

CRITERION 2

**GOVERNANCE, LEADERSHIP &
FINANCIAL RESOURCES**

100

2.1 GOVERNANCE AND LEADERSHIP (60)

2.1.1 Governance structure and Policies (25)

2.1.1.1 Governing Structure (10)

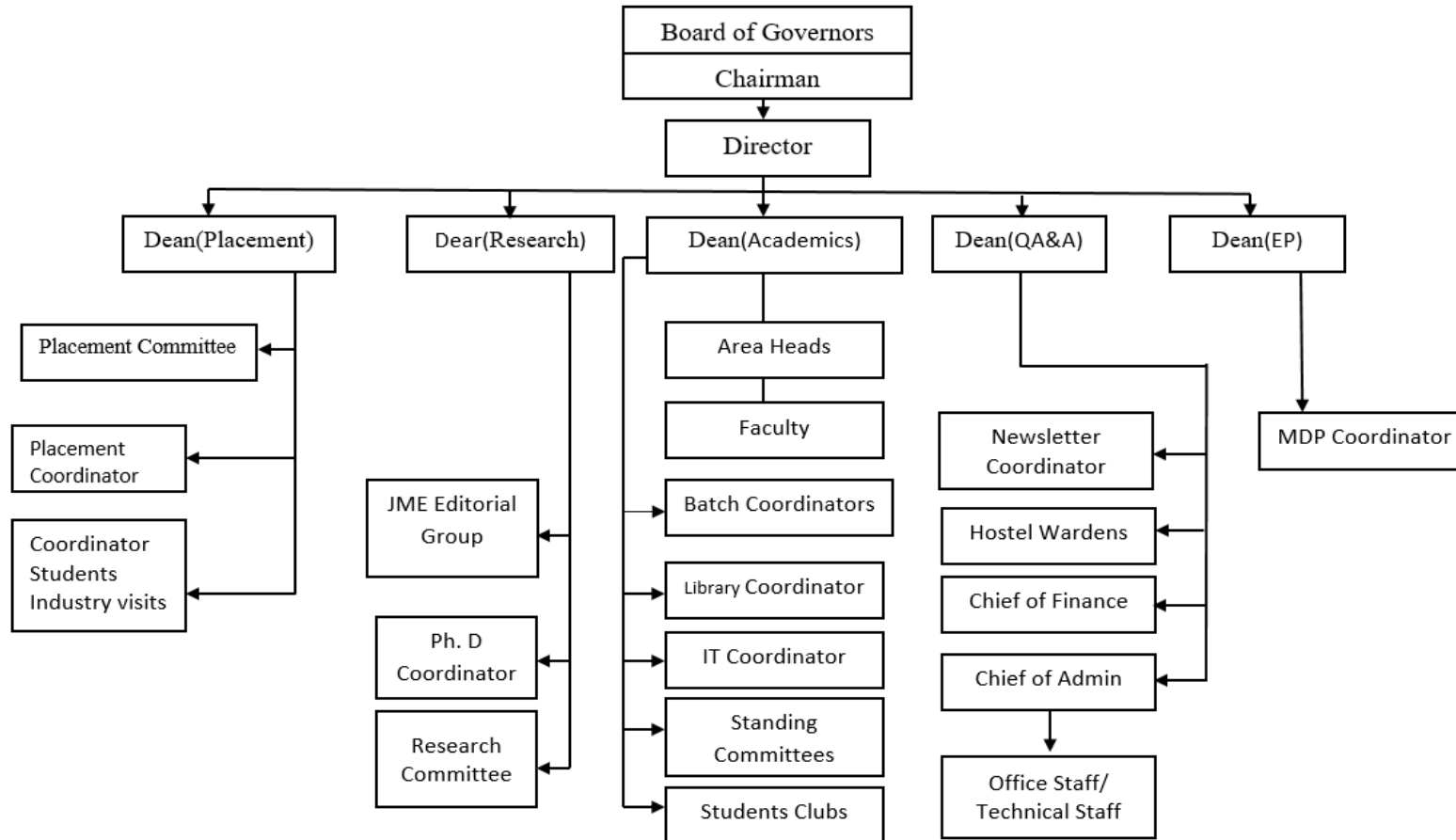
(List the governing, senate, and all other academic and administrative bodies; their memberships, functions, and responsibilities; frequency of the meetings; and attendance therein, details of monitoring of performance done by the BoG. A few sample minutes of the meetings and action-taken reports should be annexed)

List of Governing, Academic and Administrative Bodies

| S. No | Name of the Body | Membership Composition | Frequency of the meeting |
|-------|---|--|--------------------------|
| 1. | Board of Directors of XIME Society | XIME Society Members, Industrialists, Educationalists, Alumni, Civil servants | Three times a year |
| 2. | Executive Committee (To follow up on implementation of Board of Directors' decisions.) | 6 members from the Board of Directors | As and when required |
| 3. | Board of Governors of XIME Bangalore | XIME Society Members, Director, Industrialists, Educationalists, Alumni, Faculty members, AICTE Nominee & Government Nominee | Once in three months |
| 4. | Executive Committee (To follow up on implementation of Board of Governors' decisions.) | Chairman, Chairman XIME Kochi, Secretary, Director and Dean (A) | As and when required |

| | | | |
|-----|---|---|----------------------|
| 5. | Committee of Management (COM) | Chairman, Director, Dean (A) and Dean (R), Dean (QA), Chairman XIME Kochi & Prof Joy Oommen | Every Monday |
| 6. | Academic Council | Directors, Deans (Academic), Faculty, Senior Educationists, Senior Managers and Alumni representatives. | Twice a year |
| 7. | Internal Quality Assurance Cell | Director, Senior Faculty Members, Reps. of Industry & Alumni | As and when required |
| 8. | Internal Complaints Committee (Protection against Sexual Harassment Cell) | Faculty members and student representatives | As and when required |
| 9. | Standard and Disciplinary Committee | A Senior and four other members of Faculty | As and when required |
| 10. | Anti-Ragging Committee | Dean (Q&A), Faculty members and administrative staff | As and when required |
| 11. | Mess Committee | Faculty members, an Administrative staff and reps. of students | As and when required |
| 12. | Sports Committee | Faculty, Administration and Students Reps. | As and when required |
| 13. | Library Committee | Faculty members/Student Reps. | As and when required |
| 14. | Student Activity Committee | Headed by a Faculty and students are members | As and when required |
| 15. | Placement Committee | Dean (Placement), Faculty members and Students Reps | As and when required |
| 16. | Cultural Committee | Headed by a Faculty with student members | As and when required |
| 17. | Summer Internship Committee (SIP) | Asst. Dean (Corporate Relations), Batch Coordinator and Students Reps. | As and when required |

The organization Chart of XIME Bangalore is given below.



Xavier Institute of Management & Entrepreneurship is a Society and a non-profit organization devoted to education, training, consultancy and research in the areas of Management, Entrepreneurship and Development Administration. It owns and operates three Management Institutes in the name of Xavier Institute of Management & Entrepreneurship (XIME) at Bangalore, Chennai and Kochi. XIME, Bangalore was established in June 1991 by a visionary group of eminent academicians, management practitioners and public spirited persons led by Prof. J. Philip, former Director of IIM Bangalore. Subsequently two more campuses have been established, one at Kochi and the other at Chennai.

XIME Board of Directors: Functions and Responsibilities

The XIME Society is a non-profit Organization managed by the Board of Directors headed by the President who are distinguished persons in the fields of Business Management, Public Administration, Education and Social Service. The most important functions of the Board are;

- To be the custodian of the properties of the Society.
- To decide on the general direction and plan activities of the Institute.
- To make necessary appointments, including that of the Directors to run (the campuses of the) institute efficiently.
- To conduct AGM and other meetings of the Society as and when required.
- To raise funds and manage them effectively through annual budgeting and appropriate financial controls.
- To approve the Institutional budget.

