



**Institute of  
Management Technology**  
Ghaziabad | Nagpur | Hyderabad | CDL

## **Employee Handbook 2023**

### **With Effect from November 15,2023**

**Director  
IMT Ghaziabad**

**Director  
IMT Nagpur**

**Director  
IMT Hyderabad**

**CEO  
IMT CDL**  
*Dean  
(Academics)*

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## **1.0 PREAMBLE**

1.1 These booklet containing rules shall be called 'Institute of Management Technology (IMT), Ghaziabad, Hyderabad, Nagpur and CDL, Employee Handbook'

1.2 They shall come into force from November 15, 2023.

1.3 The terms 'Executive Committee', 'Academic Committee', 'President' and 'Vice President', refer to the committees and office bearers of the two trusts, namely, 'Lajpat Rai Educational Society', 'Centre for Advanced Education Society' running the above mentioned institutions. The terms Director, Dean and Faculty refer to the persons holding these positions in the respective institutions.

1.4 Right to interpret, relax and amend any of these rules rests with the Executive Committee of the Governing Councils of these institutions.

## **2.0 SELECTION, PROBATION AND CONFIRMATION**

### **2.1 Appointing Authority**

All full time regular appointments to the Faculty, Officers and Staff shall be made on the recommendation of a **Selection Committee**. The Selection Committee will be constituted as follows:

#### **2.1.1 For Professor/ Associate Professor/ Assistant Professor/ Adjunct Faculty (Professor Level)**

Out of the following five designated authorities, four must be present, and presence of the Director and two external experts is mandatory.

- Director - Chairman
- Dean (Academics)
- Area Chairperson/Professor from the Area
- Two External Experts

**Note:** External Experts must be selected from the list of panelists approved by the Executive Committee annually.

**Final approving authority:** Executive Committee for Professor/Adjunct Faculty (Professor Level) after interaction with the candidate.

**Final approving authority:** Director for others.

#### **NOTE:**

*A common panel of external experts will be prepared for all the campuses based on the inputs of the Directors of each campus and approved by the Executive Committee. The external experts will be selected from this panel only.*

*All profiles/resumes of the candidates, for Associate Professor and above as well as for Adjunct Faculty (Professor Level), will be shared and approved by the Vice President before calling for interview.*

#### **2.1.2 For Adjunct Faculty (Associate/Assistant Professor Level)**

The following designated authorities must be present:

- Director - Chairman
- Dean (Academics)
- Area Chairperson/Professor from the Area

**Final approving authority:** Director

#### **2.1.3 For Academic/Research Associate**

The following designated authorities must be present:

- Director
- Dean (Academics) - Chairman
- Area Chair/Senior Faculty from the Area

**Final approving and appointing authority:** Director

#### **2.1.4 For Officers/Staff**

The Selection Committee will comprise the following:

- Director
- Head (Administration)
- Head of the Concerned Department
- One Professor

It is mandatory for the entire committee to be present for the recruitment process.

**Final approving authority for HODs: Executive Committee**

**Appointing authority for HODs: Director**

**For others, Approving and Appointing authority: Director**

## **2.2 PROCESS AND ELIGIBILITY CRITERIA FOR RECRUITMENT**

This section outlines the process and eligibility criteria for recruitments for the positions of Faculty and Officers/Staff.

### **2.2.1 Academic Positions**

#### **i) Professor**

PhD or equivalent in Management or allied area, a record of excellence in academics for a minimum of 10 years of which at least 6 years should be at the level of Associate Professor; ability to interact with a diverse student body and executives; and a record of publications in standard refereed journals, and ability to undertake research independently and guide PhD scholars. He/She should have high research, training and consulting credentials.

#### **ii) Associate Professor**

PhD or equivalent in Management or allied area, with a minimum of 8 years of experience of which at least 4 years should be at the level of Assistant Professor, and ability to interact with a diverse student body and executives, and ability to undertake research independently.

#### **iii) Assistant Professor**

PhD or equivalent in Management or allied areas, with at least 3 years of industry/research/academic experience; and ability to interact with a diverse student body. However, in case of PhD/FPM from IIM or any reputed university/institute which has been pre-approved by Executive Committee, his/her experience requirement of 3 years may be reduced to 2 years. Candidates from these institutions with less than two years of experience or who have submitted their thesis, may also be considered for appointment with prior approval of the Executive Committee.

For all regular faculty positions, high potential/proven track record for publications in high quality-high impact journals and teaching effectiveness, positive professional attitude and high ethical standard will be an essential requirement.

#### **iv) Adjunct Faculty (Professor Level)**

To satisfy the requirements of reputed national/international accreditation bodies, it is necessary to have a proportion of faculty from a professional background. A professional/practitioner in his/her

own field with established reputation with a minimum of 15 years of experience who has made significant contribution to knowledge/profession, but may not be having a PhD/FPM degree may be considered as an Adjunct Professor. Such appointments shall be for a fixed contractual period and the tenure will be approved by the Executive Committee.

**v) Adjunct Faculty (Associate Professor Level)**

A professional/practitioner in his/her own field with an established reputation and a minimum of 10 years of experience who has made significant contribution to knowledge and/or his profession, but not having a PhD/FPM degree may be considered as an Adjunct Professor (Associate Professor Level). Such appointments shall be for a fixed contractual period and the tenure will be approved by the Director.

**NOTE:**

*In all the above mentioned categories, the candidate must have a first class Master's degree in Management or Equivalent area (as defined by AICTE). The only exception to this condition would be in the case of a candidate who has already completed his/her FPM/PhD from IIM/IIT/IISc, as per the qualifying criteria of the respective IIM/IIT/IISc.*

**vi) Academic/Research/Faculty Associate**

The candidate shall have a first class Master's degree in Management or equivalent area (as defined by AICTE) and is pursuing PhD/FPM in Management or equivalent areas or will join PhD/FPM within a period of 6 months. The role would be to assist faculty members in research, academics, MDPs and consulting activities. The candidate will also assist in arranging conferences, research workshops, promotion of events and writing of books or papers. The appointment will be made on a contractual basis, usually for a term of 2 years, which may be extended only once, subject to satisfactory performance, for another term of 2 years.

**2.2.2 Faculty Recruitment Process**

Faculty recruitment in every campus will follow a need-gap analysis that is linked to the mission of the institute.

Based on the need-gap analysis and the eligibility criteria (as above), the shortlisted candidates shall be invited to the campus to deliver a seminar (based upon their own research work) to the Selection Committee and institute faculty members at large. This seminar shall be of at least 20 min. duration followed by at least 10 minutes of discussion and Q&A.

The candidates' seminars will be evaluated by the selection committee and faculty members on 4 parameters, i.e. Subject Matter Expertise, Clarity of Communication, Ability to Handle Queries, Presentation Style/Effectiveness. A 5-point scale will be used for rating each parameter. Comments will be sought on overall suitability of the candidate from only those faculty members and Selection Committee members who have participated in the seminar. Report based on the feedback will be considered by the Selection Committee.

Subsequent to the seminar, the candidates will be interviewed by the Selection Committee, based on which the Selection Committee will decide their recruitment recommendation.

For all appointments and promotions at the level of Professor, the Vice President will meet the candidate before a final appointment letter is issued.

## **2.2.3 Recruitment Process for Officers and Staff**

### **2.2.3.1 Officer Grades**

Persons joining in an Officer position must have a graduate degree. Persons joining in specialist positions such as Finance & Accounts, Library, IT, Maintenance must have relevant technical qualifications and adequate experience.

