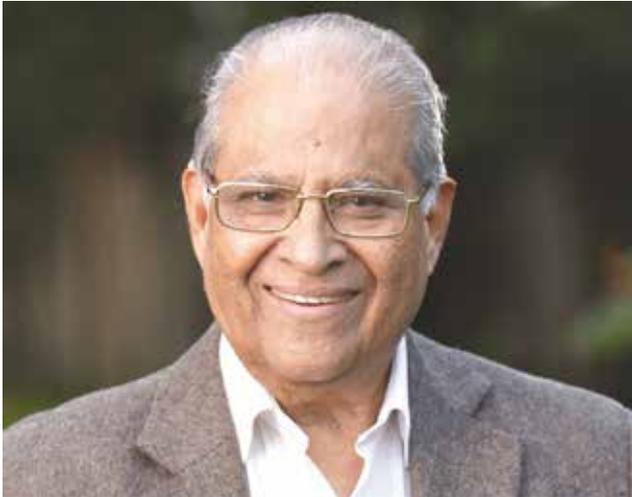


# FOREWORD



The area of higher education in general and management education in particular will soon witness a paradigm shift as a consequence of the new policy proposals on the anvil. While the regulatory rigor is expected to be refined the concept of granting autonomy to educational institutions seems to be the way forward in the emerging national scenario.

In the days to come, securing approvals for running an institute or offering courses alone will not suffice. Accreditation, a process of quality certification, by one or more approved national or international agencies, is being set out as a condition precedent for grant of

autonomy; maybe it will become a basic criterion for the continuation or even the very existence of an institution.

Whether in regulatory requirements or accreditation process, the role of the faculty is understandably given prime importance. It is just not limited to teaching but permeates into several other areas like research and publications, industry connect, consultancy, academic administration and so on. **Indeed this is what has been the policy of XIME all along.** Admittedly every faculty member need not focus on all of these requirements; three of them owned and taken forward by each one will certainly pass the muster of regulatory or accreditation canons. Guided by this imperative, I am sure you will contribute your best efforts to make XIME a place of excellence for management education.

This updated faculty handbook encompasses a couple of new professional development initiatives, besides revised stipulations on faculty qualifications, experience, research/publications, service conditions etc, in-line with regulatory guidelines. It is expected to provide you with clear information on faculty role, career prospects and service conditions and to serve as a guide to plan your professional contribution and growth. The manual has the approval of the Executive Committee of the Board of Directors of XIME Society and therefore will be followed uniformly across all our three campuses.

I wish a successful professional career to all the XIME faculty members.

10th August 2019

**Prof. J. Philip**  
**Chairman, XIME, Bangalore**

# XIME's Mission, Vision & Values

## XIME's Vision

To be a globally oriented Business School that is counted among the leading Business Schools of India as well as abroad with high levels of international accreditation. The Institution will forever have students at the center of its aspirations and endeavours while manifesting wholehearted commitment to all its stakeholders. Competence, dedication and contribution to the Society will be the watchwords of XIME. XIME envisages its future development with four units on stream by 2020. Being staunchly devoted to excellence of quality, every unit of XIME will admit to its portals only adequate number of students so as to accomplish that objective.

## XIME's Mission

To contribute to nation building by providing a steady stream of competent, value-driven and globally oriented managers.

## XIME's Values

- **Excellence**
- **Innovation**
- **Integrity**
- **Openness to Ideas**
- **Diversity**
- **Societal Concern**

XIME Bangalore



# XIME's Quality Policy

Viewing quality in a comprehensive sense in terms of both aspirations and execution, XIME has consciously built this into its policies, rules, processes and resource allocation.

Accordingly, quality management at XIME has within its purview its leadership and management, faculty, students, academic programmes and relations with its stakeholders.

The broad imperatives for quality in regard to leadership and management are set out in the Vision and Mission statements.

Policies, rules and processes of quality management relating to faculty and students are contained in the Faculty and Students' Handbooks. While these are supplemented with new initiatives and decisions from time to time, prompt and efficient execution has been accorded the highest priority in the governance of the Institute.

Quality in the academic programmes:

Quality policy in respect of the academic programmes of XIME is firmly pivoted on:

- Input
- Throughput and
- Output

With rules and guidance provided in detail.

## **Input Control:**

To ensure that XIME shall have high quality students inducted into its programme it will be pursued through:

- Admissions: Aiming at a wide coverage through media advertisements, increasingly online, responding to current trends.
- Selection: Is purely merit based and ensured through:
  - Academic record
  - Scores in XAT/CAT/MAT/CMAT/ATMA/GMAT
  - Performance in Group Discussion according to prescribed norms.
  - Performance in Personal Interview according to prescribed norms.
  - Work experience, extracurricular activities and other achievements

## **Throughput Control:**

- Effective rules of discipline.
- To remedy deficiencies in students and upgrade their professional and personal skills through:
  - Courses such as Written Communication, Presentation Skills, Learning Circles and Contemporary Business Environment.

- Through well-thought-out curriculum, periodically revised, including with exogenous inputs.
- Effective teaching with a variety of methods and continuous evaluation including students feedback
- Personal development in terms of soft skills, team work and execution skills through practical tasks.
- Encouragement to extra-curricular activities and social service, the latter mainly through SUPA and the students Social Action Club – called 'XSEED'.
- Exposure to industry through factory visits, interaction with CEOs, Top Managers and above all, Summer Internship.
- Foreign Tours and Foreign Campus attachments with credit transfer arrangements (currently with France, China and Japan).

### Output Control:

XIME's Academic Standards & Accreditation requires:

- A minimum of CGPA of 4.5 is required for promotion from first year to second year and a CGPA of 5 (B average) is required at the end of the second year for award of the PGDM Diploma.
- XIME aims at: In placement, high percentage up to 100%, in three months of the completion of the programme.
- XIME has been granted and/or seeking Accreditation by leading Accrediting Agencies.