The Society also provides broad policy guidelines for administering the three Institutes and reviews their performance periodically. The Board meets three times a year and more often as may be required:

Members of Board of Directors (From 19.12.2020)

| S. No | Name | Designation |
|-------|--|---|
| 1. | Dr. J. Alexander, IAS (Retd.)- Former Chief Secretary and Cabinet Minister, Karnataka State | President (till – 14.01.2022) |
| 2. | Mr. Anil J. Philip, Former Executive Vice President, Vodafone/Idea | Vice-President. President from 05.02.2022 |
| 3. | Mr. C.J. Kuncheria, CEO, Modern Rubber Industries | Secretary |
| 4. | Prof. J. Philip, Principal Founder, XIME & Former Director IIM-Bangalore | Founder Member |
| 5. | Fr. Dr. P. Christie SJ, Former Director XLRI Jamshedpur | Founder Member |
| 6. | Fr. Dr. E. Abraham, SJ, Former Director, XLRI | Founder Member |
| 7. | Sister Prameela P.A., Former Sister Superior, St. Martha's Hospital | Founder Member |
| 8. | Dr. Binny J Cherayil, Professor, Department of Inorganic and Physical Chemistry, Indian Institute of Science | Founder Member |
| 9. | Mr. Jose Dominic, Director & Co-Founder, CGH Earth, Willingdon Island, Cochin | Member |
| 10. | Mr. Dennis Abraham, Senior Finance Director, Hewlett Packard India Pvt. Ltd India. | Member |
| 11. | Mr. V.O. Sebastian, Chairman, Areca LLC, Dubai | Member |
| 12. | Prof .C.P. Ravindranathan IFS (Retd.), Former High Commissioner of India to Australia | Co-opted Member |
| 13. | Mr. Bijou Kurien, Chairman - Retailers Association of India (RAI) | Co-opted Member |

Members of Board of Directors (Effective from 05.02.2022)

| S. No | Name | Designation |
|-------|--|-------------------|
| 1. | Mr. Anil J. Philip, Former Executive Vice President, Vodafone/Idea | President |
| 2. | Prof. J. Philip, Principal Founder, XIME, Former Director IIM-Bangalore | Principal Founder |
| 3. | Mr. C.J. Kuncheria, CEO, Modern Rubber Industries | Secretary |
| 4. | Fr Dr. George Sebastian, SJ Director, XLRI, Xavier School of Management | Founder Member |
| 5. | Fr. P. Christie SJ, Former Director XLRI Jamshedpur | Founder Member |
| 6. | Sr. Prameela P.A, Former Sister Superior, St. Martha's Hospital | Founder Member |
| 7. | Dr. Binny J Cherayil Professor, Indian Institute of Science | Founder Member |
| 8. | Mr. Jose Dominic Director & Co-Founder– CGH Earth, Kochi | Member |
| 9. | Mr. Dennis Abraham Senior Director – Finance, Hewlett-Packard | Member |
| 10. | Mr. V.O. Sebastian, Chairman, Areca LLC, Dubai | Member |
| 11. | Prof. C.P. Ravindranathan, IFS (Retd.) Chairman, XIME Kochi Former High Commissioner of India to Australia | Member |
| 12. | Mr. Bijou Kurien Former President & Chief Executive, Life Style Reliance Retail | Member |

Board of Governors: Functions and Responsibilities

- To decide on the major academic programmes.
- To ensure quality and academic standards of all academic programmes
- To develop and maintain a research culture of the Institute.
- To encourage and facilitate good industry connect
- To review periodically the progress of the Institute in its major activities.
- To be responsible to XIME Society for the governance of the Institute.
- To prepare academic, administrative and financial plans for the Institute
- To appoint necessary committees for the smooth functioning of the Institute.
- To prepare the budget at the institutional level and submit it to the Board of Directors for their final approval.

Members of the Board of Governors

| S. No | Name | Designation |
|-------|---|-------------|
| 1. | Prof. J. Philip, Principal Founder & Former Director, IIM-Bangalore | Chairman |
| 2. | Prof. C.P. Ravindranathan, IFS (Retd), Former High Commissioner of India to Australia | Member |
| 3. | Mr. C.J. Kuncheria, Secretary, XIME Society, CEO, Modern Rubber Industries | Secretary |
| 4. | Sr. Prameela P.A, Former Sister Superior, St. Martha's Hospital | Member |
| 5. | Fr. P. Christie, S.J, Director, XLRI Jamshedpur | Member |
| 6. | Mr. Kamal Bali, President & Managing Director, Volvo | Member |
| 7. | Ms. Hema Hattangady, Co-founder, Conzerv & Author of book "Lift Off- | Member |

| | | |
|-----|---|---------|
| | Transforming Conzerv” | |
| 8. | Mr. George M. Alexander, Executive Director, Muthoot Group | Member |
| 9. | Mr. Anil J. Philip, Former Executive Vice President, Vodafone/Idea, Mumbai | Member |
| 10. | Mr. S. Viswanathan, Former MD, John Fowler (India), Bangalore | Member |
| 11. | Mr. Bijou Kurien, Former President & Chief Executive, Life Style Reliance Retail | Member |
| 12. | Mr. Sandeep Kumar Maini Executive Director Maini Precision Products Private Limited | Member |
| 13. | Fr. Dr. George Sebastian Director, XLRI Delhi | Member |
| 14. | Mr. Ian Faria, Founder, Owner at SOLUTIONZ-IN | Member |
| 15. | Mr. Sailesh Menezes, Senior Director & Head- HR,HP Enterprise, India (Alumnus) | Member |
| 16. | Ms. Sangeetha Gera, (Alumna) VP - Head Talent Management, Societe Generale Global Solution Centre | Member |
| 17. | Dr. Fr. Roy Abraham P Director, XIME Bangalore | Member |
| 18. | Prof. Madhu Kumar P.S., Dean (Academics) XIME, Bangalore (Faculty) | Invitee |

| | | |
|-----|---|---------|
| 19. | Dr. S. Rajkumar, Sr. Assistant Professor, XIME, Bangalore(Faculty) | Member |
| 20. | AICTE Representative | Nominee |

Academic Council: Functions and Responsibilities

Academic Council (AC) approves the syllabus for all programmes of the Institute. The Academic Council is also responsible for evaluation of the academic performance of students. It provides directions to take corrective actions to bridge gaps of learning. Attainment of PO is evaluated by the Council. The AC consists of prominent academicians, Directors and Deans of all the three campuses, representatives of alumni, and representatives of business Industry. It meets twice in an academic year.

Members of the Academic Council

| S. No | Name | Designation |
|-------|---------------------------|--|
| 1. | Prof. J. Philip | Chairman, XIME Bangalore & Group Academic Advisor |
| 2. | Prof. C.P. Ravindranathan | Chairman, XIME Kochi |
| 3. | Prof. Ashok Thampi | Professor, Finance & Accounting, IIM-Bangalore |
| 4. | Prof. N. Venkiteswaran | Former Director, Thiagarajar School of Management and Former Professor IIM-Ahmedabad |
| 5. | Dr. V.B. Kaujalgi | Professor (Retd.)-IIMB, Quantitative Methods & Information Systems |
| 6. | Dr. Mathew Manimala | Professor (Retd.) - IIM Bangalore |

| | | |
|-----|-------------------------------------|---|
| 7. | Mr. Sailesh Menezes (Alumnus) | Senior Director & Head-HR, HP Enterprise, India |
| 8. | Mr. Pradeep Jayaraman (Alumnus) | Vice President of Fractal Analytics |
| 9. | Mr. Elson P. Kuriakose (Alumnus) | Global HR Leader- IBM Cloud, New York |
| 10. | Ms. Christina Mitali Ghose | President- Alumni Association Director, Stylus Commercial Services Pvt Ltd. |
| 11. | Prof. Subashis Ray | Professor of Marketing, XIM-Bhubaneshwar |
| 12. | Dr V G Dhanakumar | Former Director – IIPM |
| 13. | Fr. Dr. Roy Abraham P. | Director, XIME Bangalore |
| 14. | Dr. Francy T.V | Director (Academics), XIME Kochi |
| 15. | Dr. Ravi Veeraraghavan | Officiating Director, XIME Chennai |
| 16. | Prof. Madhu Kumar PS | Dean (Academics), XIME, Bangalore |
| 17. | Prof. Alok K | Dean (Academics), XIME Kochi |
| 18. | Prof. Suresh Kumar V | Dean (Academics), XIME, Chennai |

Internal Quality Assurance Cell (IQAC): Functions and Responsibilities

IQAC takes up quality initiatives and proposals as under:



- Development and application of quality benchmarks
- Parameters for the various academic and administrative activities of the institution;
- Facilitating the creation of a learner-centric environment
- Collection and analysis of feedback from all stakeholders
- Organization of inter and intra institutional workshops, seminars on quality related themes and promotion of quality circles;
- Documentation of the various programmes/activities and development and maintenance of institutional database
- Periodical conduct of Academic and Administrative Audit and its follow-up

IQAC Members

| S.No. | Name of the member | Designation |
|-------|---------------------------|------------------------------|
| 1 | Fr. Dr. Roy Abraham | Director |
| 2 | Prof. Sam Tyagaraj | Dean (QA&A) |
| 3 | Prof. Madhu Kumar | Dean (Academics) |
| 4 | Prof. (Dr.) T. Muthukumar | Professor & Exams Controller |
| 5 | Dr. Mercia Selva Malar | Associate Professor |
| 6 | Dr. Rajkumar S | Senior Assistant Professor |
| 7 | Dr. Subha K | Assistant Professor |

2.1.1.2 Service Rules (5)

(Service rules should be published, employees should be made aware and its compliance)

The Institute has clearly laid down service rules for its faculty members as outlined in the Faculty Handbook, which is updated when necessary. It covers all significant details of service conditions, from appointment, promotion, role and responsibilities,

to leave/vacation and other entitlements all of which are broadly based on the AICTE norms. These are framed by the BOD of XIME and modified as and when required, duly considering regulatory requirements. The last two revisions were in 2019 and 2022.