### **2.2.3.2 Staff (Non-Officer Grade) Employees**

Persons joining in a staff position must have appropriate academic/technical qualifications with relevant experience.

#### **Note:**

***Officers and Staff Recruitment Process: Officers and Staff recruitments will also follow a need-gap analysis. Based on the analysis, the shortlisted candidates will be called for an interview by the Selection Committee as defined above in Section 1.4.***

#### **General:**

- i. All Appointments including contractual appointments for the position of Professors, Associate Professors, Adjunct Professors and HODs in case of Officers, based on the recommendations of the Selection Committee, need approval of the Executive Committee. In case of Adjunct Professor, the pay structure needs to be approved by the Executive Committee.
- ii. Confirmation/increments/promotion of all Faculty, Officer and Staff needs approval of the Executive Committee.
- iii. Approval of the Executive Committee shall be required for termination of any Faculty, Officer and Staff.
- iv. All appointments are subject to satisfactory medical report by a medical officer approved by the Institute. Expenses of the medical examination shall be borne by the Institute.
- v. All letters of appointment are subject to the candidate's antecedents and credentials being found genuine and satisfactory. If any discrepancy in the credentials is found, the letter of appointment shall stand cancelled and the employment shall be terminated. At the time of employment, the concerned candidate must submit self-attested photocopies of all certificates and testimonials along with the originals which will be returned after verification.
- vi. Acceptance of employment by a candidate means and includes acceptance of these Rules and Orders issued from time to time to supplement or in modification of these Rules. All employees will also be required to sign the Model Code of Conduct, as mentioned in prevailing approved IMT Group Service Rules and shall adhere to the same in letter and spirit.
- vii. Every person being considered for recruitment for any position in IMT will have to furnish a declaration that he/she is not related to any other person working within the IMT group. A person who is a relative can only be recruited with the prior permission of the Executive Committee.

## **2.3 Probation and Confirmation**

Appointments to full time regular faculty positions at Assistant Professor level will be on probation for a period of two years, and those at Associate Professor and Professor level will be on probation for one year. Appointments to all officers and staff positions will be on probation for one year. The Director shall have the power to extend the period of probation for such period as may be considered

necessary. After the period of probation, or the extended period of probation, as the case may be, the employee will either be confirmed or terminated. The probation will stand extended till the date of issue of letter of confirmation. The appointment of an employee whose service is not confirmed on completion of the regular probation period and whose probation has not been extended, will automatically stand terminated.

### **3.0 Faculty Pay, Incentives and Research Credits**

#### **3.1 Faculty Pay and Increments**

All increments are to be approved by the Executive Committee and will take effect from 1st of July every year.

#### **3.2 Faculty Development Assistance**

IMT campuses will follow a standardized system of faculty development assistance scheme. The details of the same are provided in Annexure I.

#### **3.3 Faculty Research Grant for Joint Research Projects sponsored by IMT**

Faculty members may be given grants to conduct Joint Research Projects along-with other faculty members from their own campus or other campuses of IMT. In the research team, they may add one faculty from any other premier institution (accredited by AACSB/EQUIS/AMBA). In all such research projects the Principal Investigator must be from IMT.

A detailed proposal including the title, focus area, expected deliverables, timelines and milestones, details of Principal Investigators, budget (with all expense heads) and details regarding payment of grants in different tranches for a Joint Research Project needs to be submitted to the Director for scrutiny and further processing. All deliverables must be published under the IMT affiliation. All proposals should be such that the final output can be published within a period of 18 months from the sanction of the project.

Approving authority for the projects will be as follows:

- a) Projects with research grants of upto Rs. 2 lakhs shall be approved by the Dean (Academics) and the Director within the overall approved budget.
- b) Projects with research grants of more than Rs. 2 lakhs shall be approved by the Executive Committee.

These projects should lead to, apart from a comprehensive report, working papers with circulation among peers and publications in appropriate journals or business newspapers and magazines.

#### **3.4 Faculty Appraisal**

All IMT campuses will follow the following Faculty Appraisal system:

- Faculty appraisal will be done annually by the Faculty Appraisal Committee (FAC), as defined below.
- The Faculty Appraisal Committee (FAC) will consist of three external members, two from the Academic Committee and one co-opted by the Academic Committee. The FAC will be assisted by the Director.
- THE Appraisal Process will be as follows:



- In the month of April, every year every faculty member will prepare a document of their activities in a Proposed Plan of Activities (PPA) for the next academic year. This PPA should be submitted to the Dean (Academics) by April 30 of every year. The Dean in consultation with the Program and Area Chairpersons, and keeping in mind the academic needs of the institution may moderate this plan.
- In the month of May every year, the Director will prepare a report for the previous academic year on the institutional contribution and industry interaction of each faculty member based on the quantity and quality of tasks as assigned to them by the institute. Associate Professors and Professors will also be judged on the sponsored research proposals submitted and grants obtained, MDPs initiated and conducted, consultancy projects initiated and completed and membership of important government and industry expert panels. Further, the Dean and the Director will include in the above report their appraisal of the faculty members' ADHERENCE/COMPLIANCE to institutional codes of conduct/ behavior & values thereby creating and fostering an environment of positive and progressive collegiality.
- In the month of May every year, every faculty member will submit a detailed document listing the actual work done during the previous year in a Statement of Work (SOW). This SOW, read with the PPA and the Report of the Director (as mentioned above) will form the basis of performance appraisal for each faculty member. The required details would be provided to the FAC by first week of June.
- The following will be considered in the appraisal process:

**Teaching:** credits delivered, student's teaching feedback, APO( needs expansion) data on adherence to academic standards (course outlines as per AACSB/other regulatory norms, wherever applicable), submission dates of grades, accuracy of grades, number of times grades revisited/revised, revision in course outline/curriculum, number of cases integrated in the course curriculum, compliance with requirements of APO/Examination cell/other deadlines, new courses developed, mix of core and elective courses in the teaching portfolio, innovation in pedagogy, evidence of coordinated team teaching, evidence of industry involvement in the courses, mentoring of students. It is expected that every faculty member delivers courses of 14 credits in an academic year excluding Summer Internship Project (SIP).

**Research:** Calculation of Research Points (RPs) will be as per the details provided in Annexure III. It is expected that every faculty member earns 5 RPs in an academic year. This would form the basis for evaluating the research performance of the concerned faculty.

**Institutional/Industry Interaction:** It is expected that every faculty member contributes to all Institutional and Industry Interaction tasks as assigned by Dean (Academics) and Director.

Faculty members will be assessed in each of the three assessment sections as per the above schema, with the following weightages:

- Teaching: 40
- Research: 40
- Institutional Contribution/Industry Interaction: 20

Although it is expected that each faculty member maintains a balance towards teaching, research and institution building activities as per IMT norms, some faculty members based on their interests may like to focus more on Teaching or Research. This would require adjustment in the workload of the respective components. Maximum interchange should not exceed 15%. The Summer Internship Project (SIP) will not be considered as a part of this interchange.

The details of such adjustment needs to be submitted in the Proposed Plan of Activities (PPA) submitted to Dean (Academics) at the beginning of the academic year. The Director and Dean (Academics) would review and change the relative weightage in such cases based on both the interests of the individual faculty as well as the capability to deliver. Even when such a change is made, a minimum contribution on each component would still be expected from the concerned faculty member.