Faculty meeting in Progress

# Faculty Handbook

## **FACULTY CADRES, RECRUITMENT, RESPONSIBILITIES, RESEARCH, DEVELOPMENT AND SERVICE CONDITIONS\***

### **1. INTRODUCTION:**

XIME believes in the central principle that Faculty in a Professional Educational Institution is key to its performance and success. Therefore, it makes constant endeavor to attract, develop and retain competent faculty who would contribute to the further development of the Institute and thus facilitate achieving its mission of providing a steady stream of competent, value driven and globally oriented managers.

### **2. CADRES:**

2.1 The Faculty will have the following designations:

- i. Assistant Professor
- ii. Assistant Professor (Senior Scale)
- iii. Senior Assistant Professor
- iv. Associate Professor
- v. Professor
- vi. Director

2.2 The Institute may consider engaging those who meet the prescribed qualifications but do not possess the requisite experience as Faculty/Research Associates. While they may assist a senior Faculty member in academic work, they might also be provided an opportunity to take classes so that they may be groomed for future Faculty positions.

2.3 Industry experts/Academicians after retirement may also be considered for engagement on contract basis with consolidated emoluments.

### **3. QUALIFICATIONS/EXPERIENCE:**

The qualifications and the experience and other requirements for the faculty are as follows:

Assistant Professor - Bachelor's degree plus MBA/PGDM /CA/ ICWA/ MCom with 1st Class or equivalent plus 2 years of professional experience after the Master's Degree.

*\*Revised from August 2019*

Assistant Professor (Senior Scale) – Qualification as above plus 4 years of experience as an Assistant Professor and 2 research publications in UGC/AICTE approved journals.

Senior Assistant Professor – Qualification as prescribed for Assistant Professor plus 8 years of teaching experience (4 years as Assistant Professor + 4 years as Assistant Professor (Senior Scale)) and 2 research publications in a UGC/AICTE approved journals.

Associate Professor – Ph.D in the relevant field with 1st class or equivalent at either Bachelor's or Master's level in the relevant branch and 8 years of teaching/research/industry experience out of which at least 2 years must be post Ph.D plus 6 research publications in UGC/AICTE approved journals.

Professor – Qualification as in the case of Associate Professor and 10 years of experience in teaching /research/industry of which at least 3 years should be a post equivalent to Associate Professor and 10 research publications in UGC/AICTE approved journals or 6 research papers in UGC/AICTE approved journals and have guided successfully 2 Ph.D students.

Director – Qualification as in the case of Associate Professor and 15 years of experience in teaching/ research /industry out of which at least 3 years at the post equivalent to that of Professor and 8 research papers in the UGC/AICTE approved journals and guided successfully 2 Ph.D students.

#### **4. SOURCE OF CANDIDATES:**

- 4.1 The recruitment action will be initiated before the commencement of the academic session and may be repeated as and when required.
- 4.2 The Institute will advertise the positions in at least 2 leading English Newspapers. Direct applications received at the Institute may also be given consideration during recruitment. Requirement will be posted on our Website. With the emerging importance of digital/social media, it will also be leveraged.

#### **5. SELECTION:**

- 5.1 Selection will be made purely on the basis of merit and suitability of the candidate.
- 5.2 Selection of Faculty including Faculty/Research Associate will be made by an Interview Panel constituted by the Management in-line with the AICTE guidelines.
- 5.3 The Interview Panel may conduct tests, besides personal interview. It may also require a candidate to give a seminar or lecture in a classroom.
- 5.4 Selection shall be finalized as far as possible on the same day of conclusion of the Interview process. The Interview Panel shall make recommendations to the Institute.

#### **6. APPOINTMENT:**

- 6.1. The offer of appointment shall be made by the Secretary or any other authorized authority of the Institute based on the recommendations of the Interview Panel.
- 6.2 A brief offer through email may be sent to a candidate wherever an immediate initial consent is required.

- 6.3 The formal offer of appointment shall stipulate the position, terms of employment and the “Faculty Responsibilities and Other General Terms of Appointment” shall accompany.
- 6.4 All the faculty appointment at the Institute are initially on a contract basis for a period of 5 years, out of which the incumbent will be on probation for the first 2 years.
- 6.5 The Institute will review the faculty performance periodically. Probation can be curtailed, extended or closed or appointment closed with 15 days’ notice or notice pay in lieu thereof.
- 6.6 All Faculty Members shall be governed by the Service Rules in XIME made from time to time.

## 7. PROMOTION:

- 7.1 A Faculty member with a consistent good level of performance and meeting the required qualifications, experience and research publications as specified above for recruitment to the next higher level will be considered for promotion to that level. For this purpose experience means the service rendered in XIME. Also, research publications made while in the employment of XIME will only be counted.
- 7.2 A Selection Panel will evaluate the suitability of a Faculty for promotion or upgradation and the level of performance will be assessed having regard to the XIME Scheme on Faculty Workload and Evaluation Norms.
- 7.3 A conscientious professional on any level in the faculty hierarchy could naturally look forward to growing and moving up to higher levels based on his/her performance. Such performance, however, cannot be confined to the four walls of the Institute. The key areas and levels of contribution have been clarified in some of the earlier sections as well as in the individual appointment letters.



**Class Discussion**

7.4 A faculty member with a good level of performance and has put in at least 3 years of service and meeting the regulatory requirements may be considered for upgradation/ promotion to the next level. In considering a person for upgradation or promotion, the selection panel will consider his or her performance on various parameters outlined in the hand-book.

## 8. FACULTY RESPONSIBILITIES:

A faculty member at XIME is expected to contribute to a number of interrelated activities in furthering the academic objectives of the Institute, in conformity with his/her qualifications, experience and position. To specify:

- a. PGP teaching, comprising preparation of training materials, classroom interaction, student guidance and student evaluation.
- b. MDPs including design, marketing, mobilizing participants, teaching and follow-up.
- c. OBPs (Organization Based Programmes): as in (b) above.
- d. Research and Publications.
- e. Consulting.
- f. Contribution to Institution Building.
- g. Coordination and execution of one or more of the preceding activities as assigned.
- h. Handling such academic and administrative responsibilities as may be assigned from time to time, including academic programmes coordination, coordination of foreign students' programmes, admissions, library, students' activities, placement, newsletter, alumni relations, etc.



