



**SHANTI
BUSINESS
SCHOOL**

AHMEDABAD

Creating Strategy Leaders

Faculty Manual

Preface



At Shanti Business School, faculty members play a pivotal role in shaping academic quality, student learning outcomes, and institutional growth. This Faculty Manual has been designed to provide a clear and structured framework for academic governance, teaching–learning processes, evaluation systems, and professional development.

The manual emphasizes on curriculum relevance, effective pedagogy, research orientation, and continuous academic improvement. It seeks to support faculty members in delivering high-quality, industry-relevant education while upholding integrity, accountability, and collaborative functioning.

I invite all faculty members to use this manual as a guiding reference and actively contribute to academic excellence, student success, and the sustained progress of Shanti Business School.

Best wishes,

Shri Brijmohan Chiripal

Chairman – Board of Governors
Shanti Business School, Ahmedabad

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1. THE PROMOTERS CHIRIPAL CHARITABLE TRUST (CCT)

The Chiripal Charitable Trust is a Corporate Social Responsibility initiative set up by the Rs.20,000 crore Chiripal Group of Companies. Established in 1972 by Shri Ved Prakash Chiripal, the group has grown from a single power loom unit to the dynamic conglomerate consisting of multiple strategic business units like Textile, Petrochemicals, Polyfilms, Solar Energy and Education.

SBS, Ahmedabad an initiative of Chiripal Charitable Trust has within a short period of its existence, firmly established itself as an institute of distinction, attracting students from across the country to transform them into industry-ready talent. We have benchmarked ourselves against the top global business schools and want to set new parameters in creating proprietary systems and processes to develop and deliver knowledge in the field of business & management. We differentiate ourselves on every measure but particularly in course content, delivery and relevance. SBS's post-graduate programs provide a meaningful career trajectory which leads to vibrant career opportunities to all its student managers.

2. THE INSTITUTION:

Shanti Business School (SBS), Ahmedabad is a Centre of excellence in management education, promoted by CCT.

The control and management of the affairs of the Institute vests in the Governing Board (GB) consisting of prominent citizens, eminent industrialists and educationists, representatives of Trust and Director of the business Institute. The GB is accountable to the Trust. The Director exercises all such powers and functions as are necessary for the management of the business Institute, subject to overall superintendence and control by the GB. The General, Financial and Academic Administration of the business Institute vests with the Director.

The aim of Shanti Business School, Ahmedabad is to train professional managers for the corporate sector and the public system.

3. THE VISION

To be a Centre of academic excellence and research that nurtures industry-ready and socially responsible management professionals.

4. THE MISSION

- To offer rigorous practice-oriented education well-suited to meet the challenges of businesses and industries.
- To inculcate values, ethics and sensitivity towards the society, country and environment.
- To provide a conducive environment to all the stakeholders to enhance the quality of teaching, learning and research.

5. PROGRAMME DETAILS

5.1 Shanti Business School, Ahmedabad has two AICTE approved two-year full-time programme, which leads to the award of Post Graduate Diploma. These are:

- 1) Post Graduate Diploma in Management – Intake 180
- 2) Post Graduate Diploma in Management- Marketing – Intake – 120

The programme has been crafted with two objectives:

- The student must get a strong foundation in the Theory as well as practice of Management of 'Business' and 'Business Communication'.
- The students develop the life skills required to make them a holistic individual so as to be able to face the competitive world outside.

Shanti Business School, Ahmedabad has a superior, evolving, and vertically specialized curriculum delivered through path breaking methodology like performance learning, internship and in-depth mentoring process. SBS has customized its curriculum to include core courses, electives and sectorial specializations. SBS offers industry relevant courses, facilitated by corporate interactions. Projects and research, complemented by extensive internships, give our students a comprehensive 'real life' experience. Shanti Business School, Ahmedabad has designed its program structure with reference to the Model Curriculum of the AICTE. The curriculum includes the core subjects categorized further into blocks for the first two semesters. The third and fourth semester will have core subjects, compulsory elective subjects, and open elective subjects as mentioned above in the structure of the curriculum.

Core Courses: Core courses are compulsory courses and most of them are generally offered in first year. The core subjects categorized further into Executive Skills, Building Blocks Subjects from the general management and the management domain subjects for the first two semesters.

Specialization: Broad specialization area selection is done in Semester II when students have to decide which specializations they would like to pursue. The institute provides a window period of 10 days to the students for confirming their specialization after the Summer Internship Program. This option is given to students as many of them are able to make an informed choice of the specialization only after the internship experience. Broadly, electives are offered under following specializations: Finance, Marketing, International Business, Human Resources, Data Science, Communication and Supply Chain Management.

To facilitate students to make the choice of specialization and electives, a series of area specific seminars and area presentations are conducted by Area Chairs during Semester II. Further, the faculty mentors assigned to students counsel them and help them make their choices.

Elective Courses: Elective courses are offered within the specialization area selected by students. There is a system of offering one compulsory elective in each area of specialization in the first year that students have opted to study in the second year of the PGDM.

Audit Courses: When a student wants to study an additional subject that is not offered in his/her specialization of choice and has a minimum CGPA of 7.00 in the first two semesters, then s/he can opt for an additional subject from the other specializations. The marks of this subject is not included in the transcript and the student is awarded a separate certificate on successful completion of the course. There are few courses only which a student can take as additional audit course.

Summer Internship Project (SIP): Internship is a powerful tool in achieving the goal of nurturing industry-ready talent. During internship, students get exposure to the working environment of industry and learn to interact with people at different levels of the organization, learn to work in teams towards set goals, and gain hands-on experience in managing oneself in a dynamic environment. A healthy internship will enhance the adaptability of the student to the organizational milieu, will familiarize the student to the organizational culture and will enhance his/her self-confidence. The internship is jointly monitored by faculty guide and industry guide to ensure definite learning in the process.

Grand Project (GP): The Grand Project allows students to work on a one-on-one basis and get insight into business issues and problems through research. They get involved in real job world and imbibe practical skills and knowledge. GP is a vital tool to understand the application of theoretical knowledge in a practical world. It is mandatory to clear this project.

