Decision taken by the Head-Research Cell, at the Head-Research Cell's discretion, not to dismiss or impose another penalty, will not be construed as an admission that there was no conduct justifying suspension without pay.

The PIBM is not constrained from carrying out other investigations relating to the consequences of conduct of an Employee.

All actions of the Head-Research Cell under this Section will be final, except that nothing in this Section will be construed as excluding the jurisdiction of any external court, tribunal or commission competent to deal with the matter.

#### **Delegated responsibilities**

<b>Approver</b>	<b>Level of Delegation</b>
Head-Research Cell	Decision (after considering the Misconduct Investigation Committee report)
Misconduct Investigation Committee	Determination

Principal Director	Ensure matter proceeds in accordance with other relevant policies and timeframes; and to provide procedure and process recommendations to the Director
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## **Governing Member**

## **Designation**

- |                         |                    |
|-------------------------|--------------------|
| 1. Mr. M.K. Tamuly      | Principal Director |
| 2. Mr. Raman Preet      | Executive director |
| 3. Mr. Pranav Nagpurkar | Deputy Director    |
| 4. Prof. Bibhas B.      | Director           |



## **External Mentors**

1. Mr. Prantosh Banerjee
2. Dr. P. Shingi



## **Research Committee Members**

## **Designation**

- |                               |               |
|-------------------------------|---------------|
| 1. Dr. Rajasshrie Pillai      | Research Head |
| 2. Dr. Riddhiman Mukhopadhyay | Member        |
| 3. Dr. Sanjeev Kulkarni       | Member        |
| 4. Mr. Raveen Bhatnagar       | Member        |
| 5. Dr. Naresh B.              | Member        |
| 6. Dr. Abhijeet Lele          | Member        |
| 7. Dr. Mohit Ojha             | Member        |



## **Mentors from Corporate**

## **Company**

- |   |                     |
|---|---------------------|
| 1. Mr. Zulfi Ali Bhutto<br>(Business Head Social Enterprises) | Google Inc.         |
| 2. Mr. Vikrant Kadam<br>(Field Director)                      | IMRB International  |
| 3. Mr. Manish Rohtagi   | Mahindra & Mahindra |



(International Marketing Head)

4. **Mr. Rajendra Mehata**  
(CPO)

**DHFL**

5. **Mr. Arijit Dutta**  
(President and Business Head)

**UNOMINDA Pvt. Ltd**

6. **Mr. Partha Samai**  
(Senior VP & Group Head HR)

**AGS Transact Technologies Ltd.**

Raman Preet  
(Chairman)

Mr. M.K. Tamuly  
(Principal Director)

Prof. Bibhas B.  
(Director)

Dr. Rajasshrie Pillai  
(Head- Research Cell)

Mr. Raveen Bhatnagar  
(Group HR Head, PIBM)

# **POLICY ON ACADEMIC RESEARCH**

<b>Document Title</b>	<b>Policy on Academic Research</b>
<b>Version</b>	1.0
<b>Prepared by</b>	Dr. Rajasshrie Pillai, Professor & Head-Research Cell & Mr. Raveen Bhatnagar, Group HR Head, PIBM
<b>Signatures</b>	
<b>Reviewed By</b>	Mr. M.K. Tamuly, Principal Director, PIBM
<b>Signature</b>	
<b>Issued by</b>	Raveen Bhatnagar, Group HR Head, PIBM
<b>Signature</b>	
<b>Approved by</b>	Mr. Raman Preet, Chairman, PIBM
<b>Signature</b>	
<b>Effective Date</b>	December 2018
<b>Document Type</b>	Master Copy

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### **PREAMBLE:**

Research is well recognized as an effective way for educational institutions to disseminate knowledge and make an early and direct impact on society.

Presentation and publication of research findings is one of the significant components of research process which plays an important role in sharing knowledge among the research community. Institute promotes and motivates its faculty members and students for research activities, research paper presentations and publication of research work in journals of repute such as ABDC, SCOPUS, International Journals, etc. The Institute is committed to disseminating its research work as widely as possible to accomplish maximum impact. This document provides the policy for conducting research activities & publication of research work. It also provides for the minimum standards for implementation of research and related activities that encourage efficient and effective communication, efficient, ethical and honest research conduct and availability of all essential resources required for the said purpose. It also elaborates upon extension research and outreach programs. Moreover, provisions related to MDPs, FDPs, Innovations, Incubations and Intellectual Property Rights (IPRs) are also enumerated in this policy.