Learning Circle in progress

- i. Each faculty shall document the academic and related activities carried out by him/her and share/update the same with the Dean/Provost or the functionary nominated by the institute from time to time. Such information is necessary in the context of the institute obtaining/renewing the Accreditations from National and International Agencies.

The broad objective of the above roles for the faculty is to ensure high quality teaching-learning at the Institute and collectively to build intellectual capital for the institute and the profession and to enhance its brand equity, so as to make XIME a repository of knowledge in the field of management and entrepreneurship. Simultaneously faculty should keep in touch with current developments in the world of business and help build institutional relationships with industry and commerce.

## **9. TEACHING AND TRAINING:**

The first task of the Faculty is effective teaching, which must be supported by at least three areas for every faculty member. Normal maximum teaching load for a faculty is 12 classes a week in the academic programmes of the Institute (including repetition of the same course in other class sections). Teaching responsibility covers:

- Teaching in respect of the academic programmes
- All courses must have a 'course plan' that must be given to the students in the first week of classes. This must be submitted to the Dean at least 5 days before the start of the course. The course plan should reflect the latest developments in the subject areas.
- Coordination and administration of the assigned academic programmes
- Teaching in MDPs, OBPs and other programmes and coordinating such programmes as assigned.
- Participating in the planning and development of various academic programmes of the Institute.

## **10. CONSULTANCY:**

The Institute expects faculty (particularly senior faculty) to bring in consultancy projects from the point of view of both their own professional development and revenue generation. Consultancy is to be routed through the institution.

Sixty-five percent of the consultancy fee goes to the faculty concerned.

The maximum number of days that may be devoted to consultancy is 50 days in an academic year. The guiding principle is that student instruction of high-quality will remain the primary focus for the faculty.

## **11. MDP/OBP:**

A minimum of one programme a year per senior faculty of the rank of Senior Asst. Professor, two programmes by Associate Professor and above should be organized. Other faculty are also encouraged to offer MDPs or arrange OBPs.

## **12. FACULTY RESEARCH AND DEVELOPMENT:**

The policy on Faculty Research and Development is revised with effect from August 2019 as outlined in Annexure – I.

## **13. SEMINARS:**

The Institute encourages conducting seminars by the Faculty Members. The following financial support will be available.

- a. National Seminar: Up to Rs.100,000. This is to be monitored, controlled and accounted for by the Principal Coordinator of the Seminar and is to have prior approval by the RFDC (Research and Faculty Development Committee)/ Chairman. It is expected that such programmes will generate additional revenue through delegate fees and industry sponsorship.
- b. International Seminar – Up to Rs.10 Lakhs. Prior approval by the RFDC/Chairman is required.

Note: In all these cases, proper accounts of expenditure must be submitted by the Faculty to the Executive Secretary/ Secretary / Dean (EP) as the case may be, within a fortnight of completion of the seminar to be approved by the Director in the case of a national programme and by the Chairman in the case of International Programmes.

## **14. FACULTY WORKLOAD AND EVALUATION NORMS:**

- 14.1 The Faculty Workload and Evaluation Norms are stipulated in Annexure – II.
- 14.2 As per the norms, a Faculty is required to earn 300 Credit points in a year, of which at least 120 should be from teachings, 30 from Research/publications and 30 from MDP/OBP/Seminars.
- 14.3 The Institute follows a system of mid-year and end-year performance reviews. In these reviews a faculty member must substantiate his or her contribution against the performance standards laid down.
- 14.4 The faculty members are required to fill in the Mid-Year Performance Review Report in the prescribed form and submit the same to the Dean/Provost by 16<sup>th</sup> December of each year. The period of Mid-Year Review covers June-December of the academic year.
- 14.5 The Final Faculty Performance Report in the prescribed form for the academic year shall be submitted by the faculty members by 15<sup>th</sup> April to the Dean/Provost.
- 14.6 Both the Mid-Year Performance Report and the Final Performance Report will be reviewed by the Appraisal Team, which consists of the Chairman, a Board Member, Director and the Provost/ Academic Dean. The Appraisal Team will hold discussions with the faculty concerned for providing appropriate feedback.

## 15. INSTITUTION BUILDING:

The following activities are expected of the Faculty towards institution building:

Contribution to Institution building such as enlisting 'Distinguished Speakers', attracting/generating academic chairs, funded research, financial support for major seminars or projects, networking with industry, enlisting MDP participants, placement of students, arranging company visits, promoting academic programmes of the institute, getting consultancy projects, etc. In short, the role in this context consists of contribution to building the Institute as a centre of excellence in management education, training and consultancy.

## 16. NETWORKING:

Faculty members are expected to network with industries for Industry Institute Interaction. Each Faculty will therefore identify a minimum of 2 to 3 Bangalore based Organizations (3 for senior faculty) where the faculty will be the 'Link Faculty' for the Institute. In this role, the faculty will build a rapport with the organization, by having personal contacts with key executives of the organization and meeting them periodically. The Link Faculty will be responsible for the following:

- Inviting appropriate executives from the organization to address XIME students.
- Follow up and getting nominations from the organization for MDPs run by XIME.
- Introducing other XIME faculty to the organization and facilitating data collection for any faculty who may wish to seek data from the organization for the purpose of research/ case writing.
- Enabling company visits / placements in the organization.
- Being aware of the organization's needs, explore the possibility of XIME faculty taking up OBPs or consultancy assignments for the organization.

## 17. FACULTY INVOLVEMENT IN STUDENT DEVELOPMENT AND DISCIPLINE:

High quality in teaching with a meaningful blend of teaching methodologies is expected from the Faculty. Lectures should not be more than 2/3 of the total number of sessions.