The distribution of credits and layout of courses for both the programme is given in Annexures. (Programme Structure from the Brochure)

The content is delivered through a combination of experienced, Core and Visiting Faculty from academics as well as industry. The courses are therefore, practice-oriented and help students arrive at solutions to various situations experienced in the real managerial world. International exposure is given

to students through enabling technology, which provides the best in learning by academicians and industry professionals to interact with students through video-conferencing, and through their interaction with international scholars who visit SBS. Also, SBS provides International Exposure to its students by taking them on Global Immersion Visits.

The pedagogy used consists of lectures, case study discussions, project work and internships. These are supplemented by role plays, simulation games, syndicate discussions etc.

6. CURRICULUM DESIGN & TEACHING

In structuring the course, the faculty is encouraged to use their initiative, in consultation with the area faculty, to challenge the abilities of students as also to suit their own style of teaching. They are however required to cover all topics listed in the syllabus approved by the Academic Council. The faculty is expected to update their course material in keeping with the progress of management knowledge.

The instructor should keep in mind that our objective is to prepare managers with sound domain knowledge and professional skills. Our courses aim is not only at presenting facts and theories (information), but also at stimulating thinking about their application to actual situation, and at developing skills and values that the manager will need in the practice of her/his profession. Participative learning is an effective means for achieving these goals. The methodology should elicit students' involvement in exercises through problem solving, case studies, assignments, role play, research projects, management games, and the like. The basic philosophy of teaching learning process at SBS is to adopt learner-centered teaching strategies along with supportive tools help students develop their knowledge and skills for future. SBS emphasizes on promoting active learning to improve student engagement and learning.

Pedagogy:

Malcolm Knowles, an influential figure in adult education wrote that:

- Students need to know **why** they must learn something. : They are relevancy-oriented.
- Students learn best **experientially**
- Students approach learning as a **problem-solving exercise**.
- Students learn best when the topic is of **immediate value**

Teaching learning process at SBS focuses on innovative and effective pedagogical initiatives by the faculty. Following are the broad objectives of using innovative pedagogy:

- To evoke interest in students
- To encourage out of the box thinking
- To provide real life scenario
- Effective transfer of knowledge
- To facilitate group learning

Interactive Lectures: Classroom lecturers are beneficial in deliberating theoretical aspects with more logical and numerical problems. Student's participation in classroom discussion, preparation of worksheets and models has been effectively utilized to keep the student's interest in the subject.

Audio Visual Aids: Power point presentations and videos related to the course topics are also used to simplify and help understand the course contents. Students relate better with presented concepts and explore content more deeply during class time. Since faculty members finds it advantageous for reinforcing concepts, this has been adopted as an accepted form of pedagogy to aid in more efficient processing and memory recall. Simulation, YouTube demos, e-learning resources like NPTEL, Internshala, Coursera materials are used for classroom / online teaching.

Webinar: SBS has included webinars as a new methodology for teaching, particularly since Covid pandemic as classroom teaching was not possible. A webinar is an event held on the internet which is attended exclusively by an online audience. From a teaching and educational perspective, webinars are

interesting because of the very high degree of interaction, helping participants to learn and understand more quickly. Webinars also allow SBS to have experts who are based in locations outside Ahmedabad and cannot come for a session because of their work commitments.

Case Study: Case method is a powerful student-centered teaching strategy that can impart students with critical thinking, communication, and interpersonal skills. Working on cases requires students to research and evaluate multiple sources of data, fostering information literacy. Cases are narratives, situations, select data samplings, or statements that present unresolved and provocative issues, situations, or questions. The case method adopted at SBS is a participatory, discussion-based way of learning that promotes more effective contextual learning and long-term retention. SBS has its own repository of cases which includes the cases contributed by SBS faculty members.

Role plays: Role plays as utilized by some faculty at SBS as a teaching pedagogy. It is an effective technique that allows students to explore realistic situations by interacting with other people in a managed way. It allows students to develop an experiential approach and try different strategies in a supported environment, for instance demonstrating an effective sales strategy. It is a very flexible teaching approach because it requires no special tools, technology or environments. For example: a student could work through a role-play exercise just as effectively in a lecture hall as in a seminar room.

Group Projects & Cooperative Learning: Group projects are a key part of a Post Graduate Diploma in Management (PGDM) program, as they help students apply their academic knowledge to real-world scenarios. Project-based learning (PBL) in a PGDM program can help students develop skills like analytical thinking, problem-solving, and collaboration. Students' groups are formed to share their knowledge and collaborative studies for effective and timely learning.

Simulation/Online Games: Educational games and simulations are being used by the some of the faculty in subjects like SAPM and analytics. They are experiential exercises that transport learners to another world. They apply their knowledge, skills and strategies in the execution of their assigned roles. These games help students to practice and/or refine already-acquired knowledge and skills, identify gaps or weaknesses in their knowledge and also to develop new relationships among concepts and principles.

Flip classes: Flipping the classroom is a teaching approach in which instead of teachers lecturing for long hours and merely delivering the information/content, the course materials are introduced outside of class, often online or through Google Classrooms, to the students beforehand and in-class activities is re-purposed for diving deeper into the curriculum through knowledge sharing, application-oriented learning, projects, case study analysis, role-play, debates, quizzes group presentations and assessments in order to better meet the needs of individual learners. Course materials might include readings, pre-recorded video lectures or research assignments are all being provided is disseminated using Google Classrooms by respective faculty for each subject. In-class activities might involve the faculty helping students to work on exercises, projects, cases individually and in groups, among other active learning strategies for students to gain practice applying knowledge gained prior to class.

Mini Projects/Research based Assignments: In some subjects, students are allotted assignments by faculty with the intent of enhancing their research aptitude for gathering and analyzing data. Such projects/assignments also augment their skills for using software tools such as SPSS to analyze the findings of the research. Subjects like BRM (Business Research Methods) make use of this pedagogy to improve the analytical and presentation skills of the students. Students also get hands on experience on practical usage of statistical methods like Chi-square, Annova, T-test, F-test, etc.