The following principles will guide the appraisal process:

- i) A faculty is expected to demonstrate excellence in both teaching and research, knowledge creation is as important as dissemination.
- ii) It is expected that the faculty will aspire for a minimum feedback exceeding 8.5 out of 10 and at least two B category publications per year, if not, one A\* or A category publication.
- iii) Active contribution to Academic Administration, MDPs, Consulting, and sponsored research, while extremely desirable for one's professional development and growth and for effective and efficient running of the institution, cannot be a substitute for proficiency in teaching and research.

Based on the data/information provided by the Director and personal interactions with the individual faculty members, FAC will classify the faculty performance in four broad categories, namely, very good, good, satisfactory and not satisfactory, with specific remarks for each one. Director will share this assessment with the individual faculty member and their grievances, if any, will be first handled by the FAC. If not satisfied, the faculty can appeal to the EC, through Director, whose decision in this regard will be final.

FAC faculty appraisal report will be forwarded to the Executive Committee by the Director for decisions on promotion and increments.

### **3.5 Faculty Key Result Areas and Promotion Policy**

Faculty Key Result Areas and Promotion Policy is provided in detail in Annexure IV.

### **3.6 Faculty Promotion and Increment**

The Director will submit the Appraisal report along with recommendations for increments and promotions to the Executive Committee for their review and approval.

One increment shall be given to each faculty member. In case of poor performance or disciplinary action, increment may be withheld and in such a case, separate treatment may be given to DA and non-DA category employees. Notional increase in case of non-DA employees may be considered to compensate any impact of DA increase.

**Recommendations for increments, promotions and performance incentives will finally be approved by the Executive Committee.**

### **3.7 Norms for Calculating Faculty Research Awards and Incentives**

- i. A Committee comprising of the Director, Dean (Academics) and Chairperson of the Research Committee will monitor research performance of faculty members on a quarterly basis and counsel them whenever required. The Committee will approve the proposals of rewards to the faculty members based on their publications and other research activities. Following rewards will be given per publication:

## ii(a) Monetary Incentives for Publication of Research Paper

Monetary Incentives for publication in different category of journals is shown in the table below:

Category	FT50/A*	A	B	C
	And Scopus/WoS (Web of Science)-essential for only B and C category publications.			
Monetary Incentives	7,50,000 per paper	3,00,000 per paper	1,00,000 per paper	25,000 per paper

**Note:**

The A\*, A, B & C classifications in the table above are as per the latest Australian Business Deans Council (ABDC) list available on every 1st of June of the academic year and will be applicable for the entire academic year. There would be no change even if a new ABDC list is released during the middle of the academic year. Monetary Incentives for the above B and C category publications will be given only if these journals are also indexed in Scopus/Web of Science.

## ii(b) Case Study Publication

The classification would be done as follows (for each Case Study and Teaching Note published):

Category	A*	A	B
Case study Publication	Harvard	Cases published by Kellogg School of Management, Darden, IVEY, Babson, Vikalpa, IIMA/ IIMB/ IIMC case repositories	Asian Case Research Journal, Emerald Emerging Markets Case Studies, NAACRA, Sage Publications
Monetary Incentives	Case & Teaching Note: 200,000	Case & Teaching Note : 75,000	Case & Teaching Note: 35,000

**Note:** A case is incomplete without a teaching note. Hence all cases must be accompanied by a teaching note.

## ii(c) Publication of Books

Faculty members authoring a book may be rewarded per publication as follows:

Publications	International Publication (A*)	National Level Publication (A)
Monetary Incentives	1,50,000	75,000

**Publishers under A\* Category:** Academic Press (Elsevier), Cambridge University Press, Oxford University Press, Routledge, Sage Publications, University of Chicago Press, Wiley, Springer, Palgrave Macmillan, Pearson, Edward Elgar, Emerald.

**Publishers under A category:** Cambridge University Press (India), Oxford University Press (India), PHI Ltd., Tata McGraw-Hill, Pearson India, Wiley-India, Cengage, Sage-India.

Exclusions:

- Indian adaption of a book by a foreign author.
- Edited volumes.
- Publication of a PhD thesis in the form of a book.

The proposed incentives for published books will be payable only for the first edition of the publication.

#### **ii(d) Broad Audience Category Publications**

Following rewards will be given per publication:

<b>Category</b>	<b>A*</b>	<b>A</b>
<b>Publications</b>	WSJ, NYT, Financial Times and the Economist	Economic Times, Business Line, Mint, Business Standard, Business World, Business Today
<b>Monetary Incentives</b>	1,50,000	10,000

Note: WSJ stands for The Wall Street Journal & NYT stands for The New York Times

#### **ii(e) Earnings of Research Rewards for all above Publications**

- A publication submitted for claim of research rewards must necessarily state the affiliation of author(s) as IMT Ghaziabad/Nagpur/Hyderabad/CDL.
- Research rewards against publication can be claimed in the year in which the paper is published online/available online with Digital Object Identifier (DOI) Number. Attempt to claim rewards multiple times for the same publication may attract penal action as laid down in the General Code of Conduct in IMT Group Service Rules.
- In case of joint authorship in publications, the total research rewards will be divided equally by the number of authors and only those authors who are faculty members of IMT will be entitled to their share.

#### **ii(f) Funded Research/Grants (Industry Grants)**

Industry Sponsored Research is one which is funded by a public sector/private sector company or an Industry body with a minimum research grant of Rs. 5 lakhs. In this case, 50 % of the net earnings or Rs. 5 lakhs, whichever is less, per project is to be paid to the Principal Investigators/Co-Investigators (each faculty member of IMT working on the research project would be considered as Principal Investigator/Co-Investigator) and would be shared equally among the Principal Investigators/Co-Investigators after completion of the project. No other incentive /honorarium will be paid to them.

Any incentive/honorarium to be paid to a researcher (from outside IMT) would be a part of the project cost and would be paid after completion of the project. Net earnings in this case is defined as gross revenue minus taxes and all other costs including the amount paid to the researcher who is not IMT faculty.

A separate Agreement will be made with the Principal Investigators/Co-Investigators to define modalities for the project. The Agreement will be approved by the Director.

### **ii(g) Funded Research/Grants (Other than Industry Grants)**

Faculty are expected and encouraged to conduct research/ consultancy activities (not included in the list of activities under Management Development Programs and Consultancy Services described later) funded by external agencies like AICTE, UGC, other government and non-profit private organizations. No monetary incentives would be provided in this case. Faculty members would be awarded Research Points (RPs) for undertaking such activities as per details provided in Annexure III section ii(f). The output of these activities should result in, apart from the report, a working paper widely circulated to the peers and even publications.

### **iii. Participation in National/International Conference/Sabbatical**

#### **a. National Conference:**

Faculty members will be encouraged to attend one national conference per year, provided their paper is accepted for presentation in such conference. Institute will meet the travel and stay (as per existing norms) and actual registration expenses for this purpose.