### **VISION:**

To become a leading Management Institute in the field of Research & Development; create a new body of knowledge for disseminating it to a resurgent business community and society at large both at national and international level.

### **MISSION:**

To conduct quality and high order academic and industry oriented research to benefit all strata of society.

### **OBJECTIVE:**

- 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 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 amongst one of the top research organizations.
- To create a PIBM Research & Development Center for M. Phil & PhD.

## **I. ACADEMIC RESEARCH POLICY**

- a) Faculty members shall conduct research in focused areas of research.
- b) Faculty members are encouraged to identify inter-disciplinary research in their chosen field of research.
- c) Faculty publication in either SCOPUS or TAYLOR & FRANCIS or WEB of SCIENCE (WOS) or ABDC indexed journals shall be acknowledged with appropriate weightage in the faculty appraisal system currently followed in INSTITUTE.
- d) All publications and research papers of faculty have to go through rigorous plagiarism check through Plagiarism checking tools like TURNITIN, etc.
- e) 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.
- f) INSTITUTE shall provide the basic infrastructure required to conduct research.
- g) Faculty shall tie-up with industries and corporate bodies to undertake funded research in emerging areas and industry relevant areas.
- h) Meritorious research work by faculty shall be awarded with suitable incentives enshrined in the Policy.
- i) All research conducted shall be covered by IPR and copyright protected.
- j) INSTITUTE Faculty shall be encouraged to present their research work by way of participation in National and International conferences conducted in India and/or abroad.
- k) Necessary approval of Chairman shall be required to be sought, at-least 30 days in advance, for participating in National and International conferences.
- l) Financial assistance to bear the expenses related to participation in such conferences in India or abroad shall be extended by INSTITUTE up to amounts specified from time-to-time by Dean/Director.

## **III. INCENTIVES FOR RESEARCH PAPER PUBLICATION:**

S. No.	Research Paper Publication		Incentive		Approval
			Nos.	Amount (INR)	
1.	ABDC	Rating A*	Per paper published	100000/-	Recommended to Chairman by Head – Research Head
2.	ABDC	Rating “A”	Per paper published	50000/-	Recommended to Chairman by Head – Research Cell
		Rating “B”	Per paper published	35000/-	Recommended to Chairman by Head – Research Cell
		Rating ‘C”	Per paper published	15000/-	Recommended to Chairman by Head – Research Cell
	SCOPUS	Any Quartile – Non paid	Per paper published	15000/-	Recommended to Chairman by Head – Research Cell
	Any other journal		Per paper published	NIL	Recommended to Chairman by Head – Research Cell

\*Researchers will be paid the incentive within one month of the research paper published as per our criteria given in Policy. Approval of the Head – Research Cell & Group HR Head will be mandatory for release of Incentive.

## II. EXTENSION RESEARCH AND OUTREACH PROGRAMMES

- Eminent and enterprising professionals from the industry are invited to take up joint resource projects with INSTITUTE faculty.
- Faculty members are encouraged to select society specific problems and conduct research and provide feasible solutions. Such research topics could include problems related to environmental protection, sustainable development, women empowerment, child welfare, up-liftman of rural population, protection and health care, etc. This will be over and above the Industry specific research.
- INSTITUTE faculty shall be encouraged to visit at least one village in the neighborhood, investigate the problems, find solutions and implement the same using technology expertise.
- INSTITUTE shall organize educational programs relevant to community and/or societal development.
- INSTITUTE students are encouraged to participate in the extension and outreach programs organized by INSTITUTE.
- Faculty members of INSTITUTE, as designated by the Director, are permitted to work in other educational institutions as part of faculty exchange program.