- I. Classes scheduled should not be changed without the knowledge and approval of the Dean.
- II. Such changes must be kept to the very minimum and permitted only in very special cases.
- III. All Faculty must adhere strictly to the timings of classes. Students must not be permitted to come late for their classes. Late comers may be asked to wait out in the Library.
- IV. Faculty should keep to the class schedules. Classes should start and end on time. Classes should not be concluded earlier than scheduled.
- V. A close watch is to be kept on absenteeism. For any absence, students must take the permission of the Programme Coordinator/ Dean.
- VI. Faculty should also ensure that the students observe the dress code of the Institute and wear uniforms on Mondays.

- VII. Students are not permitted to use mobile phones in the campus from 9 AM to 5 PM on any working day nor in the examination hall. They should not be allowed to carry the mobile phone to the class. Faculty should lead by example. Usage of mobile phone by the faculty should be in the faculty offices only.
- VIII. Faculty should adhere to deadlines on submission of corrected papers of the examinations:
- Mid-term examination papers within 7 days after that exam is over
  - Final examination papers within a limit of 5 days (to the Dean's Office).
  - Quiz papers and class tests to be evaluated and returned to students in 5 days.

## **18. CLASS NOTES:**

Any class notes to be reproduced have to be given to the Administration for photocopying at least one day in advance. Whenever Textbooks are given to the students, the extra notes should be limited to 50 pages per student for a course. Where textbooks are not given, the number of pages may be within 150 per student per course. Self-regulation on the part of the faculty is expected in this matter.

## **19. QUESTION PAPERS:**

The questions should be designed to test the analytical ability of the students. The level of difficulty should befit the standards expected of a good PG programme in management.

Question Paper must be submitted to the Dean's Office a week before the date of the examination.

## **20. EXAMINATIONS:**

Malpractices of any kind (like copying in an examination / test / quiz, copying other's assignment/ report, plagiarism from books / journals / internet) shall not be tolerated. Such malpractices are to be reported immediately to the Dean / Director in writing.

The other guidelines in this regard are given below:

- I. Students must not enter the hall later than 15 minutes from the start of the exam.
- II. Students will not be allowed to leave the hall within the first 45 minutes after the examination begins.
- III. Students are not allowed to have the following with them while being seated for the examination:
  - i. Cell Phone or any electronic gadget other than the wrist watch or a non-programmable calculator
  - ii. Any book / paper
  - iii. Laptop
- IV. Students leaving the examination hall will not be allowed to take unused extra sheets or rough sheets out of the hall. They should all be returned to the invigilators.
- V. Invigilators should ensure that all sheets given on a day should have the same symbol marked on it (A, B, C or D). If a paper with a different symbol is issued to the students, the

invigilators should either change it or sign it at the top right corner, making sure that the sheet being signed is blank.

- VI. The invigilators should generally be not seated during the examination, but must be moving around the hall to make sure that no unfair practices happen.
- VII. Students should not be allowed to write on the answer sheet after announcement of 'time-up'.
- VIII. Students will not be allowed to borrow any material from another student during the examination.
- IX. If a student is found disturbing another student or engaging in unfair practices, the invigilator should record this on the answer sheet of the offending student and the student should be asked to leave the hall immediately.
- X. If there is any discipline cases as in point 'ix', the invigilators should give a written report to the Dean immediately after the examination.
- XI. Invigilators should arrange the answer sheets according to the roll numbers immediately after the examination, verify with attendance sheet and then submit the arranged answer sheets to the Dean's office.



**Faculty meeting in Progress**

## 21. STUDENT EVALUATION:

The following policy must be followed in evaluating students:

- I. Performance in each course is evaluated separately. It is based on a continuous and versatile system of periodic quizzes, surprise class tests, mid-term written test, home assignments, live projects, class participation and end-term written examination.
- II. As a general rule, the final end-term examination is not given more than 50% weightage in deciding the grade of a course. What is normally expected as part of the evaluation is:
  - End-term Examination 40% - 50% weightage.
  - Mid Term Test 20 – 30% weightage.
  - Quizzes, periodic tests and assignments – 20% weightage.
  - Class attendance and participation: 15% weightage.
  - All Faculty must give periodic quizzes and tests to ensure that the students are regular in their preparation and studies. In addition to the mid-term test and final term examination, 4 quizzes/tests and assignments must be given to the students as part of a course. Our evaluation system is and must be continuous and multi-dimensional.
- III. Grade distribution:

The Institute's Academic Council has laid down a clear policy on the standards to be followed in this respect. In summary, the guidelines are as follows:

- In a course there should not be more than 25% of 'A' and 'A+' put together.
- There should not be more than 80% of the students receiving 'A+', 'A', 'B+' and 'B'; taken together. The rest will naturally be 'C+', 'C', 'D+', 'D' or even 'F'.
- It is understood that one cannot always fall/ conform exactly to this pattern, but wide deviations must be avoided. E.g. In one-year we have noticed 65 'A' and 'A+'s in a batch of 120 students in two required courses. Such a thing simply cannot happen.

### **An explanation of 'A+' performance.**

- 'A+' would mean performance of a rare kind and the student has to be outstanding and consistent in his / her high quality performance in tests and quizzes, class participation, mid and final examinations, standard of English etc. Taken all these together, a student may be adjudged as having performed at an 'A+' level.
- In non-quantitative subjects 'A+' would at best be 3 to 5 % in a class. In electives, it can be slightly different.

## 22. STANDARD WORKING HOURS:

The normal working hours of the Institute are 9.00 AM to 5.00 PM with half an hour lunch break. Faculty should be at the campus at least ten minutes before, to start the classes on time. Some flexibility in working hours is required to meet exigencies of work at the institute.

The Institute has a six-day work week - Monday to Saturday. But 3<sup>rd</sup> Saturday is a holiday. Those who have classes on 3<sup>rd</sup> Saturday will be allowed compensatory off in the following week.

Faculty must be available for any other teaching in the Institute programmes which could be in the morning or evening hours or even in other cities.