Staff service rules are published separately in the form of circulars and memos/notes. Also the service conditions of the non-teaching staff are given in the appointment/promotion orders.

2.1.1.3 Policies (5)

(There should be well defined and implemented policies of governance with stakeholders participating in the development of these policies. Also state the extent of awareness among the faculty and students)

The Institute has formulated various policies to serve as guidelines and counsel for managing the day to day activities concerning all matters like programme design, delivery, faculty roles, faculty development, students' conduct, tests and examinations, faculty and students' performance evaluation, industry connect, international linkages, admissions and placements, students overall transformation including participation in competitive events, students' club activities, technology support, discipline, the in-house journal, newsletter and communication initiatives, exposure to societal concerns and alumni interaction.

These policies conform to the norms and guidelines published by AICTE. The Institute reviews the policies duly taking into consideration current developments in the area of management education including technology as well as ideas generated by the institute's own international conferences on various aspects of management education. The reviews are also notably made by taking inputs from key stakeholders like recruiters, faculty, alumni, students and parents, industry practitioners and experts. Inputs are obtained through formal and informal interactions with the faculty groups, students' representatives, the alumni association and visiting industry leaders.

Considering the nature of the subject, final approval as regards matters of policy is given by the head of the Institute or Board of Governors / XIME Society after due consultation with the Academic Council wherever necessary.

Stakeholder Participation

Policy approaches/elements are also formulated by appropriate bodies with necessary consultations and involvement of the stakeholders. For example, the policy on faculty development was updated with inputs from all the Deans and the Director. Similarly, the library policy was formulated with inputs from both faculty and students.

List of important policies of the institute is given below:

| S. No | Policy Name |
|--------------|---|
| 1. | Admissions policy |
| 2. | Consultancy policy |
| 3. | Copyright compliance policy |
| 4. | Faculty Development and Research |
| 5. | Financial policy |
| 6. | IT policy |
| 7. | Leave policy for Faculty and Staff |
| 8. | Leave policy for Students |
| 9. | Library policy |
| 10. | Policies for national, regional and global commitment both for students & faculty |
| 11. | Policy on General Conduct |
| 12. | Policy on Guest/Adjunct/Professor Emeritus |
| 13. | Policy on Student Research |
| 14. | Policy on Travel |
| 15. | Purchase manual |

| | |
|-----|-----------------|
| 16. | Quality policy |
| 17. | Research policy |

2.1.1.4 Strategic Plan (5)

(Availability and implementation)

The strategic intent of the Institute is aptly described in its Vision Statement. It aspires to be a globally oriented Business School such as counted among the leading B-Schools of India as well as abroad with high levels of International Accreditation. Accordingly, the primary elements of focus include student-centricism, value-based education, global orientation, commitment to entrepreneurship and continuous innovation.

Guided by this intent as well as the letter and spirit of its Mission, the Institute has adopted a strategy of organic growth and regional diversification. Having started with an intake of 60 seats on hired premises it has moved into its own full-fledged campus in Electronics City of Bangalore with the sizable intake of 180 PGDM seats. Two more campuses have also been set up in the last decade, one in Kochi and the other in Chennai.

Of high importance to the Institute's strategic planning has been the work of the Review Committee of 2016 chaired by Mr. B. Muthuraman, former Vice Chairman, Tata Steel (and now Chairman – XIME Chennai) which recommended specific actions spread over 5 – 10 years as "Strategies for Creating the Future of XIME". These recommendations are very much part of XIME's strategic tasks, constantly under review by the XIME Society.

As a continuing effort, the Institute plans and executes value addition to its PGDM programme by introducing new subjects and aligning the programme's content and thrust with the constant changes taking place in the business world. In particular, the accent is on new skills and knowledge areas.

Another strategic approach planned by the Institute has been to introduce Post Graduate Certificate or Post Graduate Diploma Programmes in different management streams. While on the one hand this endeavor will largely utilize the faculty resources available within the institute, on the other hand it is expected to meet the growing needs of the industry in the specified areas. One such programme contemplated and introduced since 2021 – 22 is PGDM Business Analytics. An earlier Programme was a one-year Certificate Programme in Construction Management.

Besides the international ACBSP Accreditation, XIME has planned for one more international accreditation from a renowned worldwide accreditation agency. XIME is a member of EFMD Global and now working towards getting accredited by 2023-24. The Institute is additionally considering possible steps to become a University in the light of the NEP over the next 5 years. Preparatory work for augmenting the infrastructure has been initiated. The property comprising one acre of land adjoining the main campus has already been purchased from KIADB, increasing the area of land of XIME Bangalore Campus to 5.25 acres.

Before formulating the components of the strategic plan, the Institute as a matter of policy and procedure ensures due deliberations at appropriate levels within the organization with the final decision to be taken by the Board of Governors and the XIME Society.

2.1.2 Faculty Empowerment (15)

2.1.2.1 Faculty Development Policies (5)

(The institution should have a well-defined faculty development policy to ensure that faculty continues to meet high standards)

The current policy of XIME on Faculty Research & Development has been reviewed and updated in consonance with the recent regulations of AICTE on this subject and are incorporated in the Faculty Handbook. The new policy reiterates the Institute's

commitment to the continuous development of the faculty and envisages strong support to research. The Institute believes that these interventions will be of immense help in its overarching commitment to shaping future business leaders. The policy has also incorporated the following elements in the Institute's Regulations: a structured induction programme, more membership for the institute in professional associations, industrial training, financial support for faculty participation in conferences, seed money for research, reward for research publications, duty leave for faculty development programmes and support for consultancy activities. The policy is printed and circulated among the faculty and specific enabling procedures are put in place for implementation.

During the period of the COVID-19 Pandemic, extra efforts were made to orient the faculty to the online mode of teaching using '**Zoom**' and '**Google Class room**' platforms, and to conduct examinations using '**Mettl**' proctoring software. The faculty were given the necessary training for conducting classes in this mode. A systematic process of monitoring the technical quality of lectures coupled with regular feedback was put in place.

Faculty meetings were held expressly to review learning outcomes of online instruction. A programme on '**Tools and Techniques for Interactive On-line Teaching**' was conducted on 07.07.2020 by Mr. M. Karthik, founder, Play2Learn, Chennai. Another expert in the field, Mr. Kandappan Balasubramanian, Professor, Taylor's University, Malaysia conducted a programme on '**Best Practices in On-line Teaching**' on 28.07.2021.

A special mention may be made of periodic 'Professional Retreats' of the Faculty at suitable locations where professional matters are discussed along in a setting characterised by a fellowship and social interaction. These 'Retreats' act as periodic 'reflections' on how the Institute is performing and how to strengthen further each of its key activities with prime place given to students' all round development.

Retreats of the last few years were:

Key Resource Person

From 27th June to 1st July 2022

Dr. Simon George of TAPMI

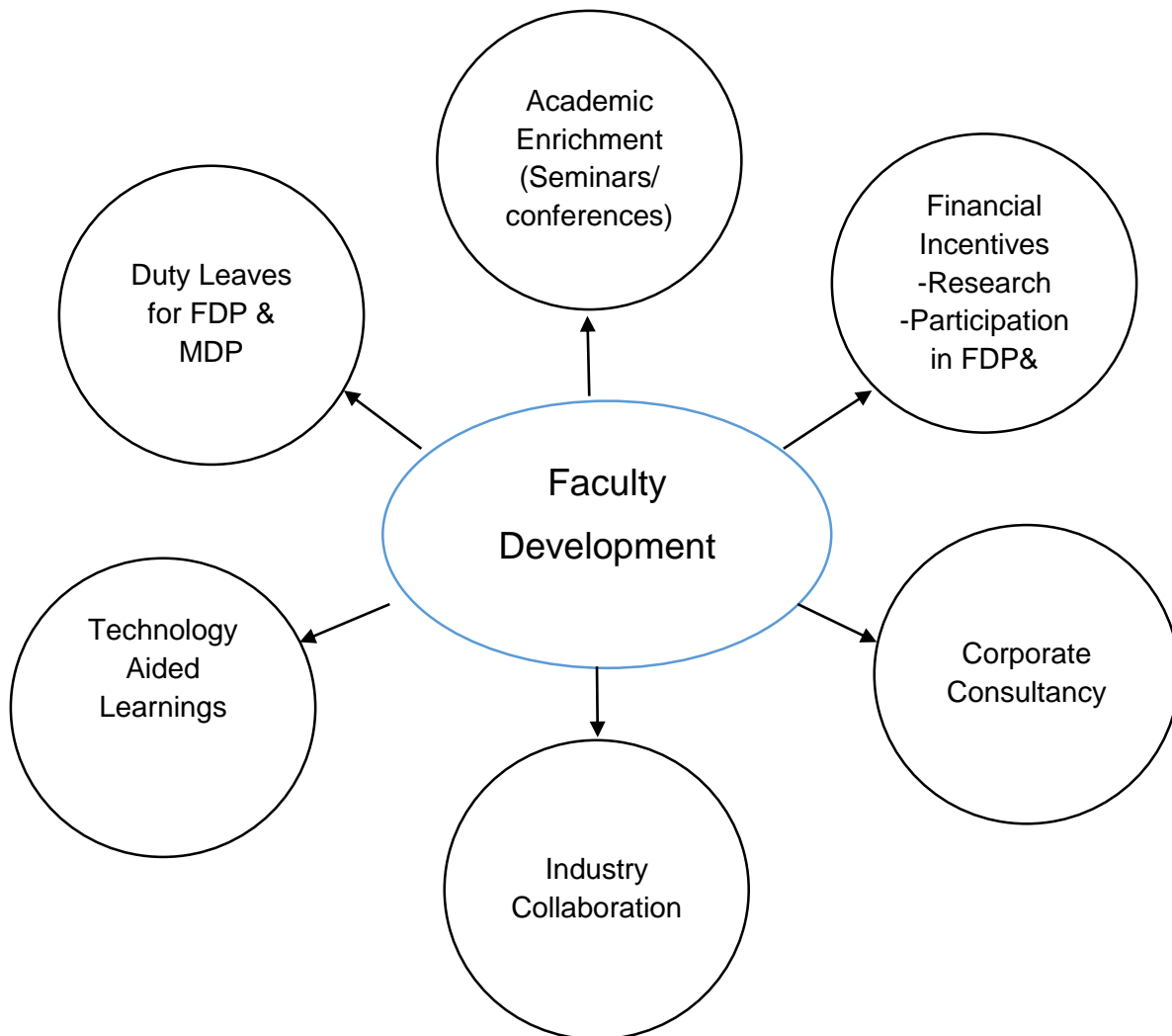
Retreat at Kairali Resorts
on 16th December 2021