#### **b. International Conference:**

- Every 3 years, the Heads of Campuses will announce a list of 25 top International Conferences. The list of conferences will be notified by the Heads of Campuses with approval from the Academic Committee. The list of conferences, effective October 2023, is enclosed as Table 3.1 (Page no 13).
- Faculty will be entitled to attend such international conference as mentioned above after 36 months of their attending the previous one. Faculty members must have completed their teaching and institutional workload in the previous academic year to be eligible to apply for such international conference.
- Faculty will be entitled to attend such international conference after 24 months of their attending the previous one if they have published one A or A\* category paper (as first or second author) during the last 12 months prior to the date of the conference they plan to attend. Assistant or Associate Professors may attend such conferences without their paper being accepted at the particular conference but Professors may attend only if their paper is accepted.
- All the above applications will be reviewed and recommended by Dean (Academics) and approved by the Director.
- Sponsored faculty for all conferences will submit a detailed report on return to the respective Directors in a prescribed format capturing the main objectives, activities, learnings, and remarks on appropriateness.

#### **c. Individual Faculty Development Plan**

Institute will have a separate budget for individual faculty development plans. Such a budget will be separate from the FDA entitlement of each faculty. This will include, short and medium duration training programs, faculty exchange, etc.

Directors/ Deans will develop a comprehensive development plan for each Assistant Professor, Associate Professor and Professor, in consultation with the concerned individual, for a three-year period. This will contain their growth trajectory in the institute, themes/ areas of specialization and its match with the institutional objectives, specific training needs, budget, and timelines. This will be

scrutinized by the Academic Committee and approved by the Executive Committee. This plan will be reviewed on an annual basis.

**d. Funded Sabbatical:** A full time, regular faculty members of the institute with a continuous service of minimum 5 years, will be eligible for a funded sabbatical for a maximum period of 6 months for higher studies/ research/ academic project at a reputed foreign/Indian university/institute (accredited by AACSB/AMBA/EQUIS). During engagement with the other institutions the faculty member cannot receive any salary/pay from these institutions, other than an honorarium and travel/ living expenses.

This facility will be available only twice during the total service period of a faculty member, with a gap of minimum 5 years between two sabbaticals. Applications for the sabbatical will be processed by the Dean (Academics) and approved by the Director.

### **Table 3.1: List of International Conferences (Effective October 2023)**

#### **1.0 Economics:**

- 1.1 Annual Conference of American Economic Association
- 1.2 North American Summer and Winter Meetings of the Econometrics Society
- 1.3 The European Summer Conference of the Econometric Society
- 1.4 The World Congress of the International Economic Association (every two years)

#### **2.0 Finance:**

- 2.1 American Finance Association Conference
- 2.2 European Financial Management Conference
- 2.3 Northern Finance Association Conference
- 2.4 Financial Management Association Annual Meeting

#### **3.0 General Management (Multiple Tracks)/ Strategy:**

- 3.1 Academy of Management Conference
- 3.2 Academy of International Business Conference
- 3.3 Australian and New Zealand Academy of Management Conference
- 3.4 Strategic Management Society Conference

#### **4.0 Marketing:**

- 4.1 American Marketing Association Summer and Winter Conferences
- 4.2 Academy of Marketing Science Annual Conference
- 4.3 Association of Consumer Research Conference
- 4.4 European Marketing Academy Annual Conference

#### **5.0 Organisational Behaviour and Human Resource Management:**

- 5.1 European Group of Organisational Studies
- 5.2 Society for Industrial and Organisational Psychology Conference

#### **6.0 Production Operations Management, Information Systems and Operations Research:**

- 6.1 Production Operations Management Society Annual Conference
- 6.2 Operations Management- Informs Conference
- 6.3 Manufacturing and Service Operations Management Conference
- 6.4 Operations and Supply Chain Management Conference
- 6.5 International Conference on Information Systems
- 6.6 European Conference on Information Systems
- 6.7 European Operations Management Association Conference

#### 4.0 Guidelines for Management Development Programs (MDPs) and Consultancy Services (CS)

- All revenues from the activities listed under MDP and CS will be received by the Institute only. Concerned faculty will not collect any portion of it directly.
  - A faculty must commit to complete his/her minimum teaching workload during the academic year for being entitled to participate in such activities under MDPs and CS or being a Program Director.
- (a) MDPs and CS activities include:
- i. MDPs, for example Open programs, Customized programs and other sponsored programs, including satellite/web based corporate specific certificate programs.
  - ii. Consulting assignments for for-profit and not-for-profit organizations and/or Government and other enterprises.
- (b) It is mandatory for faculty members to take prior approval of Dean/Director for undertaking any MDPs and CS.
- (c) Individual faculty member can work on consulting assignments for a maximum of 52 days in a year, subject to prior approval of Dean/Director. Such activities will be subject to fulfilling the regular teaching load during an academic year. A budget should be prepared for each of such activities taking into consideration the number of days required to be devoted by a faculty on such a project and other related costs. Details of all such consulting assignments must be shared with MDP and Dean's office post approval and before commencement.
- (d) Individual faculty members must share fees and revenues earned by them through MDPs and CS with the Institute, as prescribed below:
- i. For Consulting Assignments, 30% of the net earnings will be payable to the Institute and 70% will be distributed among the members of the team delivering the consultancy service. Net earnings will be calculated by deducting the direct expenses (excluding faculty honorarium) that IMT will incur for completing the consultancy assignment from revenue after tax.
  - ii. Open Programs (Online or Offline, short or long duration Certificate):
    - 1. For open programs, where IMT does not have any tie-up with any outside agency for marketing, providing program delivery platform, or any such services, 30% of the net earnings (gross revenue minus taxes and all other costs) will be paid to the Faculty Program Directors for designing, marketing, enrolling students and execution of the program.
    - 2. For open programs with live/video sessions, where IMT has a tie-up with an outside agency for marketing, providing program delivery platform, enrolling students or any such services. Program Director/s will be paid 10% of net share of IMT (gross share minus taxes and all other costs) for designing and execution of the program subject to a cap of Rs. 10 lakhs for the first batch and Rs. 5 lakhs for each subsequent batch.

**Note:** A Program Director is a faculty in charge of conducting a program beginning with planning, faculty engagement, scheduling, delivery and completion of the program in every aspect including settling the accounts. The Program Director will also collaborate for marketing and enrolling students to an open program not offered through a tie-up with an outside agency for such purpose. For each program, open nominations will be invited from all faculty members and the Program Director will be appointed by the Director based on recommendation of the Dean (Academics).



#### (e) Customised Company Specific MDPs

The following rules for sharing of revenue from MDPs will be applicable irrespective of the mode of delivery and program duration:

- i. 10% of gross revenue minus taxes and all other costs would be paid to Program Director(s), who shall be a part of faculty.
- ii. 5% of gross revenue minus taxes and all other costs would be paid to Program Initiator/Designer, who shall be a part of faculty.
- iii. The institute will bear all other direct costs, as needed.
- iv. The surplus will be retained by the institute.

#### (f) Faculty honorarium for taking sessions in MDPs:

Faculty members taking sessions in the Customized MDPs/Open MDPs (Online, Offline, short or long duration certificate program) will be paid as follows:

**Live classroom sessions:** Honorarium will be paid as per the base rate (primary/entry level rate) for visiting faculty honorarium norms of that campus.

**Live online sessions:** Honorarium will be paid as per the base rate (primary/entry level rate) for visiting faculty honorarium norms of that campus.

**Video sessions:** For pre-recorded video lecture sessions, faculty members whose video lectures have been created and approved by the competent authority (Director/Dean Academic) for quality, will be paid lump sum amount once as follows:

- Above 75 and upto 90 minutes: INR 36000
- Above 60 and upto 75 minutes: INR 30000
- For upto 60 minutes: INR 24000

For all above cases the following may be noted:

- i. The videos so created will be an intellectual property of the institute in perpetuity. Such videos may be used across varied IMT programs as and when required.
- ii. All payments will be made on batch/program completion.
- iii. All faculty members are expected to complete their teaching load and make contribution to research as per institute norms.
- iv. All payments will be subject to TDS as per statutory requirements.