**Faculty members are expected to attend all common functions at the Institute beyond the normal working hours, including celebration of 'National Days'**

### **23. LEAVE AND VACATION:**

Casual Leave cum sick leave: 10 days—eligible only after 3 months of employment (Proportionate number of days of leave, not exceeding 7 days of casual leave for the remainder of the calendar year).

Casual Leave cum sick leave can be prefixed or suffixed to the holidays. This must be indicated in the leave application. Maximum casual leave that can be availed of at a time is limited to 2 days.

National and Festival Holidays: 10 days announced each year.

Vacation for Faculty: 30 calendar days of vacation during summer (May, June), including holidays falling in between. Vacation available can also be taken at Christmas break. Thus vacation can be taken in two tranches, if desired – but not more. Approval must be obtained at least 12 days prior to proceeding on vacation.

If a Faculty member has joined the institute sometime during the academic year instead of its beginning, only a proportionate vacation will be available to him/her. However, a service of at least 4 months is needed in the year (June 1 to May 31) to be eligible to avail summer vacation by a faculty.

Faculty may be asked to forgo the vacation in case of need, with the approval of the Chairman.

If any faculty member was not granted vacation, he or she could utilize the leave during the next summer vacation or Christmas vacation. But there is no provision for leave encashment for Faculty for unused vacation.

Any faculty who is allowed a five-day work-week (Mon-Fri) as part of the employment contract will only have a reduced set of holidays / vacation. In case Friday or Monday happens to be a closed holiday, they are required to be available for work on Saturday of that week.

Except in the case of emergencies at least two days' notice is expected in C.Ls. All leave has to be with prior permission. Application for leave should be submitted in writing and permission to be obtained as mentioned below:

## **Applicant**

Director/Director (Development)\Provost  
Deans  
Associate Professor, Professor  
Other Faculty

## **Sanctioning Authority**

The Chairman  
The Chairman through the Director.  
The Director through the Dean.  
Dean(Academics)

It shall be ensured that leave availed of by a faculty does not affect the class schedule. Except in case of sickness and emergencies, this rule must be strictly followed.

Leave records are maintained by the Administration.

## **24. TRAVELLING ALLOWANCE:**

24.1 Travel entitlements of faculty on official tour shall be regulated as stipulated herein after.

24.2 Tours for client location on consultancies:

These might normally involve the Senior Faculty, Dean, Director or Chairman. Travel, accommodation, food and incidental expenses are to be met by the client organization in such cases.

24.3 Tours for OBPs:

The client organization should arrange for faculty travel, accommodation and other hospitality and meet all normal incidental charges.

24.4 Tours undertaken for other institute work:

- I. Travel by Train: As a normal rule, travel is allowed by II AC, III AC or AC Chair Car, depending on the situation. In case the place is not connected by Train or Train ticket is not available, journey by A/C Bus is expected.
- II. Travel by Institute vehicle: Travel by Institute vehicle will be permitted in appropriate cases.
- III. Air Travel:
  - a. Director, Provost, Deans , Professors are eligible
  - b. Other senior faculty depending on the exigencies with the approval of the Chairman/ Secretary.
  - c. Air Ticket will be arranged by the administration on approval by the competent authority.

24.5 Lodging: Stay will be arranged by the Institute, wherever possible. If not, own arrangements are to be made for which the allowances applicable are indicated in the travel rules.

24.6 Accommodation, Boarding Expenses and incidentals: Allowances applicable are meant to meet the normal standard expenses of the faculty.

24.7 The rates applicable to various levels and categories of cities are shown below-

**APPLICABLE ALLOWANCES (effective from 29<sup>th</sup> June 2017)**

Sl. No.	Daily Allowance for	Directors/Functional Directors/Equivalent positions and above		Dean/ Professors/ Associate Professors		Sr. Asst. Professors/Asst. Professors	
		Existing	Revised	Existing	Revised	Existing	Revised
1.	<u>Accommodation</u> Accommodation arranged by self without production of Bill	750	2500	750	1000	500	700
2.	<u>Accommodation</u> Accommodation arranged by self in a Hotel	2500	5000	2500	3500	1500	2000
3.	<u>Accommodation</u> Accommodation arranged by self in Hotel in Mumbai, Calcutta and Delhi	4000	7500	4000	5000	2500	3000
4.	<u>Food and incidentals</u> When accommodation is arranged by the institute/self	500	1500	500	700	350	500
5.	<u>Food and incidentals</u> Mumbai, Delhi and Calcutta	600	2000	600	1000	450	600
6.	<u>Food and incidentals</u> During Train Travel (Actuals subject to a ceiling of)	250	400	250	400	250	400
7.	<u>Local conveyance:</u> Taxi at Destinations Wherever Airport Buses are available, the same may be used.	Institution's Car or Taxi	Institution's Car or Taxi	Taxi		Taxi	

24.8 Advance: Advance can be availed of towards meeting travel expenses. The tour bills must be submitted within one week of travel. Otherwise the advance availed will be recovered from the salary of the faculty concerned.

24.9 The tour and tour bills should be approved by the Director/Chairman Such bills should be submitted first to the Executive Secretary / Manager (Finance) / Assistant Dean (Admin). They must certify that claims are as per policy.

24.10 Use of own vehicle for official work:

In case own car or own two wheelers are used for official work, the reimbursement will be at the following rates:

Rs. 10/- per km for smaller / mid-range cars

Rs. 12/- per km for larger cars such as Honda City, Toyota Innova, Lancer etc.

Rs. 4/- per km for motorbike / scooter.

## **25. RETIREMENT:**

The Retirement age for the faculty is 62. However, thereafter, the service could be extended for a year or two at a time on mutual agreement. This will be normally up to 65, but can go up to 72 in very special cases.

## **26. RETIREMENT BENEFITS:**

26.1 Provident Fund contributions are made at the rate specified in the PF Act and in line with appointment letter.

26.2 Gratuity will be paid to the eligible persons after rendering the qualified service. However, persons who have joined the Institute after superannuation/ retirement from their previous employer will not be eligible for gratuity at the time of retirement (relief) from the Institute.