Prof. T.V. Rao,
Former Professor, IIM-A

Ramee Guest line Hostels & Resorts,
Attibele
on 25th & 26th November, 2017.

Amb. C.P. Ravindranathan,
IFS(Retd.)

In addition, special FDPs on Research & Case Development were held at the Campus on different occasions.



Academic Enrichment

Faculty members are encouraged to participate in national and international conferences, seminars and webinars to upskill and enrich their potential.

Faculty Development Programmes

Faculty Members are encouraged actively to participate in FDP's and MDP's to strengthen their domain knowledge in the contemporary scenario. The Institute has spent the following by way of payments for FDPs:

| FY | Bangalore (Lakhs) |
|--------------|-------------------|
| FY 2018 - 19 | 29.68 |
| FY 2019 - 20 | 27.91 |
| FY 2020 - 21 | 26.04 |
| FY 2021 - 22 | 44.02 |

Technology Aided Learnings

Technology growth is inexorable. Our faculty members are therefore encouraged in every way to participate in technology – aided learning, exercises and routines, eg., Smart classrooms and other innovative technologies. Wherever necessary additional training in usage of technologies has also been given to faculty members. All the classrooms are smart classrooms and many of them are equipped with interactive boards.

Industry Collaboration

Industry Academia Partnership being of critical importance in a business school, faculty members are exposed whenever possible to occasions involving it, including assistance to any industry needing advice and counsel. For example, XIME works closely with the Bangalore Chamber of Industry and Commerce. Its Faculty are in some of their key Committees. The Faculty has also worked closely with various Small

Industries' Associations in the finalization of the Best Performance SME Award instituted by XIME last year. This is an yearly Award.

Corporate Consultancy

Faculty members are motivated to take up corporate consultancy to enrich their industry and academic excellence. The total funds generated for the CAY 2018-19 was Rs. 5.24 lakhs, 2019-20: Rs. 13.30 lakhs, 2020-21: Rs. 33.00 Lakhs and 2021-22: Rs. 6.34 lakhs. Sixty-five percent of the consultancy income goes to the faculty concerned. This information is available as a policy document in the [faculty handbook 2019 \(Page No – 23\)](#).

Financial Incentives

Faculty members are paid participating fees for FDPs, MDPs, conferences, workshops and seminars. The Institute also has a policy to provide incentives to the faculty who perform well in their academic and administrative roles. Those faculty members who have achieved the performance target of 300 credit points during the year are eligible for such financial incentives. An incentive of Rs.1000 per extra point achieved is available.

2.1.2.2. Decentralization, Delegation of powers and Collective decision making (10)

The Institute has delegated certain powers to the Director and other functionaries for incurring expenditure on nomination to training programmes, purchase of books, journals, payment to visiting faculty and operation of bank accounts through its orders dated 2nd August 2013, 1st October 2017 and 14th June 2018.

(List the names of the faculty members who have been delegated powers for taking administrative decisions. Mention details in respect of decentralization in working)

List of faculty members who have administrative responsibilities:

| S. No. | Name | Designation |
|--------|--------------------------|--|
| 1. | Dr. Fr. Roy Abraham | Director |
| 2. | Prof. Madhu Kumar PS | Dean (Academics) |
| 3. | Prof. NMK Bhatta | Dean (Research)/JME Editor |
| 4. | Dr. Mahesh MV | Dean (Placements) |
| 5. | Prof. Sam Tyagaraj | Dean (Quality Assurance & Admin) |
| 6. | Dr. Roshini James | Batch Coordinator (PGDM Junior Batch) |
| 7. | Dr. Mercia Selva Malar | Batch Coordinator (PGDM Senior Batch) |
| 8. | Dr. Rajkumar S | Accreditation Responsibility |
| 9. | Dr. Lucas M | XIME News Coordinator |
| 10. | Mr. Subramanian K | Batch Coordinator (PGDM-BA Senior) |
| 11. | Mr. Ravi | Corporate Relations |
| 12. | Mr. Vallinayagam A | Batch Coordinator (PGDM-BA Junior) |
| 13. | Mr. Biju Chacko Thomas | Chief Finance & Administrative Officer |
| 14. | Mr. Robin Xavier (Staff) | Sr. Officer (Administration) |

(Procedure for decision making on issues such as strategic development and resourcing with respect to educational provision and management of educational resources)

The overall management of the Institute is vested in the Board of Governors. The Director is the Head of the Institute and is also a member of the Board of Governors.

The Dean (Academics), who is the head of the Academic division, is in charge of the day-to-day academic administration of the Institute. He is also a member of the BoG.

The Director is supported by Dean (Academics), Dean (External Programmes), Dean (Research), Dean (Placement) and Dean (Quality Assurance and Admin). In managing the Institute, they normally take collective decisions following a collegial approach.

There is a forum consisting of regular meetings of faculty members. It deliberates on various routine matters concerning policy implementation, academic administration, performance, quality of teaching/learning, research promotion, institutional development activities, communication and publications and any other subject of current importance. Thus, it is a body for extensive internal deliberations, review and developing constant action plans. In 2021-22 there were 8 such Faculty Meetings:

The current Functional Areas are:

- Finance & Economics
- OB & HR
- Marketing
- Finance
- Production & Operations Management
- Systems & Analytics

There are Area Coordinators for these subject groups. These groups meet at regular intervals with the respective coordinators chairing the meetings. Formulation of course outcomes, mapping, setting up of question papers, gap identification in respect of student learning and modifications, if any, required in the functional disciplines are the chief matters deliberated in this group.

Faculty members also discharge certain co-curricular functions either at individual level or as part of the various groups formed for specific purposes or tasks. These include library services, mentoring, professional club coordination, sports, cultural

activities, institutional communication (the bi-monthly Newsletter) and publication of the Institute's scholarly and research journal (JME).

(Institution should explicitly mention financial and administrative powers delegated to the Principal, Heads of Departments and relevant in-charges. Demonstrate the utilization of financial powers for each year of the assessment years)

Financial Powers for Research

The approval for proposals is given by the following authorities:

- i. Expenditure up to Rs. 10,000/- by the Dean.
- ii. Expenditure above Rs. 10,000/- but up to Rs. 50,000/- by the Director.
- iii. Proposals of expenditure above Rs.1,00,000/- by the Chairman duly processed through the Director.
- iv. Proposals above Rs.1,00,000/- by the Chairman on the recommendation of the Faculty Research & Development Committee (FRDC).

(The financial and administrative powers are mentioned in the 2019-2020 faculty handbook – Pg no 22)

Financial Powers for Academic Admin.

The approval for academic admin instruction related activities is given by the following authorities:

- 1) Expenditure on Library books, Indian Journals up to a value limited by the approved budget by Director/Dean(Academics).
- 2) For FDPs/MDPs, up to a Fee of Rs. 10,000/- by the Director
- 3) General Expenses up to Rs.1 lakh by the Director.
- 4) Faculty tours in India by the Director excluding Dean.
- 5) Academic Administration up to Rs. 10,000/- by the Dean
- 6) Co-signatory cheque signing without limits.
- 7) Dean shall have a co-signatory cheque signing up to Rs.5 lakhs.