## 5.0 Teaching at Other Institutions

### a. Honorarium for teaching at Dubai Campus

For faculty members of IMT campuses in India deputed to Dubai for teaching purposes an honorarium will be paid at the rate of AED 300 per hour. Any related statutory tax implications will apply.

### b. Teaching in Sister Campus of IMT (other than Dubai)

Faculty members may be required to teach a course (in full or part) at sister campuses of IMT in India. Following process will be followed for disbursement of honorarium:

Whenever a faculty is called for teaching a course at a sister campus, a debit note will be raised by the Parent campus of the faculty concerned to the Host campus at the existing rate at which visiting faculty are remunerated at the Parent campus. Travel and hospitality expenses, if any, will be borne by the Host campus. (Example: if a faculty of IMT Ghaziabad teaches at IMT Hyderabad, IMT Ghaziabad is the Parent campus of the faculty, IMT Hyderabad is the Host campus). On receiving the honorarium, the Parent campus will decide to pass on this honorarium to the faculty concerned only if his/her teaching load has been completed during the year at the Parent campus.

**c. Teaching in any other educational institutions**

If an IMT faculty is allowed to teach a course at any other Institution, in India or abroad, 30% of the honorarium net of taxes will be payable to the Parent campus. IMT will not bear any expenses for such activity. The Dean/Director may accord approval, after mutual discussion, for the same keeping the accounts team informed. The accounts team will then coordinate with the faculty for the implementation of the revenue share towards this teaching assignment.

**6.0 Pay for Officers and Staff**

All increments are to be approved by the Executive Committee effective 1st of July every year.

**7.0 Appraisal for Officers and Staff will be as per Annexure-II**

### **FACULTY DEVELOPMENT ASSISTANCE (FDA)**

There will be a budgeted assistance earmarked for individual faculty members for their development (in research and teaching) called the Faculty Development Assistance (FDA). The faculty members can use this assistance for various activities/purchases according to norms that will govern the use of such funds. Drawing on the funds would require approval of Director.

***NOTE: The utilization of this FDA will be over and above the various Institute sponsored faculty development activities.***

#### **Proposed Funds**

Each year, starting from the year-ended 30th June 2023, an amount of Rs. 1 lakhs/year will be available to all confirmed faculty from the last day of each year.

The scheme of FDA is applicable to confirmed faculty members for following purposes:

- i. Paying Journal fee for publishing their own papers where the journal charges processing fee/publication fee/submission fee for reputed journals like A\*, A, and B (excluding all predatory journals).
- ii. Copy Editing (language editing) Fee/Proof Reading Fee for cases/research papers paid to journal or any other service provider.
- iii. Buying data, paying fee for Data Collection for cases/research papers (including fee for Voice Transcriptions of Interviews) to any third party data collecting agencies or individuals, travelling and other expenses when the data collected by the researcher himself/herself.
- iv. Purchase of books and subscription of journals and periodicals.
- v. Purchase of research related software, databases and reports (to be procured in the name of the institute).
- vi. Membership of the academic or professional/industry bodies.

## **OFFICERS AND STAFF APPRAISAL SYSTEM**

At the end of every year (July to June), the performance appraisal of each employee (both officers and staff) will be made by the **Administrative Staff Appraisal Committee (ASAC)**, under the chairmanship of Head (Administration). The other members of the Committee will be:

- a. Two professors to be nominated by the Director.
- b. One faculty from HR to be nominated by the Director.
- c. HOD from the respective department.

For Head (Administration), the appraisal in the method given below will be done jointly by the Director and the Dean.

The ASAC will consider the following inputs:

- a. A written appraisal from the respective Heads of the Departments of the employee being appraised.
- b. Any noting in his Personal File regarding his attendance, absenteeism, performance, interpersonal behavior, etc.
- c. For the appraisal for the Heads of the Departments, the written appraisal will be given by the Dean (Academics).

Based on the above inputs, the performance evaluation will be done according to seven qualitative parameters, separately for officers and staff, as given below.

Based on the Annual Appraisal, the Head of the Department for each staff/officer will recommend the annual increment/promotion to the Director, who in turn will review and recommend to the Executive Committee for approval and the decision of the Executive Committee will be final.

The performance of each employee will be monitored and reviewed by their controlling officers as per annual appraisal criteria on an annual basis, and the officers will inform the concerned employees working under them about their performance in their respective roles and responsibilities. Suggestions for performance improvement, wherever needed, will also be communicated to the employees by their respective officers at the end of each annual review. All such performance reports will be submitted to the office of the Head (Administration) within 10 days.

For the Heads of the Departments and the Head (Administration), the above will be done by the Director.

## APPRAISAL FORM FOR OFFICERS AND STAFF

Name :  
 Qualifications :  
 Designation :  
 Office/ Department :  
 Date of Joining at IMT :  
 Period of Evaluation :

### 1. Performance Criteria

S.N.	Criteria	Weight		Grading <sup>1</sup> (Please tick)					
		Officers	Staff	A	B	C	D	E	F
1.	Integrity, loyalty and dependability	20%	20%						
2.	Work efficiency and effectiveness	20%	20%						
3.	Responsiveness to superiors	10%	20%						
4.	Punctuality, discipline and behavior	10%	20%						
5.	Communication/soft skills/ technical skills	15%	5%						
6.	Domain Expertise	10%	5%						
7.	Team work and cooperation	15%	10%						
Total Weight		100%	100%						

Grading<sup>1</sup> A = Outstanding (6), B = Very good (5), C = Good (4), D = Average (3), E = Poor (2), F = Very poor (1) (Figures in brackets show the scores attached to grades)

1. Is the employee ready to be assigned higher responsibility? (Please tick) Yes/ No  
 If yes, of what kind and in what time frame? (Please specify)

2. Comments relevant to performance evaluation of the employee.

**Appraiser's Signature and Name**

\_\_\_\_\_

**Member**

\_\_\_\_\_

**Member**

\_\_\_\_\_

**Member**

### FACULTY CONTRIBUTION TOWARDS RESEARCH

**i(a)** A Committee comprising of the Director, Dean (Academics) and Chairperson of the Research Committee will monitor research performance of faculty members on a quarterly basis and counsel them when required.

**i(b)** At the end of every academic year, a comprehensive review of the research performance of every faculty member shall be conducted. Factors such as number of research proposals submitted, proposals approved and funded by an outside agency; papers published/accepted for publication in national and international refereed journals; contribution of the faculty member in multi-authored articles shall be considered in evaluating the research performance. 5 Research Points (RPs) are required to meet the minimum yearly performance for the research component. Research Points (RPs), it may be noted, will be computed only for statistical/evaluation purposes. RPs will not be used for any monetary/non-monetary entitlements for faculty. RPs earned in one academic year will not be carried over to the next academic year. A statement of RPs as computed in the manner detailed below will be prepared by the Director for periodic presentation to the Executive Committee/Governing Council and as an input for the FAC.

#### ii(a) Publication of Research Paper

The classification norms for A\*, A, B, C and D are herewith circulated among all concerned. This classification will be reviewed from time to time.

The Research Points (RPs) assigned to different category of journals are as follows.