Research Papers/Article Analysis: Research paper discussion/article analysis is another method used by faculty for involving students in learning the current aspects of various concepts. Since faculty themselves undertake research, they share the knowledge gained by them in classrooms with the students. Students also learn about the nuances of undertaking research.

Special classes: Special classes are arranged for students with learning difficulties. These special classes are arranged during evening hours by concerned faculty members. Special workshops and seminars are arranged by eminent academicians or Industry persons to provide in depth knowledge on specific subjects/ areas with objective to help bright students and teachers to improve their knowledge / skills.

Career Guidance and Mentoring: Career guidance and counseling activities are carried out to encourage and motivate all students to achieve their goals. This helps the students in getting their 'dream' jobs. This activity allows students to network with area businesses for current and future career opportunities. Career guidance seminars are organized. These help students to choose their career avenues. The counseling activities actively involve each student to focus on his skills, attributes, experiences and goals. Students are continuously counseled by the faculty members, Alumnus, Industry experts with regard to his/her career aspirations and options, which in turn is vigorously followed up with the potential companies for participating in the placement program of the Institute. Career Counseling involves workshops, mock interviews, SWOT Analysis etc.

Training: Training is a very important component of the SBS curriculum meant for the students and a valuable tool for Industry – Institute interaction. Various technical and non-technical trainings are delivered every year to the students by the industry experts and Alumnus. Institute has Placement training with different modules as part of Curriculum which is imparted throughout the programme. Students also handle all placement related activities along with faculty members, which once again expose a student adequately to develop their managerial skills.

Further information concerning the design of the curriculum is available in Section 4 of the Student Manual and in the Institute Bulletin. Reference may be made to these documents for details.

7 ACADEMIC AREA

7.1 Academic areas are discipline-based faculty groups having teaching and research as their primary objective and responsibility.

A SBS faculty responsible primarily for in PGDM is normally appointed to one of the following areas:

- a) Accounting and Finance.
- b) Organizational Behavior and Human Resource Management.
- c) Marketing.
- d) General Management.
- e) Operations and Quantitative Techniques.
- f) International Business
- g) Data Analytics & Decision Sciences.
- h) Brand and Advertising Management
- i) Corporate Communication
- j) Marketing Analytics
- k) Financial Analytics
- l) Banking and Financial Services
- m) Supply Chain Management

7.2 The Area Chairs have the following responsibilities:

- a) To design and offer core and elective bundle of courses relating to the Area of specialization.
- b) To conceptualize and design workshops based on the industry requirements in consultation with Industry Experts, Placement cell with the approval of the Director.
- c) The Area Chair is responsible for aiding in curriculum development and ensuring that all levels of curriculum review in light of the Institute and Area learning goals are met.

- d) To review and approve the content of courses of the concerned area prepared by individual instructors, including visiting faculty, in order to ensure that the subject matter is adequately covered, and overlapping is avoided.
- e) The Area Chair is responsible for establishing teaching schedules in consultation with the visiting faculty and keep a tab on assigning faculty to meet the needs of the curriculum and monitor till the grades are being given.
- f) To promote the industry relevant and useful research for the Grand Projects and make the findings published in the reputed and approved journals or magazines.

Each academic area is headed by the Area Chair, and functions under the overall superintendence of the Director and the Academic Committee. The Area Chair is nominated in rotation by the Director for a period of two years.

- 7.3 The faculty of each area is required to meet from time to time during an academic term to review student performance in the courses offered, to design, to share information about the progress of research, and so on. These meetings are usually informal in nature; but whenever academic decisions are made, these must be formally recorded for future clarity and reference, and a copy of the record / minutes given to the Director concerned and to the Director.
- 7.4 Each area and stream is required to carry out annual planning exercise in April with a view to prepare a plan of activities for the next academic year. In these planning meetings, the Area faculty decides who will teach which course, and determines which electives will be offered and by whom. The plan should be should be submitted to the Director.
- 7.5 The Director guides the area faculty in scheduling classes and courses and the Academic Dean / Head coordinates the schedules prepared by the various areas. Usually, the Director takes into account the advice of the area coordinators in the matter.

8 THE CREDIT SYSTEM

The credit units for each course are specified in the curriculum. Normally if it is of 1, 2, or 3 credits and credit one will have 10 sessions. There will be between 20 to 22 weeks of instruction in a Semester. The number of credits for each course will be decided by Academic Council and ratified by Board of Governors.

9 THE FACULTY

- 9.1 Faculty means the teaching staff of the institute appointed as Assistant Professor, Associate Professor, or Professor as per the cadre ratio and eligibility norms prescribed from time to time by AICTE and UGC, New Delhi as case may be. All faculties appointed for any verticals will be SBS faculty. The faculty also includes Adjunct and Visiting Faculty.
- 9.2 The faculty role is a composite one and includes activities of teaching, research, consultancy, training, seminars, conferences, serving on committees, guidance of student, interaction with students and alumni, and, when called upon, participation in academic administration.
- 9.3 The individual faculties are required to design their own course outlines, monitor students' performance, redesign the courses keeping in mind student feedback and the advance in management knowledge, develop and encourage interaction with their students.
- 9.4 Every faculty member functions as Faculty Mentor to a selected group of students. As Faculty Mentor, she/he monitors the progress of the students during their continuance in the Institute, advises and guides them in their academic work, assists them in their induction process, ensures that they have are fully engaged, and if necessary, permits them to audit additional courses.

9.5 It is the primary duty of every faculty member to inculcate the sense of discipline among the students by insisting upon punctuality, integrity and commitment to the esprit de corps.

10 FACULTY WOKLOAD

10.1 In order to facilitate accountability, faculty must log 40 hours of work per week involving teaching, research, academic preparation, training, consultancy, mentoring, academic administration etc.

10.2 While preparing Annual work plan in April-May each year, well before the beginning of the new academic year, every faculty member must submit to the Director her/his plan for the academic year. The plan should indicate what courses she/he will be teaching. The courses to be taught should be decided in consultation with the area chair and Dean, Academics.