2.1.3 Effective Governance Indicators (20)

2.1.3.1 Grievance Redressal mechanism (5)

(Specify the mechanism and composition of grievance redressal cell including Anti Ragging Committee & Sexual Harassment Committee.)

The student grievance redressal procedure is laid out in the Students' Handbook, published and circulated annually. The relevant extracts are reproduced below:

Scope:

The student grievance procedure at the Institute is designed to provide the student with the opportunity to remedy the conditions which the student believes adversely affect his or her education, instruction or welfare. Such procedure, however, is not designed to include changes in policy nor does it apply to grading practices.

Procedures:

Students with grievances:

- a) Should note them down in the Grievances Register, with essential details.
- b) The concerned department will address the issues, and make a record to the effect in the register. Online platform (ERP) has also been added on a pilot basis in the current year with a view to improving efficiency.
- c) If a problem is not solved, the student will further discuss it with the batch coordinator for resolution of the matter.
- d) If the discussion does not resolve the matter to the student's satisfaction, the student may appeal to the Dean, and, if not satisfied, can appeal to the Student Grievance Redressal Committee.

Members of Grievance Redressal Committee

The committee is constituted as per AICTE norms from time to time.

Student Grievance Redressal Committee (SGRC)

Procedures:

- a) The appeal must be heard by the Committee within three (3) class days of the date of submission of the grievance from the student.
- b) The committee will consist of five members of which one will be a Class representative (co-opted), and three faculty members, with one of the faculty member acting as the Chairman of the SGRC. The decision of the Committee shall be final.

Student Grievances Redressal Committee (SGRC)

| S No | Constituency | Names |
|------|---------------------------------|------------------------|
| 1. | Director | Dr. Fr. Roy Abraham |
| 2. | Dean – Quality & Administration | Prof. Sam Tyagaraj |
| 3. | Associate Professor | Dr. Mercia Selva Malar |
| 4. | Sr. Assistant Professor | Dr. Roshini James |
| 5. | Assistant Professor | Mr. Subramanian K |
| 6. | Class Representatives | Two |

SC & SCT Committee

Establishment of Committee for SC/ ST (As per the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989, No. 33 OF 1989, dated 11.09.1989

| S No | Constituency | Names |
|------|-------------------------|--------------------------|
| 1. | Associate Professor | Dr. Mercia Selva Malar |
| 2. | Sr. Assistant Professor | Dr. Lucas M |
| 3. | Sr. Assistant Professor | Dr. Roshni James |
| 4. | Sr. Assistant Professor | Dr. Christopher Rajkumar |

| | | |
|----|---------------------|--------------------|
| 5. | Assistant Professor | Mr. Vallinayagam A |
|----|---------------------|--------------------|

Standards and Disciplinary Committee (SDC)

The Standards and Disciplinary Committee takes necessary action to protect the standard of conduct on the campus as well as the safety and well-being of the campus community. Student misconduct, and related issues are enquired into by this committee. The procedures to be adopted in this regard are outlined in the students' Handbook. The members of the committee are the following:

Standards and Disciplinary Committee (SDC) members

| S. No | Constituency | Names |
|--------------|---|------------------------|
| 1. | Director | Dr. Fr. Roy Abraham |
| 2. | Professor | Dr. T. Muthukumar |
| 3. | Associate Professor | Dr. Mercia Selva Malar |
| 4. | Sr. Assistant Professor/Assistant Professor | Mr. Ravi |
| 5. | Lady faculty member | Dr. Roshni James |

Anti-Ragging Committee (ARC)

Ragging in any form is not tolerated at XIME. Preventive measures are taken to enforce elimination of such activity. The following are strictly prohibited in the campus:

- Any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student
- Indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship, physical or psychological harm or to raise fear or apprehension thereof in any fresher or any other student

-
- Asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student
 - Any act by a senior student that prevents, disrupts or disturbs the regular academic activity of any other student or a fresher
 - Exploiting the services of a fresher or any other student for completing the academic tasks assigned to an individual or a group of students.
 - Any act of financial extortion or burden of forceful expenditure imposed on a fresher or any other student by students;

Anti-Ragging Committee (ARC) Membership.

| S No | Constituency | Names |
|-------------|-------------------------|---------------------|
| 1. | Director | Dr. Fr. Roy Abraham |
| 2. | Professor | Prof. Sam Tyagaraj |
| 3. | Associate Professor | Dr. Suparna Ray |
| 4. | Sr. Assistant Professor | Dr. Roshni James |
| 5. | Class Representatives | Two |

- a) Anti-ragging activities are explained to students during the orientation program
- b) Anti-ragging activity details are explained in the Student handbook; a copy is available to all students

If there are any major issues reported, a committee will be established with the Director as the chairperson, and consisting of representatives of Civil and Police Administration, Local Media, Non-Government Organizations involved in youth activities, representatives of Faculty members, representatives of parents, representatives of students belonging to the freshers' category as well as senior students, non-teaching staff, as the case may be.

Internal Complaints Committee (Protection against Sexual Harassment Cell)

Matter related to sexual harassment are referred to the Internal Complaints Committee, and there is no tolerance for such behavior. The following is the composition of the committee:

- A Presiding Officer who shall be a woman Faculty member employed at a senior Level not below an Associate Professor is nominated by the Director.
- Two Faculty members and two non-teaching employees who have had experience in social work or have legal knowledge, nominated
- Three students (comprising of at least one girl student) of Pre-Final/Final year

Internal Complaints Committee (Protection against Sexual Harassment Cell)

| S. No | Constituency | Names |
|--------------|------------------------------------|------------------|
| 1. | Lady Professor/Associate Professor | Dr. Roshni James |
| 2. | Senior Faculty Member | Prof. Joy Oommen |
| 3. | Assistant Professor | Dr. Subha K |
| 4. | Non-teaching Staff | One |
| 5. | Student Representatives | Two |

2.1.3.2 Transparency (5)

(Information on policies, rules, processes and dissemination of this information to stakeholders is to be made available on the web site)

The Institute clearly makes known its policies, rules and processes to the faculty and staff.

- It publishes rules and regulations from time to time in the form of circulars or notifications.

-
- All matters relating to faculty services, conduct, support, development and entitlement are published in the Faculty Handbook which is revised periodically. Each Faculty is given a copy of the Faculty Handbook.
 - Students' Handbook is also provided to all students so as to enable them to have useful information on academic matters, the campus, library, hostel and canteen.
 - Information on Faculty and students are provided to the statutory authorities concerned as required.
 - The policies, rules and processes are also published on the website apart from the profiles of all Faculty.
 - The Director's report presented at the Convocation annually covers a variety of information about the activities and general performance of the Institute for the year which enables the students, parents, alumni and the invitees on the occasion to get an overall idea about the Institute's functioning.

2.1.3.3 Leader and Faculty selection process (5)

(Effective implementation)

(A well delineated selection process should be there for leader and faculty selection process. Institute should provide sufficient proofs of such process being in existence)

A robust and systematic selection policy and procedure is followed for the appointment of the head of the Institute and faculty. The qualifications and experience are prescribed in line with the AICTE Norms.

The Faculty Handbook gives details of the Faculty cadres, Recruitment, Responsibilities and service conditions

The process of recruitment is initiated before the commencement of the academic session and repeated as and when required. The positions are advertised in two leading English newspapers and published additionally on the website.

-
- The selection is made purely on merit and by the duly constituted Interview Panel consisting of the Head of the Institution, the Subject Expert/s and Management representatives, and mostly presided over by the Chairman of the Institute himself.
 - The process may include conducting of tests, seminar or demonstrative lecture in a classroom by the candidate and personal interview.
 - The Interview Panel makes the recommendation on the same day as it meets. Upon acceptance of the recommendation, the offer letters are sent to the candidates. The service rules/conditions on faculty cadres, recruitment, responsibilities, research attainments and career background are published in the Faculty Handbook. Proper documentation is maintained for all selections and appointments

2.1.3.4 Stability of the academic leaders (5)

- The Institute is managed by the Board of Governors, the present Chairman of which is Prof. J. Philip, who is also the Principal Founder of the Institute.
- Prof. J. Philip has the unique distinction of having served the management profession for over six decades, both as a practitioner and as a teacher/administrator. He is a Harvard trained Professor and has served as the Dean of the prestigious XLRI and as the Director of the renowned IIM, Bangalore. He also has the distinction of being the Founder President (1988-92) of the Association of Indian Management Schools (AIMS), the umbrella organization of the Business Schools of the country. In addition to holding the position of Chairman, he is also the Group Academic Advisor to the XIME institutions. His continued guidance to the Institute provides much-needed stability in academic leadership.
- Prof. C.P Ravindranathan is a former High Commissioner to Australia, besides Ambassador to several other countries. As an Honorary Professor he has been mentoring the students & faculty and supporting the Institute in its functioning for over 20 years. He was the Vice Chairman of the Institute till 2020 and

presently the Chairman of the Board of Governors of the campus in Kochi and member of the Board of Governors of the Bangalore Campus.