## III. MDP, FDP, CONSULTANCY, SHORT TERM CERTIFICATION COURSE



- a) INSTITUTE encourages its faculty to train industry personnel, members of the academia, and research scholars by conducting Management Development Programs (MDPs), Faculty Development Programs (FDPs), Short-term Certification courses, etc.
- b) INSTITUTE allows faculty members to engage in Consultancy services, provided there is no interference with the discharge of their academic and administrative duties.
- c) MDPs, FDPs, Short-term Certification courses and Consultancies shall be conducted/ undertaken only with the approval of Director, INSTITUTE. Such approval must be sought at-least 15 days in advance, unless otherwise allowed by the Director.
- d) All MDPs, FDPs, Short-term Certification courses and Consultancies are required to be managed in accordance with this policy, associated documents, and other INSTITUTE policies.
- e) INSTITUTE also encourages its faculty members to deliver 'Key Note addresses' in different conferences, symposiums, summits, etc.
- f) Revenue sharing between INSTITUTE and Faculty Resource person in the case of MDPs, FDPs, Short-term Certification courses, Consultancies, etc. shall be as follows:

S. No.	Particulars of the Event		Revenue Bifurcation		Details
			Institutional Share	Resource Person's Share	
1.	Management Development Programs (1-7 days)	At PIBM	50%	50%	Course material, Infrastructural support, Food by the Institute
		At the Client's Venue	40%	60%	Resource person to pay after deducting taxes
2.	Faculty Development Programs (1-7 days)	At PIBM	50%	50%	Course material, Infrastructural support, Food by the Institute
		At the Client's Venue	40%	60%	Resource person to pay after deducting taxes
3.	Executive Development Programs (duration from 10-30 hours)		50%	50%	Resource person to pay after deducting taxes
4.	Consultancy		50%	50%	Resource person to pay after deducting taxes
5.	Key Note Address		30%	70%	Resource person to pay after deducting taxes
6.	Examination & Evaluation work other than PIBM. (Viva /Answer Sheets)		30%	70%	Resource person to pay after deducting taxes

- g) Faculty Resource person needs to avail "on duty" leave for MDP/FDP (other than "Consultancy").
- h) Such leaves shall not exceed 15 working days, unless otherwise permitted by the Chairman.
- i) Advance information of at-least 15 days is essential.
- j) For attending any of the Research presentations in national and international conferences in India will be eligible for the following entitlements on travel, stay and registration fees:

S. No.	Conferences in the Management Institutes		Incentive		Lodging / Boarding (Rs. / Day)	Approval Chairman
			Registration fee	Travel		
1.	Tier 1 Tier 2	Associate Professors & Above	Actuals	Air (Economy Class)	Max. Rs.5000/-*	Rec. of HOD / DD/ Dir.
		Assistant Professors	Actuals	Train / Air above 500 kms	Max. Rs.3000/-*	Rec. of HOD / DD/ Dir.

\*All Bookings to be done by Administration and requires approval of Head – Research & Group HR Head. Food will be on submission of bills and will not be more than 15% of the limit specified. In case the Conference provides for the lodging & Boarding facilities, then the above entitlement is not valid,

#### **IV. INNOVATIONS, INCUBATIONS, ENTREPRENEUR DEVELOPMENT, PATENTS, IPRS AND COPY RIGHTS**

- a) INSTITUTE shall create an innovation culture by organizing various kinds of programs such as ideation programs, collection of innovations from research undertaken in respect of academic, extension, and outreach activities, etc.
- b) Every major invention achieved out of conducting research shall be innovated and the same shall be incubated in the incubation center which will be augmented from time to time.
- c) Students shall be encouraged to select an incubated product and use the same to be developed in large scale through separately established start-up. All the training required for the students to become entrepreneurs shall be imparted.
- d) INSTITUTE shall incorporate an incubation center that has all the facilities for incubating the innovations.
- e) Every innovation shall lead to filing a Patent, wherever possible.

f)

- g) INSTITUTE shall provide support required for filing the patents and also for completing the ground work required to get the patents registered and licensed.
- h) INSTITUTE shall provide required support to the faculty for filing Intellectual Property Rights and copyrights when it has been proved by the faculty that such a filing is necessary to protect the value of the research done.

## **V. REWARD & RECOGNITION:**

In order to encourage our Faculty, a Reward & Recognition Program will be organized once a year in prominent events the Institute conducts at the Campus. Such events would be the Convocation, Annual Day

Celebrations and International Conferences & Seminars. The Faculty will be rewarded with the following:

1. Certificate & Trophy
2. Citation
3. Research Wall of Fame
4. Social media coverage
5. Highlight in the PIBM Brochure and Prospectus
6. Membership to the Elite Research Club of PIBM

Recognition by PIBM to all the Research Academicians will encourage other faculty members to also participate in the research initiative undertaken by the Institute.

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