10.3 The faculty members working at SBS shall have an engagement not less than 40 hours per week including teaching contact hours and other activities. The work of tutorial/project/research/administration may be distributed among the faculty as per the need and availability of staff. The minimum teaching contact hours for various positions are as follows:

Designation	Teaching per week
Assistant Professor	16
Associate Professor	14
Professor/Senior Professor	14
Director/Principal	6

Relaxation of 2 hours per week in teaching contact hours shall be granted to faculty members handling additional responsibilities like HOD/Dean.

10.4 The workload of a faculty member does not include the guidance of students in a course of independent study (permitted by the Academic Council), the guidance and evaluation of summer projects, dissertations, and papers and articles written by students which may not be part of course assignments.

10.5 Faculty Development Support & Research and Publication Policy

Introduction:

Shanti Business School (SBS) Ahmedabad management expects its members of faculty to engage in high quality research and publish in indexed and highly rated journals. A research policy has been formulated to include all research and publication related policies. This research policy gives guidelines on types of good quality journals, conferences, the support extended for doing research and the incentive scheme for publishing. Purpose of this policy is to encourage the faculty members of the Institution to do quality research and to help the Institution in meeting the standards specified by the accrediting agencies.

Faculty Development Support:

1. SBS encourages all its faculty members, who have not completed PhD, to pursue PhD program with necessary organizational support till completion.
2. SBS encourages faculty members to organize research conferences, seminars, workshops, colloquiums etc. frequently with adequate advance planning and provision of budgets.
3. SBS encourages its faculty members to be invited as resource persons to seminars conferences and workshops; it also encourages them to be invited as resource persons/evaluators for doctoral thesis evaluation, faculty selection interviews etc.
4. SBS has instituted a separate category of leave called Duty Leave for purposes mentioned above subject to a ceiling of 15 days in a calendar year.

5. SBS encourages its faculty members to initiate and undertake consulting assignments that are relevant to specific firm/industry against financial support from the firms involved or from industry associations to find solutions to the pressing problems of the firm or industry. Such assignments could be in the form of research/investigation/consulting/training etc.
6. SBS Faculty in regular employment with at least 2 years of continuous service at SBS having good feedback on teaching and track record will be eligible for taking up mini research project to be completed in one calendar year.
7. SBS Encourages its faculty members to present their research work at National and International Conferences. Each faculty will be encouraged to participate in seminars/conferences in any number of conferences during a year with maximum budgetary allocation of Rs 10,000 per faculty per year. The budget will cover registration, travel, and accommodation as per the eligibility and other incidental expenses involved in attending the conference.
8. Minimum one year of employment should be committed after completion of Ph.D or else amount so availed and availed DL will be adjusted against the payment of salary.

Research Incentives:

Eligibility for Incentives: Faculty members who publish peer-reviewed articles in high-ranking journals or books with reputed publishers are eligible for monetary incentives. Faculty who are on probation will not be considered for incentive, confirmed faculty members of SBS can only avail the incentive benefits.

Incentive Calculation: Monetary incentives are calculated based on the quality of the publication, as outlined below in the table.

Multiple Authors: In cases with multiple authors, the monetary incentive will be shared equally among eligible authors within the institution.

Journal Ranking: If a journal is listed in multiple databases, the highest ranking will be used to determine the incentive amount.

Submission of Proof: Faculty members must submit proof of ranking or indexing to the research committee to support their incentive claims. Incentives will be determined by management on a case-by-case basis.

Predatory Journals: The faculty members are required to ensure that the research journals for publishing or review are not predatory in nature. Beall's list of predatory journals will be considered to decide whether a journal is predatory or not. The journals of publishers included in the Beall's list of predatory journals can be considered for monetary incentive, provided the journals are not specifically listed in the Beall's list. Refer <https://beallslist.net/standalone-journals/>. Unethical Means to Publish are strictly prohibited.

Commitment Post-Incentive: Employees who receive this incentive must commit to a minimum of one year of employment after availing of this incentive. If they leave earlier, the incentive amount will be adjusted against their final settlement salary.

Sr. No.	Category	Incentives (INR)
1.	ABDC A* or Scopus Q1	30,000
2.	ABDC A or Scopus Q2/ One teaching case in Category A.	27,000
3.	ABDC B or Scopus Q3/ One teaching case in Category B.	25,000
4.	ABDC C or Scopus Q4	20,000
5.	Text Book / Book – Published (Indexed)	25,000
6.	Text Book / Book – Published (Non-Indexed)	10,000

List of International Book Publishers

Sr. No	Name of the Publisher
1	Emerald Publishing
2	Cambridge University Press
3	Cengage
4	Elsevier (Academic Press)
5	Wiley
6	McGraw Hill
7	Taylor and Francis
8	Bloomsbury
9	Prentice Hall (Pearson)
10	Macmillan (Worth Publishers)
11	SAGE
12	Oxford University Press (OUP)
13	Palgrave Macmillan
14	Wharton Publishing
15	Harvard Publishing
16	Springer

List of Teaching Case Clearing Houses

Category	Name of the Case Clearing House
C	Association of Indian Management Institutes (AIMS)
	SBS-CR (Shanti Business School Case Repository)
B	The Case Centre (European Case Clearing House)
	Sage
	Emerald (Emerging Markets Case Studies & The Case Journal)
	Asian Case Research Journal (ACRJ)
	Cases published in ABDC B and C journals
	India Case Research Centre (ICRC) - All India Management Association
A	Harvard Business Publishing
	IVEY
	INSEAD
	LBS
	Stanford
	Darden
	The North American Case Research Association (NACRA)
	Cases published in FT-50, ABDC A* and A journals

Based on the Performance Appraisal Committee's recommendations, awards and incentives are given to faculty members. Awards and recognitions are conferred on faculty members for Excellence in Research and Consultancy Activities, Excellence in Teaching–Learning Process, and Outstanding contributions to Student's life at SBS etc.

Faculty members whose performance is below average are called for counseling session with the principal and are given suggestions for improvement.

If required, a senior faculty member is attached as Mentor to the faculty for guidance / improvement in teaching-pedagogy, research activities etc.