- Dr. M. Nellaiappan, an alumnus of XIME, served as the Director from May 2020 to June 2022. Prior to that he held the position as an Advisor to the Institute and Director (Development). He had also earlier held the position of Director of the Institute during 2013-2014.
- Dr. NMK Bhatta, Dean (Research) who also has considerable industry experience is another senior faculty member, having joined the institute as a professor in the year 2018 and is currently guiding the research activities and PhD programs of the Institute. Just before joining XIME he was a Professor at IIM-Indore.
- Prof. Dr. Nazeer Mohammed Jaffer: Relieved from service in April 2022 at the age of 70, after 12 years of service.
- Prof. S. Suryanarayanan: Retired in May 2021 on attaining the age of 70 after being with the institute for 9 years.

The Institute had a unique position of Provost, filled by a Senior Professor, Dr. A. Anantharaman, Ph.D, Columbia University for a full-term of three years before retiring at the age of 70 in April, 2021.

Prof. G.R. Kulkarni, who was a Dean at IIM-Ahmedabad was on XIME Board of Governors for several years and was Chairman, BOG during 2014-17. Prof. G.R. Kulkarni, Amb. C.P. Ravindranathan and Prof. J. Philip have together formed a unique triumvirate and given excellent academic leadership to the Institute. A special mention may also be made of Fr. Dr E. Abraham SJ, former Director, XLRI for his having been a co-founder of XIME and member of XIME Board of Governors and Board of Directors for 30 years (until his death in July 2021).

Recent additions to XIME Faculty include:

- Prof. Joy Oommen P, IAS (Retd.), a former Chief Secretary to Govt. of Chhattisgarh.

-
- Prof. Dr. Santosh Kumar Pattanayak, IRAS(Railways) and a former Managing Director of Indian Railway Finance Corporation.
 - Dr. Surajit Kumar Das, Chief Commercial Manager Western Railway, who is also a Ph. D from Pennsylvania State University, U.S

2.1 FINANCIAL RESOURCES (40)

2.2.1. Budget Allocation, Utilization and Public Accounting at Institute level (40)

Summary of current financial year's budget and actual expenditure incurred (for the institution exclusively) in the three previous financial years. Total Income at Institute level: For CFY, CFYm1, CFYm2 & CFYm3 CFY: Current Financial Year, CFYm1 (Current Financial Year minus 1), CFYm2 (Current Financial Year minus 2) and CFYm3 (Current Financial Year minus 3)

2.2.1.a Total Income at Institute Level

| Income | | | | | Total Income |
|-----------------|----------------------|---------------------------|------------------------------|---|--------------|
| FY | Fee Received (Lakhs) | Grant received from Govt. | Grant received from Industry | Other Sources (Specify) | |
| | | | | Other Income (sales of scrap, newspaper, processing fee, bank interest, other interest, print out/Xerox, JME, Fine, transcript, Misc. etc.) | |
| 2021 -22 | 1957 | 1 | - | 596 | 2554 |
| | | | | Income from Consultancy, Professional Services, Seminars & Conferences - 17L | |
| | | | | Income from hostel - 251 L | |
| | | | | Interest from Deposits - 306 L | |
| | | | | Other income -22 L | |
| 2020 -21 | 1847 | - | - | 455 | 2302 |
| | | | | Income from Consultancy, Professional Services, Seminars & Conferences - 48L | |
| | | | | Income from hostel - 111 L | |
| | | | | Interest from Deposits - 271L | |
| | | | | Other income -24L | |
| 2019 -20 | 1821 | - | 2 | 653 | 2476 |
| | | | | Income from Consultancy, Professional Services, Seminars & Conferences - 42 L | |
| | | | | Income from hostel - 363L | |
| | | | | Interest from Deposits-234L | |
| | | | | Other income-16 L | |
| 2018 -19 | 1840 | - | 2 | 10 | 1852 |
| | | | | Other income - 10L | |

Note : An amount of Rs 6.8 Lakhs released being the First Installment from the sanctioned amount of 8.4 Lakhs Grant on Aid under the Scheme MODROB-ASP by AICTE for the Year 2021-22 is not included in the Above. This is towards setting up of Design Thinking and IoT Lab

2.2.1 b Summary of budget and the actual expenditure: (In Lakhs)

| Items | Budgeted in CFY 2022-23 | Budgeted in CFY 2021-22 | Actual in CFY 2021-22 | Budgeted in CFYM1 2020-21 | Actual Expenses in CFY m1 2020 -21 | Budgeted in CFYM2 2019-20 | Actual Expenses in CFY m2 2019-20 | Budgeted in CFY m3 2018-19 | Actual Expenses in CFY m3 2018-19 |
|--|-------------------------|-------------------------|-----------------------|---------------------------|------------------------------------|---------------------------|-----------------------------------|----------------------------|-----------------------------------|
| Infrastructure Built – Up | 180 | 425 | 399 | 225 | 219 | 75 | 60 | 30 | 23 |
| Library | 12 | 12 | 10 | 12 | 12 | 12 | 10 | 10 | 10 |
| Computer Labs and Software | 20 | 10 | 12 | 20 | 19 | 5 | 1 | 30 | 26 |
| Teaching and Non-Teaching Staff Salary | 650 | 620 | 609 | 575 | 569 | 510 | 485 | 500 | 493 |
| Research | 10 | 10 | 7 | 10 | 6 | 15 | 5 | 10 | 5 |
| Training and Travel | 40 | 45 | 37 | 27 | 22 | 42 | 28 | 50 | 25 |
| Placement Activities | 5 | 3 | 1 | 5 | 3 | 1 | 1 | 3 | 3 |
| Entrepreneurship | 5 | 5 | 1 | 10 | 4 | 10 | 8 | 1 | - |
| Co- Curricular | 5 | 5 | 2 | 10 | 2 | 2 | 2 | 1 | - |
| Extra-Curricular | 5 | 5 | 3 | 5 | 2 | 2 | 2 | 1 | - |
| Alumni Relations | 2 | 2 | 2 | 5 | 1 | 1 | 1 | 1 | 1 |
| Miscellaneous Expenses | | | | | | - | | - | - |

| | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Others, specify:- | | | | | | | | | |
| Administrative expenses | 300 | 310 | 279 | 358 | 290 | 325 | 322 | 250 | 263 |
| Travelling & Conveyance | 5 | 8 | 3 | 8 | 1 | 3 | 3 | 2 | 2 |
| Fees Paid to AICTE | 1 | 1 | 3 | 1 | | 1 | 1 | 1 | 1 |
| Repairs and Maintenance | 60 | 40 | 41 | 50 | 36 | 105 | 97 | 80 | 85 |
| Scholarships/ Concessions/ Fellowships/ Honorarium etc., awarded/ incurred (other than Govt. grants) | 40 | 35 | 31 | 25 | 17 | 22 | 14 | 20 | 15 |
| Depreciation | 100 | 120 | 134 | 90 | 118 | 120 | 117 | 125 | 130 |
| Other expenditure | 490 | 500 | 521 | 477 | 300 | 423 | 525 | 285 | 254 |
| Laboratory Consumables | | | | | | - | | - | - |
| Total | 1,930 | 2,156 | 2,095 | 1,913 | 1,621 | 1,674 | 1,682 | 1,400 | 1,336 |

2.2.1.1 Adequacy of Budget Allocation (15)

(The institution needs to justify that the budget allocated during assessment years was adequate)

The Institute makes adequate budget allocation for various revenue and capital expenditure year after year. The data provided in the table will testify that adequate funds are allotted as a matter of course for the various items of the Institute's annual expenditure. Based on the expenditure incurred in the previous years and the present needs, the requirements of funds for various activities as well as services and the departments / sections of the Institute are determined and allocations made. If a situation warrants for a need for additional funds for any new programs, these will be reviewed and approved by the Board.

Salary and Student Activities: Every year almost 40% of budget allocation is for salary and student activities including that of placements. This allocation ensures adequate flow of funds for compensations and student activities.

Student Scholarships: Significant amounts are earmarked every year on students' scholarships. In the FY 2021-22 the Institute budgeted 35 lakhs and spent 31 lakhs as student scholarships and fee concessions. Special COVID scholarships were also introduced during the assessment years. All students who lost their parents were granted special COVID scholarships.

Infrastructure: The XIME Board lays special emphasis on providing infrastructure development. This is evident in the spending over the years. In the FY 2021-22 nearly 20% was allocated for infrastructure development. Construction of the new ladies' hostel (Sr. Pramela Hostel) was done during the assessment period. The total cost for this hostel is Rs. 375 lakhs. Similarly, significant budgetary allocations were made to augment blended mode of learning. i.e. blending both online and offline learning. New interactive boards were installed in many class rooms. Budget was allocated for the purchase of adequate ZOOM licenses (10 user licenses with 300 participants) for Bangalore campus. Also there were allocation for new ERP purchase in the budget for the AY 2021-22.