Category	FT50/ A*	A	B	C	D
	And Scopus/ WoS (Web of Science)-only for B and C category journals				Either Scopus/ WoS or Listed in ABDC
RPs	10	6	4	2	1

**Note:** The A\*, A, B & C classifications in the table above are as per latest ABDC list as available on 1st June of the academic year will be applicable for the entire academic year. There would be no change even if a new ABDC list is released during the middle of the academic year. The B and C category journal should be indexed in Scopus/WoS at the time of publication.

#### ii(b) Case Study Publication

The classification would be done as follows (for each Case Study and Teaching Note published):

Category	A*	A	B
Case study Publication	Harvard	Cases published by Kellogg School of Management, Darden, IVEY, Babson, Vikalpa, IIMA/ IIMB/ IIMC case repositories	Asian Case Research Journal, Emerald Emerging Markets Case Studies, NAACRA, The Case Centre, Sage Publications
RPs	Case & Teaching Note: 8	Case & Teaching Note: 3	Case & Teaching Note: 2

**Note:** A case is incomplete without a teaching note. Hence all cases must be accompanied by a teaching note.

### ii(c) Books and other intellectual contributions

Faculty members authoring a book may be rewarded RPs as follows:

Publications	International Publication (A*)	National Level Publication (A)
RPs	6	3

**Publishers under A\* Category:** Academic Press (Elsevier), Cambridge University Press, Oxford University Press, Routledge, Sage Publications, University of Chicago Press, Wiley, Springer, Palgrave Macmillan, Pearson, Edward Elgar, Emerald.

**Publishers under A Category:** Cambridge University Press (India), Oxford University Press (India), PHI Ltd., Tata McGraw-Hill, Pearson India, Wiley-India, Cengage, Sage-India.

Exclusions:

- Indian adaption of a book by a foreign author.
- Edited volumes.
- Publication of a PhD thesis in the form of a book.

The proposed incentives for published books will be payable only for the first edition of the publication.

### ii(d) Broad Audience Category Publications

Following RPs will be allocated:

Category	A*	A	B
Publications	WSJ, Financial Times and the Economist	Economic Times, Business Line, Mint, Business Standard	Trade Journals and other Professional/ Practitioner Journals and Magazines
RPs	6	1	0.5

**Note:** RPs obtainable from B category publications are capped at 1 in a year.

### ii(e) Funded Research/Grants (Industry Grants)

For Research Grants sponsored by the Industry, monetary incentives as detailed in section 3.7 ii(f) would be provided. No RPs will be granted in this case.

### ii(f) Funded Research/Grants (Other than Industry Grants)

Faculty are encouraged to conduct research/consultancy activities (not included in the list of activities under Management Development Programs and Consultancy Services described earlier) funded by external agencies like AICTE, UGC, other government and non-profit private organizations.

The following would be the RPs associated with such activities:

Category	Research Grants ≥ Rs. 30 Lakhs	Research Grants ≥ Rs. 20 Lakhs but less than Rs. 30 Lakhs	Research Grants ≥ Rs. 10 Lakhs but less than Rs. 20 lakhs	Research Grants Less than Rs. 10 Lakhs
RPs	7	5	3	2

**ii(g) Journal Editorship**

<b>Journal Editorship</b>	<b>Journal edited is in the “A* &amp; A” category of journals as defined in the Section 3.7 ii (a)</b>	<b>Journal edited is in the “B” category of journals as defined in the Section 3.7 ii (a)</b>
<b>Editor/Chief Editor/ Managing Editor/ Special Issue Editor</b>	2 RPs Per Issue	1 RP Per Issue
<b>Associate Editor</b>	1 RP Per Issue	0.5 RP Per Issue

**Note:**

1. Maximum 6 RPs can be earned from journal editorship in one year.
2. Simply becoming a member of editorial board/ Any other type of editorship (other than mentioned above) does not qualify a faculty to earn credit.
3. In case of journal editorship, RPs will not be divided based on the number of editors for RPs calculation purpose.

**ii(h) Other Types of Intellectual Capital****Research Points for Other Types of Intellectual Capital**

<b>Type of IC</b>	<b>International Publication (RPs)</b>	<b>National Publication (RPs)</b>	<b>Capping on RPs</b>
Indian adaption of a book by a foreign author; Edited volumes; Publication of a PhD thesis in the form of a book (Published by Reputed publishers as defined above in the Norms for RPs calculation)	2	1	2
Research Monographs (Published by Reputed publishers as defined above in the Norms for RPs calculation excluding books coming out of any conference)	0.5	0.5	0.5
Research Reports/ Industry Reports (Published by Reputed publishers as defined above in the Norms for RPs calculation excluding books coming out of any conference)	2	1	2
Book Chapters (Published by Reputed publishers as defined above in the Norms for RPs calculation excluding books coming out of any conference)	1	0.5	1
Book Reviews/End Chapter Notes/ Cases /Caselets in Books/White Papers	0.5	0.5	0.5



Type of IC	International Publication (RPs)	National Publication (RPs)	Capping on RPs
(Published by Reputed publishers as defined above in the Norms for RPs calculation excluding books coming out of any conference or published in Journals as classified in ii(a))			
Research Papers in other UGC approved Peer-reviewed Journals	0.5	0.5	0.5

**Note:**

1. Maximum 2 RPs can be earned from the entire Section ii(h) (Other Types of Intellectual Capital).

**ii(i) Earnings of Research Points (RPs)**

- a. A publication submitted for claim of RPs must necessarily state the affiliation of author(s) as IMT Ghaziabad/Nagpur/Hyderabad/CDL.
- b. RPs against publication can be claimed in the year in which the paper is published online/available online with Digital Object Identifier (DOI) Number. Attempt to claim RPs multiple times for the same publication may attract penal action as laid down in the General Code of Conduct in IMT Group Service Rules.
- c. In case of joint authorship in publications, the RPs will be divided by the number of authors and only those authors who are faculty members of IMT will get their share of RPs.

Note: In case a faculty does not earn at least 4 RPs over 2 academic years, such lack of research publication would have weightage at the time of appraisal and may lead to termination.

**FACULTY KEY RESULT AREAS (KRAs) AND PROMOTION POLICY****1.0 INTRODUCTION**

IMT campuses (IMTG, IMTH, and IMTN) aim to be among the most preferred management institute for inquisitive MBA aspirants, rigorous and impactful knowledge creators and disseminators and innovative, socially responsible, professional organizations as recruiters, leadership training partners and consulting seekers. This will be achieved through:

- i. international accreditations like AACSB, EQUIS and AMBA;
- ii. to be categorized as category 1 B-school by AICTE for graded autonomy by earning 750 (out of 1,000 points) in all future inspections by National Bureau of Accreditation (NBA) team;
- iii. focusing on learner and learning-centric, outcome-based innovative pedagogy, relevant and impactful research, MDPs and consultancy and community engagement.

Faculty KRA and promotion policy aims to help achieve the above.

**2.0 JOB PROFILE OF AN IMT FACULTY MEMBER**

(a) The portfolio of activities of a faculty member includes three activities, namely, teaching, research, and institutional services, such as academic administration, active participation in MDPs, consulting and sponsored research projects.

(b) Every faculty member shall participate in (i) the admission process; (ii) planning and implementing the plan for holding convocation ceremony; (iii) Area meetings and Faculty Council meetings regularly; (iv) Area activities, such as workshops and conferences; (v) guiding and evaluating students on student projects, such as, real-life projects received from industry, internship projects, mentoring of students, sustainability and social responsibility (SSR) projects, term paper (CIS) and corporate competitions.