10.6 Faculty Development Programme (FDP)

The Institute actively encourages faculty members to participate in Faculty Development Programs (FDPs) to enhance their academic and professional competencies. The following provisions are in place:

External FDP Participation (Duty Leave): Faculty members may attend one FDP outside the Institute with prior approval. Duty leaves for the duration of the program will be granted by the Director.

Sponsored FDPs (Financial Support): The Institute may sponsor one FDP every three years, with financial support of up to ₹50,000.

Eligibility Criteria for Sponsored FDPs:

- The faculty member must have completed a minimum of two years of continuous service at the Institute.
- The faculty member must serve for at least one year at the Institute after availing of the sponsorship. If they leave earlier, the availed amount will be adjusted against their final settlement salary.

Internal FDP Participation: Faculty members are encouraged to attend all FDPs organized by the Institute.

10.7 Management Development Programme (MDP)

Management Development programme (MDP) enables the faculty to interact with practicing managers and to validate the applicability of the content of their courses. Every faculty member is expected to develop and offer two programmes related to their area of teaching and research.

10.8 Faculty members, who are assigned administrative responsibilities such as those of Area Chair, Admissions Coordinator, Placement Coordinator, when formulating their plan of work, should indicate the time they will require to attend their responsibilities.

10.9 It is important that faculty have adequate notice about the courses they are expected to teach in the next academic year. This should be done immediately after the end of the current year. Before the commencement of the academic year, it is expected to determine which of the courses relevant to the Area will be offered in the next academic year and by whom. This exercise should also include the finalization of the MDPs. The individual faculty would decide about the reading materials to be distributed among the students.

11 STUDENT EVALUATION SYSTEM

The PGDM and PGDM(M) program of SBS is divided into four semesters, two semesters covered in each year. Each course having course outcomes developed using Bloom's Taxonomy and are mapped against the

Program Outcomes. The evaluation system of SBS has two major components: Continuous Evaluation and End Term Examination. The evaluation system aims to measure the knowledge, skill and application abilities of students with respect to the intended course outcomes. Based on the nature of the course, the levels of Bloom's Taxonomy are decided. However, in the second year, the courses focus more on higher order skills like comprehension, analysis, synthesis and creative thinking.

The evaluation for a 3-credit course is for 100 marks comprising Continuous Evaluation (50 marks) and End Term Examination (50 marks). Continuous evaluation comprises of a combination of at least four to seven components

11.1 The course evaluation is in the form of letter grades (not marks) on 5-point scale. The grades and their corresponding points must be submitted to the Examination Coordinator not later than 10 days from the date of final examination. Annual leave may not be availed of before submitting all the grades.

12 FEEDBACK ON COURSES

During the semester, and also towards the end of the course, the Academic Dean / Head will seek written feedback from students on the courses taught during the term. The feedback is compiled and submitted to the Academic Dean / Head. The purpose of the feedback is to help a faculty member to improve the course and /or the pedagogy. The Academic Dean / Head will discuss the feedback with the faculty member concerned.

13 FACULTY-STUDENT INTERACTION

Every student admitted to the Programme will be assigned a Faculty Mentor, who will monitor the student's progress during her/his continuance at the Institute. All Faculty Members, and in particular the Faculty Mentors are encouraged to actively cultivate social interaction with their students and promote a pervasive feeling of oneness, a greater participation in classroom-related activities, research projects, group discussions, etc. The quality of social life within the campus would be enhanced by frequent informal get-together among the Faculty Mentor and her/his wards. A small budget for the purpose will be available with the Executive Registrar and should be utilized by the Faculty Mentors.

14 ADMINISTRATION –OBJECTS AND ORGANS

14.1 In designing and managing its administrative system, the Institute is guided by the following:

- a) The Institute's goals should be perceived as important and challenging, and should be shared by every member of the faculty.
- b) The Institute's culture should be one of trust among its faculty, and at the same time foster autonomy.
- c) The Institute should build strong links with its major client groups.
- d) The Institute should elicit more involvement of faculty through their participation in academic decision-making.

14.2 To carry out academic administration the following major committees have been constituted:

- a) Academic Council
- b) Board of Studies
- c) Research Committee

The functions of these Committees are briefly as follows:

15 ACADEMIC COUNCIL

15.1 The academic council is made up of the Director, Executive Registrar, Dean-Academics, Controller of Examination, Head-IQAC and all the Area Chairs. One academic expert and one industry expert will be invited members. The Director is the Chairperson. The responsibilities of the Academic Council are to make decisions concerning:

- a) The starting of new programmes;

- b) Major modifications in the existing programmes (e.g. changing the duration of semester, credit requirements, course mixture, summer placement, etc.)
- c) Major changes in admission policies;
- d) Major changes in academic norms or culture of the Institute;
- e) Major changes in placement policies / procedures;
- f) Award of diplomas to students.

15.2 The Executive Assistant to Director will minute the proceedings of the Academic Council meetings and circulate them to members. The decisions come into effect eight days after the minutes have been circulated and no reservation from the faculty has been received.

15.3 The Academic Council will meet at least thrice a year.

16 BOARD OF STUDIES:

16.1 The Board of Studies are responsible for ensuring that students have adequate information to exercise managerial functions in their respective areas. They determine the content of the core courses and decide on what electives should be offered and what should be the content of each elective.

16.2 At the beginning of an academic year, the BoS should finalize the courses to be offered by the Area and determine who the instructors will be. This should be submitted to the Academic Council for its approval.

17 RESEARCH COMMITTEE:

The Research Committee has a planning and persuasive role to play vis-à-vis promoting research among the faculty. The Committee is required to inform itself of the sources of research funding and of the agency's requirements; invite research proposals from faculty, mobilize research projects from industry, advice the Director on research activities, and recommend to the Director the research projects to be sponsored by the Institute from its research funds. All Institute's financial grants are approved by the Director. The Committee also makes recommendations and assists the Director in all matters concerning to the research. This committee also makes recommendations on matters concerning the library, including the purchase of books and journals.