## **XIME Kochi**



## 27. CONCLUSION:

Rules are made and enforced for the smooth and effective functioning of the Institution. They are meant to provide the boundaries within which the Institute as a community shall operate. The overall objectives can be summarized as: institutional excellence, superior student performance, high level of faculty contribution, growth and satisfaction.

A business operates in a competitive environment. Business schools also operate in a competitive environment (including competition from foreign business schools). Faculty is the key to the institution's professional strength and competitiveness.

**C.J. Kuncheria**  
**Secretary, XIME Society**



### XIME: POLICY ON FACULTY RESEARCH & DEVELOPMENT

#### 1. General:

The current policy of XIME on Faculty Research & Development has been reviewed and updated considering the recent regulations of AICTE on this subject. The new policy reiterates the Institute's commitment to the continuous development of faculty and envisages strong support to research. The Institute believes that these interventions will be of immense help in its pursuit of shaping future (business) leaders. The policy also endeavours to incorporate certain other elements specified in the Regulations.

#### 2. Induction Programme:

2.1 The Institute recognizes the paramount need to prepare the new faculty recruits to take up teaching and other tasks assigned to them. Towards fulfilling this need a Faculty Induction Programme of 3 days duration will be offered. Besides conveying the Institute's origin and growth, its culture and ethos, the new Faculty will be given an overview of the PGDM Programme, the importance of communication skills, knowledge dissemination, instructional planning and delivery, technology enabled learning and methods of student evaluation, significance of Research & Publications and the relevance of conducting MDPs and OBPs and undertaking Consultancy.

2.2 In the case of fresh graduates joining as Faculty members a Mentor who is a senior faculty, will be nominated. The mentor will guide the new faculty to pick up the right practices and enable them to perform their duties smoothly. The mentoring process will continue for three months and a report shall be submitted by the Mentor thereafter.

#### 3. Professional Development – Society Membership - Conferences:

3.1 After one year of service, a faculty member may acquire membership of any relevant Professional Society and the Annual Subscription will be reimbursed by the Institute.

3.2 After one year of service, the Institute will consider permitting a faculty member to attend a National Conference/Workshop on the basis of reimbursement of the expenditure.

3.3 The reimbursement for items 3.1 & 3.2 will be within an overall limit of Rs.75000/- per year.

#### 4. Industrial Training – Sabbatical:

4.1 It is noted that AICTE is in the process of devising a mechanism for facilitating the faculty members to undergo industrial training. The Institute will accordingly depute the faculty members as and when the mechanism is put in place.

4.2. A faculty member who has completed 6 years of service after confirmation of the probationary period at the Institute will be allowed sabbatical leave of 6 months for working in any industry that will enable professional development in the area of his/her specialization. The faculty shall upon return to the Institute work for at least a period of three years and shall execute a bond as prescribed in this behalf.

## 5. Moocs Online Modules:

Every faculty member appointed/promoted shall have to mandatorily undergo 8 online modules of MOOCs in SWAYAM (as may be prescribed) within 1<sup>st</sup> year of service/promotion. For successful completion of probationary period of a newly appointed faculty, completion of these 8 modules, among others is a prerequisite. The faculty concerned shall submit a report upon completion of the modules and within the period stipulated above.

## 6. Participation In Refereed Conferences:

- 6.1 A faculty member who has worked for a minimum of 2 years at XIME and below 60 years is eligible to be sponsored with financial support (conference fees and travel/stay as per Institute's norms) for one refereed national conference of his/her interest/ or on the initiative of the Institute every year, provided he or she has a paper accepted by the conference after the due process of refereeing. Evidence of the refereeing process will have to be shown, which may be the anonymous review-comments received from the conference organizers and/or the pre-revised and revised versions of the paper.
- 6.2. A faculty member who has worked for a minimum of 3 years at XIME and is below 58 years is eligible to apply for financial support to go for a refereed international conference, provided he or she has a paper accepted by the conference after the due process of refereeing. Evidence of the refereeing process will have to be shown, which may be the anonymous review-comments received from the conference organizers and/or the pre-revised and revised versions of the paper.
- 6.3 The authority for granting approval is the Faculty Research & Development Committee separately constituted (FRDC). In the case of Foreign programmes, it would be the Chairman.
- 6.4 Attending Seminars/Conferences:

If a faculty is nominated to attend seminars or training programmes conducted by external agencies, registration for the programme will be done by the administration. The faculty will coordinate with the administration for the purpose.

After participation in the programme, a report on the programme attended should be submitted to the Dean/Director (Development), for his perusal, as well as that of the Director and the Chairman. This must be submitted within 5 days of attending the programme.

Normally a person may be nominated for only two such programmes in a year – including one where presentation of a paper is involved. The decision in this regard will be that of the management.

Subject to laid down policy and class schedules, faculty nominations to training programmes and conferences in the same city (Bangalore, Chennai or Kochi) may be done by the Director based on identified needs. Maximum fee payable is Rs.10000 per faculty and the duration shall not to exceed 3 days normally.

Participation in all other programmes will need the approval of the Chairman.

## 7. Seed-money for Research:

- 7.1. Entire faculty members, either individually or in group(s) are strongly encouraged to undertake research projects in their areas of specialization. The Institute will provide Seed Money for conducting research studies or developing case-studies. Necessary proposal with the budget shall be submitted to the appropriate authority.
- 7.2. The proposal shall have time lines according to which the study/project shall be completed. Publication of a paper based on the above research in 'A', 'B' or 'C' graded journal as per ABDC ranking or in SCI journals or UGC / AICTE approved journals shall be ensured and upon fulfilment of this condition only a faculty will be eligible to receive seed money funding for further projects.
- 7.3 The approval for the proposals shall be given by the following authorities:
- i) Proposal up to Rs.10,000/- by the Provost/Dean limited to three a year among the faculty.
  - ii) Proposals above Rs.10,000/- but up to Rs.50,000/- - by the Director in consultation with the Provost/Dean(Academics) for Bangalore and with Dean(Academics) at Kochi or Chennai as the case may be. Limited to three cases a year.
  - iii) Proposals above Rs.50,000/- but up to Rs.1,00,000/- - by the respective Chairman duly processed through the Director and limited to three a year.
  - iv) Proposals above Rs.1,00,000/- by the Chairman on the recommendation of the Faculty Research & Development Committee (FRDC) limited to three a year.