Promotion of Faculty Research: Budget also allocates incentives for promoting researches of the faculty every year. Every year there is a budgetary allocation between 15 to 20 lakhs.

Insurance: Budgets allocations for insurance to cover all Students, Staff and Faculty under the Group Medical Insurance Policy and for a Personal Accident Insurance policy. Accordingly, three, four, and five lakhs sum are assured for the students, staff and faculty respectively. During 21-22 an amount of Rs. 28 Lakhs was spent towards insurance policies. Students approach the nearby hospitals with whom we have service agreement which provides them cashless facility. Adequate transport facilities are made available for the travel to a nearby hospital

Additional Land for Expansion: The board had approved a special cash outflow for the purchase of an adjacent Plot of land measuring One Acre. The total cost of the purchase was 17.5 Crores. This expense was incurred with a view to transforming XIME into a University as per the NEP 2020. An additional 25 lakhs were spent on developing this land.

Repairs and Maintenance of Assets: Adequate budgets are provided for Preventive and scheduled Maintenance to ensure that all facilities work in an uninterrupted manner. Utility of equipment's beyond their useful life is evaluated for disposal /replacement. During 21-22 all RO machines were replaced with new machines costing a total of Rs 8 Lakhs.

Interactive Displays: To improve teaching methodologies 4 classrooms were upgraded with interactive displays costing Rs 7 lakhs

Replacement of STP Plants: XIME attached high value to sustainable development and environmental conservation. Hence, adequate budgets are provided for environment pollution reduction. An amount of 35 lakhs was spent for the replacement of the STP plants during 21-22.

CSR Activities: Adequate budgets provisions are made for socially responsible initiatives. Students also participate in such events so that as future managers they also develop a sense of responsibility towards the less privileged members of our students of the society.

Club Activities: Budgets are provided for various club activities, most important among these is the Inter Collegiate Debate competition organized annually, An Amount of Rs 10 lakhs was budgeted and spent during 21-22

Awards: Budget support is provided for awards to develop student performance in managing events and people. A total of Rs 3 lakhs is given away every year to encourage student performance on the campus.

XIME is an Institute promoting entrepreneurship among students and business men. Hence, during 21-22 an SME award, rare for a Management Institution, was instituted for recognizing the best performing SME. This was organized in collaboration with BCIC. The Best and the Runners up were awarded Rs 2 lakh and 1 lakh as prize money.

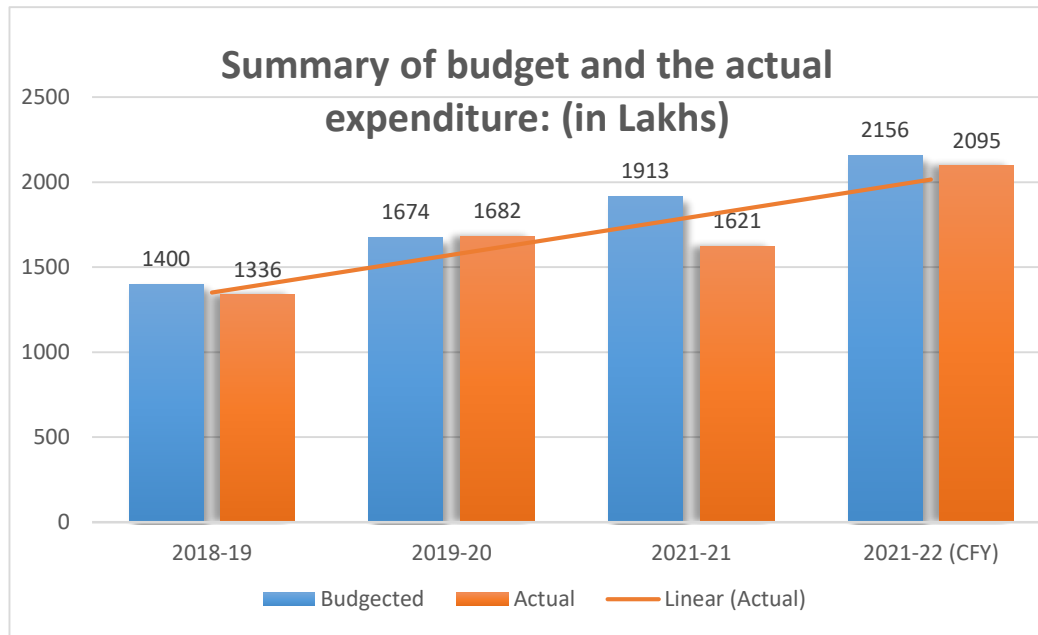
Budgets for special occasion functions: Adequate budgetary support is given for celebrations during special days, Republic day, Independence day, Foundation day Convocation day, Orientation week etc.

All the operational and developmental requirements are fully met through the budgetary provisions. No administrative or functional requirement is allowed to suffer for want of funds, as a rule. Any additional funds requirement over and above the Budgeted expenses are reviewed and approved by the Board.

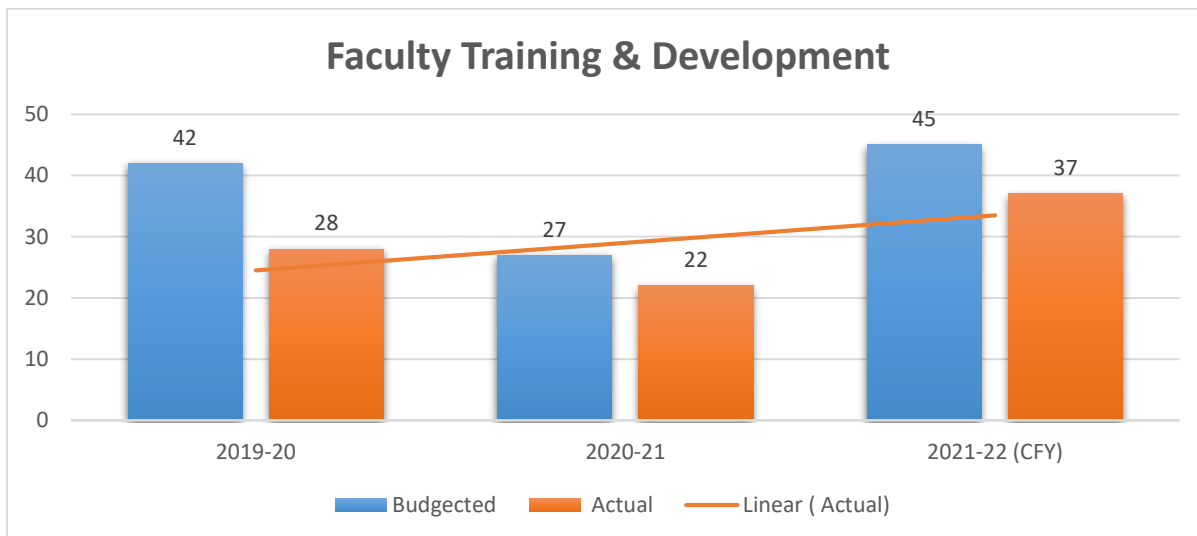
2.2.1.2 Utilization of allocated funds: (15)

(The institution needs to state how the budget was utilized during assessment years)

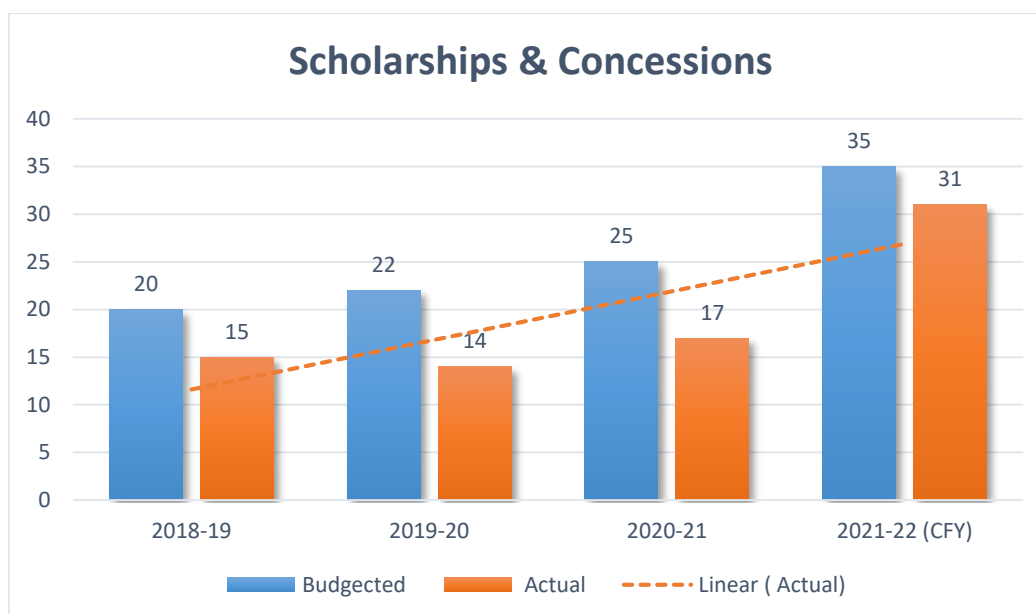
From the financial statements, it will be seen that actual expenditure reflects nearly full utilization of the funds allotted. The chart below gives a comparison of budgetary allocations and actual spending. From the trend line it is clear that budgetary provisions were realistic and spending matched the budget.