18 ADMINISTRATION-AUTHORITIES AND FUNCTIONARIES

The normal administration of the Institute is exercised by the following authorities and functionaries:

18.1 The Director

- a) Appointment of the Director is made by the SBS Governing Board.
- b) The Director exercises control over the Academic, General and Financial administration of the Institute. All officers, faculty members, functionaries and staff are subject to her/his control and they work in accordance with such guidelines and instructions as are issued or laid down by him from time to time with regard to all academic, general, and financial administration. In all questions concerning the scope, ambit or interpretation of any rule, order, instruction, procedure or practice, her/his decision is final.
- c) The Director is the Chairman of the Faculty Review committee.
- d) The Director approves the projects and suggestions for academic management formulated by the faculty and Academic Committees. When an elective course offered by a faculty members is not subscribed to, he assigns alternative work to the faculty member concerned according to her/his competence.

- e) The Chair Admissions, the Chair Placement and the Chair MDP report to the Director and are accountable to her/him. The different Committees, and in particular the Research Committee, function as her/his adviser. All consultancy projects, including those obtained by an individual faculty member through her/his own efforts, are required to be channeled through her/him, and will be in the name of the Institute. In consultation with the Academic Dean and others, as deemed fit by her/him, she/he allocates consultancy opportunities among different Areas and different faculty members within the Area, based on the nature and scope of the consultancy, the number of days required for the assignments already given to the faculty member, as well as the needs of the client.
- f) All appointments, including those of visiting professors and part-time faculty members are made by the Director.
- g) The Director is the Disciplinary Authority for all the Faculty and Appellate authority for non-teaching staff.
- h) All financial matters require the Director's sanction and approval.

18.2 Academic Dean / Head

- a) The Academic Dean / head is responsible for all academic activities in their respective programmes of the Institute as well as for the development of the faculty, in their area which includes induction, monitoring of performance, and feedback. As a member of the Faculty Review Committee, she/he plays an important role in monitoring the performance of the faculty. The faculty requires her/his approval for availing of leave.
- b) The Academic Areas are required to work under her/his guidance and keep her/him informed of all academic decisions. The annual plan of activities for the Academic Areas is submitted to her/him. The Academic Dean / Head guides the Area faculty in scheduling classes and courses and coordinates the schedules prepared by various Areas.
- c) She/he has to ensure the smooth functioning of her/his programmes and monitors the academic progress of the students. Matters relating to students such as grant of permission for late registration, grant of waiver, offering or dropping an elective in a particular year, permission to a student to be absent from class, permission for reevaluation of a paper, fixing of time for the make-up examination, communication of final letter grades for the various courses, permission to remain absent from an examination, disciplinary action against students, submission of summer training programme reports by the students, fixing the norms for admission of students to the elective courses, etc. are dealt with and decided by her/him in consultation of the Director.
- d) During the course of the term, and towards the end of each term, the Academic Dean obtains written feedback from students on courses taught during the term and discusses the feedback with the faculty member concerned to improve performance. The grades of students are submitted to the Director. All records of student's performance are maintained by the office of the Executive Registrar.

18.3 The Executive Registrar

The Executive Registrar (ER) assists the Director in day to day administration of the Institute. Assisted by a team of officers, she/he is in-charge of and maintains the records of the Institute. She/he is in overall charge of facilitates and all faculty & student requirements. She/he issues the clearance certificates to students to enable them to get their leaving certificate and to recover their dues. On behalf of the Institute, she/he Places all purchase orders for procurements. She/he coordinates all the administrative activities of the Institute with help of a team of officers designated for various functional requirements like hostel, infrastructure, housekeeping, stores, security etc.

18.4 Chair, Admissions

The Chair, Admissions is in charge of the Institute's admissions process and of the Admissions office. She/he head the Admissions Committee, and responsible for all matters concerning the admission of students. At the beginning of the academic year, the Head, Admissions will circulate to the faculty a brief profile of candidates admitted to each of the programmes. The final decision concerning admission rests with the Director.

18.5 Chair, Management Development Programme (MDP)

The Chair, MDP is a designated faculty member of the Institute. She/he plans, markets, and organizes the Institute's MDPs in consultation with the MDP Committee. All promotional work and all the material arrangements for Institute-organized programmes remain the responsibility of the Chair MDP and MDP Office. She/he is also expected to organize the in-company programmes in consultation with the Director. The term of office of the Chair, MDP and the Committee is three years. Faculty Development Programme (FDP) and Executive Development Programme (EDP) will also come under the Chair, MDP.

18.6 Chair, Placement

The Chair Placement is organizing the Placement activities of the Institute and guides the elected committee of students. She/he assists the students in their preparation for summer training and final placement, and helps them to interact with companies, which can enhance their career prospects. The Committee is responsible for organizing the campus interviews.

The Chair Placement under the guidance of a designated faculty, must ensure that all first-year students find suitable summer projects and that the reports are submitted to the Director in time for evaluation.

The Chair Placement, with the help of the placement team, should contact companies with a view to the placement of the graduating students, and invite the companies to visit the campus well in advance of the Placement Week to talk to the student on operational issues in conducting Campus interviews and placement.

18.7 Chair Alumni Affairs

The Chair, Alumni maintains contact with them through the Institute Alumni. The faculty members are encouraged to get in touch with the Alumni, and involve them in their research and other academic activities, whenever possible. The Chair, Alumni maintains a directory of the Alumni, keeps in touch with them through a newsletter, and promotes their activities under the Institute registered under Society Registration Act. The Institute Alumni cell maintains its own accounts.

18.8 The Finance & Accounts Officer

The Finance & Accounts Officer (F&AO) is in-charge of the Accounts Office and reports to the Director. All matters relating to pay and allowances, advances, loans, travel expenses, medical reimbursements, provident fund etc. are attended to by her/him. All purchases and financial claims should have the approval of the Director and must be verified by the accountant before payment is made.

18.9 Chair, Student Activity

The Chair student activity develops programmes and competitions to strengthen relationship, stimulating student involvement in the competitions through effective guidance and mentorship to the students so they can develop leadership skills

18.10 Chair, Library Committee

The chair library supervises the development plans for the library, book requisition, and smooth implementation of the plans, encourage the growth of the academic and research activities of the library.