## XIME Chennai



## **8. Reward for Research/Publications and MDP/OBP/FDP:**

8.1 Faculty development includes intellectual capital output in the form of academic and professional publications by faculty members. Likewise organizing management development programmes, either at the Institute or at the industry concerned enables close institution-industry interaction and thereby provides immense opportunities for mutual learning by the faculty and the practitioners. Similar is the case with Faculty Development Programmes. So much so, the Institute will reward these activities.

8.2 The monetary rewards are specified in Appendix.

## **9. Faculty Development Programmes:**

In appreciation of the importance of regular knowledge updating through suitably designed courses needed at all levels of the teaching career the Institute conducts In-house Faculty Development Programmes. While internal Faculty members take advantage of the same, the Institute will consider nominating them to FDPs conducted under the auspices of UGC/AICTE, etc. The Programme fee, travel and stay expenses (as per rules) will be met by the Institute. A faculty member may be considered for nomination after two years of service at the Institute for such external nomination.

## **10. Consultancy:**

10.1 Faculty are encouraged to undertake consultancy work with corporate organizations, social enterprises and/or NGOs. It may also be generated through the synergies of guiding students' Summer Internship Projects (SIP) in the corporate sector or the Winter Internship Project, namely, SUPA (Socially Useful Productive Activity) with the NGOs. For the latter, it may be desirable to link up with the CSR initiatives of the corporate sector and utilize the funds therefrom.

10.2 Consultancy is to be routed through the Institution. Sixty-five percent of the Consultancy Fee goes to the Faculty concerned. The maximum number of days that may be devoted to consultancy is 50 days in an academic year.

## **11. Balance Between Teaching, Research, Consultancy and Academic Administration:**

Since teaching is the main activity of the Institute, there is a minimum teaching-load prescribed for faculty, which is available in the faculty evaluation scheme. As per the newly implemented faculty evaluation scheme, faculty members can choose from among the other different activities as per their interest and competencies (subject to the minimum prescribed for teaching, research and MDP) as well as the requirements of the Institute.

## **12. Structure And Budget:**

12.1 The Faculty Research & Development Committee for each campus is constituted. Separate orders will issue.

12.2 A budget allocation of Rs.60 lakhs per year is made and is equally split between Faculty Development and Research Support. Sub allocation for each campus will be made on 2:1:1 ratio for Bangalore, Kochi and Chennai respectively.

**Incentives for Research / Publications and MDP/OBP/FDP**

Faculty will be rewarded through a balanced incentive scheme for intellectual capital output

<b>Sl.No.</b>	<b>Activity</b>	<b>Incentive(Rs.)</b>
1.	For a case prepared by the faculty and approved by the appropriate authority	4,000/-
2.	For articles in Referred/ABDC ranked Journals i) A rated Journal ii) B rated Journal iii) C rated Journal	10,000/- 7,500/- 5,000/-
3.	For an article in a National Professional Journal like AIMA, NIPM, etc.	4,000/-
4.	For an article in an economic Daily	4,000/-
5.	For a Book published by an International Publisher	30,000/-
6.	For a Book published by National Publishers (for a text book limited to Rs 12,500/-)	20,000/-
7.	For an Edited Book - International	15,000/-
8.	For a Chapter in an International Edited Book	4,000/-
9.	For Edited Book - National Publishers	10,000/-
10.	For a Chapter in the Edited book	2500/-
11.	MDP /OBP/FDP	10% of the revenue provided at least a sum of Rs.50,000 is generated per day as revenue from a programme + Fee for Resource persons, wherever applicable

Note: 1: (A) For Management Development and Organization based programmes, the Faculty are paid by sessions which range from Rs.1000/- to Rs.2500/-, depending on the nature of the Programme. For Entrepreneurship development programmes, NGO programmes and faculty development programmes, it will usually be Rs.1000/- per session. But in situations where there is no surplus, or inadequate surplus, such payments will not be made.

(B) The Faculty is entitled to an incentive for the MDPs or OBPs and Seminars that they may initiate and organize for the Institute. Such programmes including the fee structure are to be approved by the Director concerned on the recommendation of Dean (EP) and within the guidelines issued by the Board. The faculty who initiated and conducted the programme will be entitled to a share in the revenue that has been generated as stipulated in Annexure II.

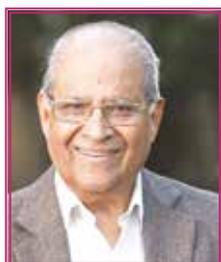
Note: 2: In addition, incentive for overall performance as prescribed in Faculty Evaluation System will be applicable.

Note.3 : Annual outputs to be the basis for incentives

Incentive admissible to a faculty member for cases / publications should be determined and disbursed annually at the end of each academic year.

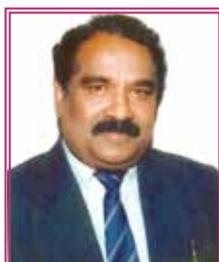
To be eligible for incentives, a faculty member should have carried a full load of academic and related work during the year just ended. For XIME Bangalore, it will be a 300 Credit Point. For Chennai and Kochi, it will be separately indicated.