In line with the internal controls, the expenses are controlled and regulated within the budgeted amounts. Some of the major budgetary provisions and the actual expenditure which are given in the charts given below:

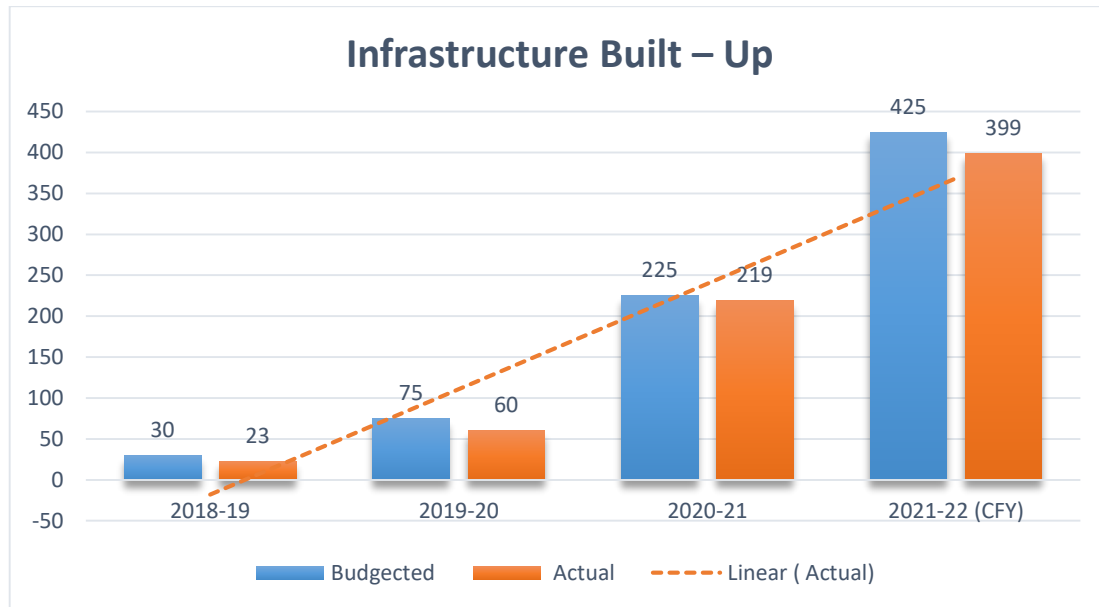


Substantial amounts are set apart for faculty development each year. They were also utilized for upgrading the skill and knowledge levels of the faculty. During the year 2019 -20 the amount allotted could not be fully utilized because of the COVID situation. However, the institution spent 28 lakhs even during that period for upskilling the faculty.

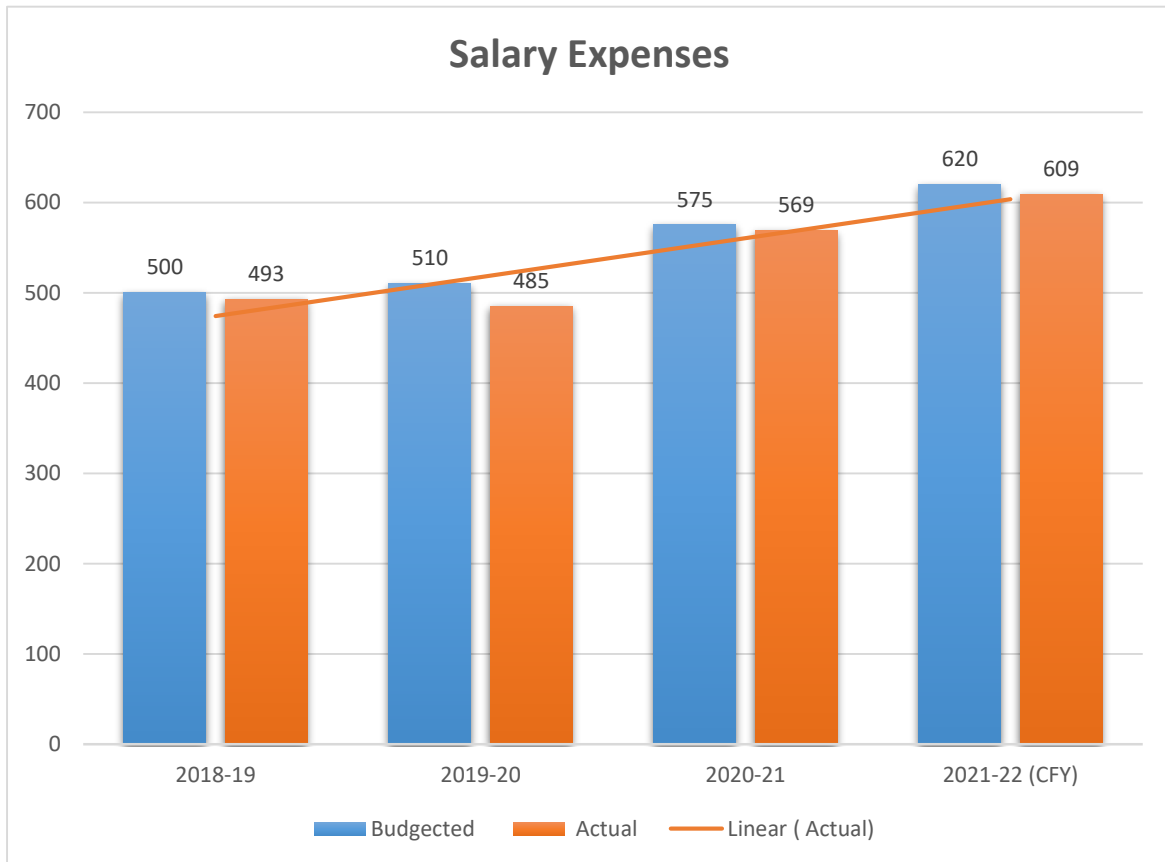


There had been considerable increase in the budgeted amount for fee concessions and scholarships to students over the period from 2018 -19 to 2021-22. This increase was because of the COVID situation. XIME Society during this period gave fee

concessions to its students who had lost their parents due to COVID. Therefore, a matching increase in spending on scholarships and concessions can be seen from the chart above.



Appropriate allocation for and spending on infrastructure was ensured by XIME Society, over the period. In order to start a new PGDM programme in Business Analytics in 2021-22, the management made necessary investments in infrastructure for provision of adequate furnished class rooms and boarding facilities to the students. Therefore, significant increase in infrastructure spending was incurred in 2020-21 and 2021-22 financial years.



The spending on emoluments has been on an upward trend over the above period. Spending on allowances however, dropped slightly during the COVID period. Salary and allowances have always matched the budgetary allocations made for the corresponding years.

**2.2.1.3 Availability of the Audited statement in the Institute’s website:
(10)**

(The institution needs to make audited statements available on its website)

The Institute has statutory external auditors. The audited statements for the years 2017-18, 2018-19, 2019-2020 and 2020-21 are uploaded in the Institute’s website.

Table No 2.2.1.3 Audited Statements

| S. No | Audited Statement Year | Link |
|-------|------------------------|---|
| 1. | 2021-2022 | |
| 2 | 2020-2021 | https://xime.org/uploads/topmenu/FINANCIALS%20FY%2020%20-%202021_20220107044538.pdf |
| .3 | 2019-2020 | https://xime.org/uploads/topmenu/FY%202019-20_20210303054057.pdf |

1. Cover page need to be designed
2. Templates for data
 - a. Logo on the left
 - b. Bottom “Self-study report -2019 to 2022”
 - c. Page number -bottom right
3. Font
 - a. Ariel
 - b. Font 12
 - c. Space 1.5
 - d. Titles

HEADLINE

HEADLINE 2

Headline 3

Headline 4

4. Faculty

a. PGDM

b. PGDM –BA (Total required minimum is 5 together for both batches)

i. Professor I- Manjunath Shettigar & Muthukumar

ii. Associate I : Mercia

iii. Assistant: Subramanyam

iv. Assistant II: Vijaya narasimha Moorthy

v. Assistant III: Mr Ravi

5. Assessment year

a. CAY is 2021-22. Therefore, CAYm-1 will mean 2020-21 and likewise.

b. One academic year means- from 1st July to 31st June.

6. Data of Batches to be collected

a. From those passing out in the academic year 2019-2020 (Batch 24) Needed for Criterion 5