19 CONSULTANCY

- 19.1** Consultancy provides opportunities for faculty to contribute to better performance of organizations. Pure research is not sufficient to generate a knowledge base in an action-oriented profession like management. Consultancy fills this gap between research and practice. Consultancy should therefore be considered as an integral part of every faculty member's function.
- 19.2** Consultancy serves the multiple purpose of developing the client organization, the faculty, and the profession. It also adds to the income of the faculty and of the Institute. It helps the faculty members to develop new approaches to problem solving and to experiment with them, and share the findings through publications and appropriate educational and training programmes.
- 19.3** The nature of consultancy assignments undertaken should be in consonant with the Institute's overall objectives and the faculty member's area of specialization, and should have a definite spill-over effect on teaching, publication possibilities, and one's professional development. In their consultancies, faculty should endeavor to be mindful of justice, national interests, and general economic efficiency.
- 19.4** Faculty members should inform the Director about the areas where they can assist organizations, and the Director may use this information to generate opportunities for faculty consultancy.
- 19.5** All consultancy requests, even those obtained by an individual faculty member through her/his own efforts, are to be channeled through the Director and will be in the name of the Institute.
- 19.6** For optimum utilization of resources, both institutional and personal, a consultancy should not interfere with the following:
- a) The scheduled timing of classes;
 - b) Consultation time available for the students;
 - c) Class preparation;
 - d) Assessing and returning of assignments and submission of grades in time; and other responsibilities both academic and administrative.
- 19.7** Faculty members when accepting a consultancy, lecture, in-company programme, etc should be mindful of their teaching workload, and ensure that their teaching responsibility is not compromised.
- 19.8** As a general rule, institutional consultancies will get priority over personal consultancies. If a specific request is made for a particular person as consultant, that person may be allowed by the Director to undertake the consultancy after ensuring that the Institute's internal requirements are safeguarded. However, even in case of individual consultancies, whenever possible, efforts should be made to involve other relevant faculty members.
- 19.9** Once a consultancy is accepted, it is the responsibility of the consultant(s) to meet all deadlines and standards required by the client. This is of utmost importance for the success of the consultancy and the good name of the Institute and of its faculty.
- 19.10** The Director will consult the Academic Dean / Heads and others whom she / he thinks fit, and allocate the consultancy among Areas and faculty members within the area, based on the nature and scope of the consultancy as per the needs of the client.

19.11 Remuneration to team

From the fees charged for the consultancy, after deducting the costs, the remaining amount is shared on 60%, 30% and 10% between the consultant(s), the Institute and staff welfare fund respectively. Costs include remuneration of the outside staff engaged in the work, expenses facilities and equipment, etc. hired and used, and other opportunity costs. The apportionment between the consultant(s) and the Institute is made on the net income. Where the consultancy is offered with a lump sum fees amount, the breakup of the Budget will be approved by the Director. Any overspending needs to be approved by the Director.

When two or more members are involved in a consultancy, the mode of sharing will be decided at the time of initiation and/or as the consultancy proceeds. This will be done by the members themselves. The distribution of the faculty share will normally be in proportion to each one's degree of involvement in the consultancy at all its stages.

19.12 In a year, a faculty member should not spend more than 52 days (including non-working days) on consultancy assignments. However, under exceptional circumstances, the ceiling may be extended with the specific approval of the Director.

20 SERVICES

20.1 The Library

Books and journals are made available as may be required for different courses. Requisition of the requirements should be given to the Librarian before May 1st for courses of the next academic year, in order to allow time for ordering the books, etc.

Books recommended to students as texts or supplementary readings for a course are placed on the Reserve Shelf in the Library. Faculties have to advise the Librarian about the books to be placed on the reserve shelf well in advance.

Books required by the faculty in connection with their courses will be loaned from the Faculty Desk Section of the Library. These books may be retained by the faculty as long as they are needed.

Books from the Library may be borrowed by faculty members but, in order to ensure that books are available for the use of other faculty members and students, the rules of the library will apply equally to the faculty as to the students. The books must be returned to the library within ten days.

Journals are not to be taken out of the library. Should a faculty member need an article from any of these journals for the purpose of her/his course, a photocopy will be made available on request from the Librarian.

20.2 Audio-Visual Teaching Aids

A variety of audio-visual aids are available for use in the classroom. The Computer Services Coordinator should be approached for these. Management videos are available in the library.

20.3 Computer Services

Computers are available to faculty in their cabins for purposes of teaching, research, consultancy or for learning. The computers are networked and allow access to the databases, which the Institute subscribes, and to the Internet. They also allow access to students in the hostel rooms, and should be used for distribution of course and other material.

21 CONVOCATION

The Annual Convocation of the Institute is held by the end of September or in the month of October every year to confer Diplomas/Degrees on students who have successfully completed the programmes in that academic year. All the faculty members are expected to be present and to take part in the Convocation.

22 SOME GENERAL GUIDELINES

- 22.1** Faculties are expected to take attendance of each class. The attendance record should be submitted to the Academic Dean / Head's office along with the course grades.
- 22.2** It is of utmost importance that the punctuality be insisted upon in all class sessions. Late-coming ought to be strongly discouraged, and even penalized. Student should not be permitted to leave the class without explicit permission of the faculty member.
- 22.3** A faculty member should not cancel, postpone or reschedule classes. In exceptional cases, the Academic Dean / Head has to be consulted, before such changes are made.
- 22.4** A course must be designed in such a way that out of class study is essential for doing well, and requires the use of the library and databases to supplement what is taught in class, and to do the assignments.
- 22.5** Graded end-term test papers along with the overall grades for the course should be submitted to the Academic Dean / Head's office as early as possible as but not later than two weeks from the completion of the final exam. This is necessary in order to facilitate prompt calculation of grade points and to make decisions concerning promotion or failure, or the award of scholarships. In case of the courses of the sixth term, the grades should be submitted within ten days.
- 22.6** The policy about electives, audits, and qualifying standards for students, are incorporated in the Student Manual, which should be referred to as and when necessary.
- 22.7** The Institute insists on timely submission of all assignments. Any late submission is penalized according to the scheme described in the Student Manual.
- 22.8** Further information about the evaluation system, can be obtained from the student Manual. In case of difficulties or doubts, the Area Coordinator or the Academic Dean / Head may be consulted.
- 22.9** Visiting Professors and part-time faculty members, who are appointed by the Academic Dean for specific courses, are identified and selected by the Area Chair. They are expected to maintain punctuality in class. They are expected to evaluate the answers and submit grades as indicated above.
- 22.10** Guiding and assessing of projects and dissertation, and the evaluation of comprehensive exams, is the responsibility of the faculty, and every faculty member is expected to share the work involved. Everyone should, therefore, indicate this in her/his work plan accordingly.
- 22.11** The Project reports are submitted to Academic Dean / Head's office by the end of each semester, and will be assigned to the faculty for evaluation. It is expected that the assessed reports are returned to the Controller of Examination's office along with the grades within 10 days to be included in the grade sheet.
- 22.12** All faculty members are expected to serve as guides for Internships / Projects / Term papers / Dissertations, which the students should submit before the end of semester. Evaluation and grading