## LEADERSHIP AT XIME:



**Prof. J. Philip**

Principal, Founder XIME & Chairman, XIME Bangalore, Former Director IIM-Bangalore



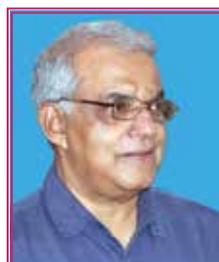
**Dr. J. Alexander I.A.S. (Retd.)**

Chairman, XIME Kochi  
Former Chief Secretary  
Govt. of Karnataka



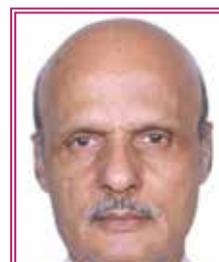
**Mr. P. C. Cyriac I.A.S. (Retd.)**

President, XIME  
Former Addl. Chief Secretary  
Govt. of Tamil Nadu



**Mr. Jose Dominic**

Vice President, XIME  
MD & CEO, CGH Earth Kochi



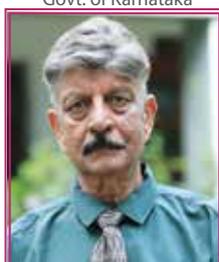
**Prof. C.P Ravindranathan**

IFS (Retd.), Vice Chairman,  
XIME Bangalore & Former High  
Commissioner of India to Australia



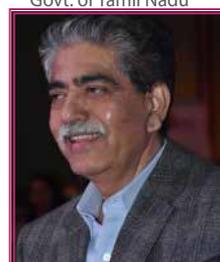
**Mr. C. J. Kuncheria**

Secretary, XIME  
CEO, Modern Rubber  
Industries



**Dr. A. Anantharaman**

Provost, XIME Group



**Dr. R. Sridhar**

Director, XIME, Bangalore  
Former Head – HR, ITC



**Dr. P. David Jawahar**

Director in Charge  
XIME Chennai



**Dr. R. Nandagopal**

Director, XIME Kochi  
Former Director, PSG Institute  
of Management

## XIME: Faculty Workload and Evaluation Norms

### The Approach:

1. The faculty should get engaged in a variety of academic, administrative and institution-building activities, while contributing certain required amount of teaching. In other words, they should get involved in most of the activities relevant for academics and academic administration such as: Teaching, Research/Publications, Case-Writing/Teaching/Publications, MDPs/OBPs, Consulting, Academic Administration and Institution-Building.
2. It is recognized that the faculty would have some freedom to choose from among these activities, depending on their special interests and competencies, subject to a minimum number and quality of teaching and publishing.
3. The target level of performance is kept reasonably high (so as to make them 'stretch-targets' that stimulate continuous improvements), but at the same time they should be achievable.
4. The measurement of performance is based on judgement guided by objective performance data.
5. The system *has in-built* rewards for performance above the norms and certain penalties for performance below the norms.

The system introduced is a credit-points based performance evaluation system wherein a faculty member should earn a minimum of 300 credit-points in a year, of which at least 120 should be from teaching. It is also expected that a faculty must at least earn 30 points through Research / Publications. Likewise, every senior faculty of the rank of Sr. Asst. Professor and above should organize at least one MDP or OBP a year. Credit-points awarded for different types of activities are given in the table below. (The points awarded to teaching will have a weightage system based on student feedback; MDPs/OBPs based on the number of participants; and publications based on the journal categorization – which are explained in the notes below the table).

### Credit-Points Awarded for Different Activities

Sl.No	Activity	Points	Remarks/Conditions
1	<b>Teaching:</b> A minimum 120 Credit Points per academic year must be obtained.	<ul style="list-style-type: none"> <li>» 3 Credit course (30)</li> <li>» 2 Credit course (20)</li> <li>» 1 Credit course (10)</li> </ul>	1 point per session assuming 30 sessions for a 3 Credit course. For the same course taught concurrently to more than one section, the second section onwards will be given 15 points each. Award of points is subject to student rating as shown in Note (a) below.
2	<b>MDPs/OBPs</b>	<ul style="list-style-type: none"> <li>» Per Session taken (1)</li> <li>» Organizing 1 day of MDP/OBP (10); 2 days (20); 3 days (30) and so on, provided the number of participants is 20 or more.</li> </ul>	One session of 1 hr 10 mts For 12-19 participants, the number of points will be 5 for 1-day, 10 for 2-day, 15 for 3-day programmes and so on. No points will be awarded for programmes with less than 12 participants, except for the classes taken.



## Notes:

- a. Credit-points for Teaching will be adjusted for the teaching effectiveness based on student feedback. If the rating is 2.5 and above, the course will be given 100% points; if 2 to 2.5, then 80%; if 1.5 to 2, then 60%; and if less than 1.5, then 40%.
- b. Credit-points for MDPs and OBPs will be allotted according to the scheme given under item-2 above. MDP credits will be given to the programme coordinator who designs, markets and conducts the programme. For OBP, the credit will be shared equally between the faculty who brought the programme and the one who has designed and conducted it. In case it is the same faculty who does both, the entire points will be awarded to him/her.
- c. Performance above the prescribed minimum should be rewarded. It is suggested that for each point earned over and above 300 should make the faculty eligible for a financial incentive of Rs. 1000/-. Thus a faculty member earning 350 points would get an incentive of Rs. 50,000/-. Consistent performance above the minimum will also be a criterion for promotions.
- d. Judgement on 'poor performance' should not be based only on a particular year's performance but on a 'moving average' preferably of three years, except for the probation period of 2 years. (During the probation, a faculty may be terminated at any time, as per the contract, for unsatisfactory performance). If the average points earned for the immediately preceding 2-3 years is less than 300 (the minimum prescribed), increment may be adjusted at the lower end of the prescribed range of 2-5% for the year. If the points earned is continuously below 300 for 3 years, the faculty may be asked to leave.
- e. It may be noted that Faculty appointments at XIME are initially for a period of five years, of which, the first two years are probationary period.
- f. Being a new system, changes, if any, that may become necessary based on the experience gained over its implementation, will be made by the Executive Committee of the Board of Governors.
- g. Removal of difficulty: The decision of the Chairman shall be final and binding towards interpretation of any of the provisions of this scheme and /or for addressing any other related issue which has not been specifically provided for in this scheme.



Faculty meeting in Progress