In addition, faculty should engage with students by leading various student clubs and committees and participating in student events held from time to time.

(c) Every faculty member should be inclined to accept academic administration positions, as and when required, in the institutional interest. The Director and Dean (Academics) shall appoint faculty members in administrative positions.

(d) Every faculty member is expected to actively participate in MDPs, consulting and sponsored research, more so those holding the designation of Associate Professor and Professor.

(e) A faculty member who fulfills AICTE criteria for guiding Fellow Programme in Management (FPM) students, shall guide one or more FPM students.

**3.0 WORKLOAD: GENERAL POLICY**

(a) In order to achieve excellence in their domain, scholars and faculty members of top-ranking institutions of higher learning work much more than the minimum hours of work that is demanded as per the employment contract with the institution to which they are affiliated. However, in an academic year, faculty members are expected to deliver 14 credits of courses, conduct MDPs, earn 5 Research Points (RPs), Provide consultancy (not exceeding 52 days in a year) and provide institutional services

as required. Teaching in MDPs and providing consultancy will be rewarded as per details provided earlier in Section 4.0.

(b) Every faculty member, irrespective of his/her focus on teaching or research, will publish some knowledge product (e.g., refereed and indexed journal articles, working papers, book chapters, industry reports, newspaper articles, and conference papers).

(c) No faculty member shall teach more than 180 hours across all full-time and part-time diploma programmes in an academic year. As a thumb rule, 10 hours of classroom teaching demands 40 hours of faculty time and attention, which includes developing course structure, developing materials, evaluating students, providing tutorials, guiding and evaluating projects and interacting with students outside the classroom.

(d) In an academic year, no faculty member shall teach the same or similar course in more than two sections in a term and more than three sections across all diploma programs. The Director may waive this rule for a particular Academic Area in a particular academic year, on the recommendation of the Dean (Academics), to meet the institution requirements.

(e) In case of joint teaching by regular faculty members (including adjunct faculty members), teaching hours shall be allocated to all the faculty members delivering the course in proportion of their efforts and attention. The allocation will be decided by the concerned faculty members and they shall intimate the same to the Dean (Academics) before the commencement of the course. In case a visiting/guest faculty delivers not more than 25 per cent of the course, the regular faculty member will be assigned the total teaching hours of the course, provided the instructor for the course attends all the sessions delivered by the visiting/guest faculty. If a visiting/guest faculty delivers more than 25 per cent of a course, the regular faculty will be credited for the number of hours that he/she actually delivered in the course.

(f) The institute will foster a culture of openness and innovation where faculty members will be encouraged to sit in each-others classes, do team teaching and experiment innovative teaching pedagogies.

(g) For every course to be delivered by a visiting faculty, an Anchor Faculty will be appointed by the Area. The Anchor Faculty will be responsible for coordinating with the visiting faculty. Anchoring a course to be delivered by a visiting faculty shall be considered primarily an institutional service.

(h) By April 30 of an academic year, every faculty member shall discuss his/her work plan for the next academic year with the Dean (Academics) to enable him/her to develop the work plan at the institute level. The Area to which the faculty member belongs shall complete the course allocation for the full academic year by April 15, of the previous academic year. However, course allocation for an academic Area might change during the academic year if, sufficient students do not subscribe to an elective course proposed in the work plan or a faculty member decides to offer a new elective course or a new faculty member joins the Area, subject to the approval of the Dean(Academics) based on the recommendation of the concerned Area. Reallocation will not reduce the expected minimum teaching load of faculty members of the Area.

#### **4.0 PROMOTION POLICY**

*Every year promotion cases will be decided in June and promotions will be effective July 01st of the relevant financial year.*

(a) Promotion from Assistant Professor to the Associate Professor and from Associate Professor to Full Professor shall be based on the review by the Faculty Appraisal Committee (FAC, as defined in Section 3.4) taking into account the work done by the faculty concerned in the previous four academic years. The appraisal would be based on contribution towards teaching, research and institutional services, outlined earlier.

(b) For promotion from Assistant Professor to Associate Professor, a faculty member must have worked for 3 to 5 years in the Assistant Professor level with a minimum of 8 years of total experience. For the promotion from Associate Professor to Full Professor, a faculty member must have worked for 6 years in the Associate Professor level with a minimum of 10 years of total experience. In computing the work experience at the Assistant Professor or Associate Professor level, as the case may be, experience in previous organizations shall also be considered.

(c) Faculty who apply for promotion and are found eligible based on (b) above, their publications for the previous three years will be sent to two external experts from their area of specialization for vetting on its adequacy, rigor and impact. The experts will be selected by the Director from the panel of faculty approved for faculty selection, in consultation with the Academic Committee. This process will be completed during April-May of the year.

(d) FAC, based on the review of the faculty performance in the past 3-4 years, comments of the expert reviewers on the research output and personal interaction with the candidate, will make its recommendation to the Executive Committee for final decision on promotion.

(e) All faculty on promotion, will be on probation for one year in the new position. Probation closure will be subject to fulfilling the norms stipulated in the letter of promotion. If the stipulated norms are not met the probation can be extended only once for a maximum period of six months. If the norms are still not fulfilled, it will result in reverting back to the earlier position held before the promotion.

(f) In case, any Assistant Professor is not promoted to Associate Professor after gaining a total academic experience of 10 years as Assistant Professor (this includes previous experience in other institutions as Assistant Professor), then this may lead to termination of his/her services from the institute. If an Associate Professor is not promoted as Professor after a total academic experience of 20 years (inclusive of experience in other institutions), then this may lead to termination of his/her services from the institute.

## GROUP FACULTY DEVELOPMENT POLICY

### 1.0 Key challenges before faculty members of business schools

The key challenges and pressures facing faculty members and their institutions are the following:

#### 1.1 Expanding faculty roles and acquiring knowledge and skills

The set of tasks that faculty members are expected to perform is expanding as the institutions have to keep up with new directions of teaching and research. While faculty members have to keep themselves updated on new developments (specialisations) and knowledge in their field, they should develop skills for: engaging in more interdisciplinary work, designing and delivering online courses, using emerging technologies in teaching-learning, organising courses and learning material, working collaboratively across different fields and with industry practitioners, and writing proposals for research grants and consultancy assignments. Exposure to rapidly changing business practices, regulations and societal expectations adds the dimension of being relevant to one's context.

#### 1.2 Expanding faculty roles and finding balance

Faculty members aspire to achieve distinction as scholars, teachers and campus citizens. Balancing between all these three is a daunting challenge. Research and teaching cannot be decoupled. Both are components of academic excellence. Establishing oneself as a research scholar requires intensive research in a narrow area of specialisation (of course, with broad understanding of knowledge and development in related disciplines). On the other hand, teaching requires good understanding of a wider spectrum of subjects and skills for using emerging pedagogies to continuously improve the learning experience of students. Appropriate allocation of time and efforts between research, teaching and institution building is a tough balancing act.

#### 1.3 Diverse student body

Increasing diversity in the student body is resulting in 'multiculturalism'. Learning needs are different for different student groups. New teaching methods and strategies are required to provide students with problem solving, teamwork and collaboration skills.

Faculty members face the challenge of creating a stimulating learning environment that will provide an excellent learning experience to all the students. Faculty members need to nurture capabilities to effectively engage with students and to use diversity in the student body to enhance the learning experience.

### 2.0 Faculty development approaches and methodologies

Steinert et al. (2016)<sup>1</sup> have identified the following broad approaches to faculty development:

S.No	Type of Faculty Development	Individual	Group
1	Formal	Peer coaching; Peer and student feedback; and Online learning	Workshop and courses; Fellowships and teaching; and Scholars Programmes
2.	Informal	Learning by doing; Learning by observing; and Reflecting on experience	Work-based learning; and Communities of practice

Although Steinert et al. (2016) discuss faculty development in the context of medical education, the above approaches are applicable to business schools, where imparting knowledge of contemporary practices is as important as imparting knowledge of underlying concepts and theories. The authors observe that while workshop and conferences are the most common form of faculty development interventions, the impact of longitudinal interventions is much higher than short-term interventions. They observe, 'This review indicated the multiple benefits of faculty development programs that extend over time, allowing for cumulative learning, practice and feedback. As noted earlier, the benefits of longitudinal approaches to faculty development include changes that go beyond improved teaching performance and include enhanced self-awareness, new leadership roles and responsibilities, and increased academic output and productivity. Longitudinal interventions also have the potential to foster social networks and a sense of community, an outcome that might be particularly important as collaboration and teamwork have emerged as critical components of clinical and educational practice.'

Long-term mentoring of young faculty members by senior faculty members is considered as the most effective method for developing young faculty members.

### 3.0 Training needs of IMT Faculty Members

S.No.	Classification	Description	Target Faculty Group	Comments
1	Pedagogy	Understanding use of pedagogic innovations to enhance learning experience of students with diverse background and for developing learner and learning focused teaching, developing critical thinking	All faculty members	(i)The teaching process is as important as the content. Therefore, faculty members need to update their 'repertoire of instructional methods, strategies, and approaches'.  (ii) Experts in India should be identified to provide the training.
2	Use of technology in teaching & learning	Developing and use of videos and other educational aids, and Information Technology to enhance learning experience and optimal utilisation of faculty time.	All faculty members	(i)It is inextricably linked with pedagogy. However, separate categorization helps to focus on the same.  (ii) Experts in India should be identified to provide the training.

3	Managing online delivery of courses, including webinars.	Developing capabilities for organising materials suitable for on-line delivery of courses and effectively delivering online courses.	All faculty members	<p>(i) Faculty members should develop capabilities for delivering online courses.</p> <p>(ii) Institution should provide support of instructional designers to organise the content to make it suitable for online delivery of courses effectively.</p> <p>(iii) Experts in India should be identified to provide the training.</p>
4	Writing skills	Skills for writing publishable research papers, reports, case studies, proposals for sponsored research	All faculty members	Experts, who are in the editorial board of international journals or who review papers for international journals, located in India should be identified to provide the training. Occasionally, international faculty members may also be invited.
5	Personality development	Developing capabilities to manage time and balance diverse demand on faculty time, including balancing personal and professional life, managing stress & conflict, listening skills, negotiation skills.	All faculty members	Experts in India should be identified to provide the training.
6	Leadership	Developing capabilities for (i) leading young faculty members and teams of officers and staff involved in academic administration and (ii) participating effectively in institution building activities.	Associate Professors and above	Experts in India should be identified to provide the training.

7	Updating knowledge in the areas of teaching and research interest	Updating the content for delivering a course	All professors	Faculty members should update their knowledge by publishing research articles and attending workshops and conferences;
8	Acquiring knowledge in emerging areas of interest	Acquiring knowledge in an emerging area for launching a new course/programme in post-graduate programmes and Executive Education Programmes.	All professors	(i) Faculty members should join an online certification programme being offered by a top international university/business school. (ii) After satisfactory completion of the certification, if required, the faculty member should attend a training programme on the subject, in India or abroad.
9	Understanding contemporary industry practices	Developing capabilities necessary to blend practice and theory in the content to be delivered in post-graduate programmes and Executive Education Programmes.	All faculty members	(i) Faculty members should work closely with industry practitioners in preparing case studies, writing industry reports, writing research papers and teaching jointly courses in post-graduate programmes and Executive Education Programmes, consulting assignments.

1 Yvonne Steinert, Karen Mann, Brownell Anderson, Bonnie Maureen Barnett, Angel Centeno, Laura Naismith, David Prideaux, John Spencer, Ellen Tullo, Thomas Viggiano, Helena Ward & Diana Dolmans (2016) A systematic review of faculty development initiatives designed to enhance teaching effectiveness: A 10-year update: BEME Guide No. 40, Medical Teacher, 38:8, 769-786, DOI: 10.1080/0142159X.2016.1181851

## 4.0 IMT FACULTY DEVELOPMENT POLICY

### 4.1 Assessment of Faculty Development Needs and Action Plan

At the end of each academic year faculty development needs will be assessed in each campus at the following three levels:

- i. The Director will assess faculty development needs separately for young faculty members, mid-career faculty members, senior faculty members. The focus will be on pedagogy, online/blended delivery of courses, writing skills, personality development, leadership and industry integration.



- ii. Each Academic Area/Domain will identify faculty development needs for upgrading knowledge and content.
- iii. Each individual faculty member will share with Dean (Academics)/Director his/her developmental needs.

A list of faculty development needs will be compiled by each campus and a comprehensive three-year development plan for each faculty will be developed and shared with the Academic Committee and Executive Committee with details of objectives, activities, time frame, budgets and expected outcome.

#### **4.2 CAMPUS-LEVEL INTERVENTIONS**

- i. Each campus will constitute a Faculty Development Committee to develop and implement Faculty Development plan approved by the Executive Committee. The Dean (Academics) will chair the Committee. The Committee will monitor the Faculty Development interventions and shall prepare quarterly report for submission to the Director. The Director shall submit half-yearly report on Faculty Development to the Executive Committee.
- ii. The Director will designate a Senior faculty member of each Academic Area as the Mentor Faculty. He/she will support young faculty members to improve their research and teaching capabilities.
- iii. Based on the reviews the activities will be reinforced/changed.

#### **4.3 GROUP-LEVEL INTERVENTIONS**

The Director of each campus is primarily responsible for developing faculty members of that campus. The objectives of Group-level interventions are to:

- a. Optimise utilisation of scarce resources; and
- b. Facilitate informal learning from peers located in different campuses

The following policy will be followed for Group-level interventions:

- i. Group-level Faculty Development interventions will be limited to interventions, which will require involvement of accomplished international experts.
- ii. At the Group-level, training programmes will be organised in different campuses, including the Dubai campus. Each Institute will nominate its faculty members to those training programmes.
- iii. Each campus will keep other campuses informed about the visit of an accomplished international faculty well in advance. Each campus may send one or two faculty members to the concerned campus for interactions with the visiting international faculty.
- iv. Each campus will invite at least two internationally reputed faculty each year for teaching a full course with the condition that they will spend time with faculty and students outside the classroom. Preferably, they should stay in the campus. Directors of other campuses may nominate one or two faculty members to attend classes and support the visiting faculty in teaching and evaluation.
- v. Academic Circles will be formed for each Academic Area with faculty members of all the campuses. Each Academic circle will meet for two days, once in a year, in any of the campuses for sharing experiences, use of new pedagogy and brainstorming for future innovations. A report will be prepared for submission to Directors of all the campuses.

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