to be completed at least 15 days before the meeting of the Faculty Council where decisions regarding eligibility of the Diploma, Scholastic Awards, Prizes etc. are decided.

23 FACULTY (CONDITIONS OF SERVICE) RULES

23.1 Short Title Commencement

- These rules may be called the SHANTI BUSINESS SCHOOL Faculty (Conditions of service) Rules.
- They shall come into force from the date they receive the approval of the Governing Board.

23.2 Definitions

In these rules, unless the otherwise requires:

23.2.1 “Institute” means the SHANTI BUSINESS SCHOOL, AHMEDABAD.

23.2.2 “Board” means the SBS Governing Board of the Institute, in whom the control and management of the affairs of the Institute vests in accordance with the rules and regulation of the Institute.

23.2.3 “Chairman” means the Chairman of the SBS Governing Board.

23.2.4 “Director” means the person in charge of the management of the SHANTI BUSINESS SCHOOL, AHMEDABAD.

23.2.5 “Academic Dean / Head” means the Professor of the Institute, who is made in charge of the academic programmes of the Institute appointed by the Director with the approval of the SBS Governing Board in accordance with the rules and regulations of the Institute.

23.2.6 “Area Chair” means the member of the faculty who is responsible for coordinating the courses pertaining to a particular academic discipline.

23.2.7 “Faculty” means the academic staff of the Institute appointed in one of the following categories, namely Assistant professor, Associate Professor, and Professor, and also includes such persons as are appointed in any of these categories as Adjunct Faculty.

23.2.8 “Disciplinary Authority” means the Director for the Faculty and Head of functional departments.

23.2.9 “Executive Registrar” is the coordinator of academic administration as well as overall in-charge of the administration in SBS.

23.2.10 “Rules” mean the SHANTI BUSINESS SCHOOL FACULTY (Conditions of Service) Rules.

23.3 Faculty

23.3.1 The faculty shall consist of such number of teaching and research posts as the SBS Governing Board may, from time to time determine.

23.3.2 Promotion from one grade to another is decided by selection panel appointed by the SBS Governing Board or the Director. Different committees may be formed for different level of academic persons as per AICTE norms.

23.3.3 An outstanding engineer/technologist who has worked in industry and has established a reputation, and who has made significant contribution to knowledge, but not having a Ph.D.

degree, may also be considered for appointment to the post of Associate Professor or Professor as the case may be. Such appointment shall be made only sparingly and in extremely deserving cases, with the approval of the SBS Governing Board.

- 23.3.4** The scales of pay of the teaching and research posts in different grades shall be determined by the SBS Governing Board from time to time.

23.4 Recruitment and Promotion:

Selection procedure for Assistant Professor, Associate Professor and Professor:

Assessment of Faculty Requirement: Every year, before the end of the academic year, the Director shall assess the requirements of the Institute concerning faculty, and determine whether there are vacancies to be filled and The Director with the approval of the SBS Governing Board will proceed to fill the same. And all its approval took place before the finalization of the annual budget.

Inviting Applications / Resumes:

Recruitment may be made through:

- Any Opening for the Faculty – Advertising
- Other source – Consultancy, Reference, Database

Shortlisting of applications / Resumes: The response from all the above-mentioned sources is shortlisted on the basis of the minimum qualification and experience required for the faculty position as stipulated by AICTE. Shortlisting will be done by the respective Area chair with a senior faculty as deputed by the Director.

Selection Process: The selection process of the faculty is done in three rounds.

- a) Faculty Selection Demonstration (1st Round):** The shortlisted candidates give a demonstration on a relevant topic. They need to prepare one Power point presentation and present in presence of all faculty members and the Director> Each member present in the faculty selection demonstration give their feedback about the presentation and interaction on an Evaluation sheet (**copy attached as Annexure**)
- b) Panel Interview (2nd Round):** The candidates shortlisted from the first round is called for Panel Interview.

The selection committee for the both Recruitment and Promotions for the post of Assistant Professor, Associate Professor and Professor are comprised of the following members:

1. Chairperson of the Governing Body of the college or his/her nominee from among the members of the Governing body to be the Chairperson of the Selection Committee.
2. The Principal/ Director of the College.
3. Head of the Department of the concerned subject in the College.
4. Two nominees of the Vice-Chancellor or Acting Vice Chancellor of the affiliating university of whom one should be a subject-expert. In case of colleges notified / declared as a minority educational institution, two nominees of the Chairperson of the college from out of a panel five names, preferably from the minority communities, recommended by the Vice-Chancellor or Acting Vice-Chancellor of the affiliating university from the list of experts suggested by the relevant statutory body of the college, of whom one should be a subject-expert.
5. Two subject-experts not connected with the college to be nominated by the Chairperson of the governing body of the College out of a panel of five names recommended by the Vice Chancellor or

Acting Vice Chancellor from the list of subject experts approved by the relevant statutory body of the University concerned.

6. An academican representing SC / ST / OBC / Minority / Women / Differently-abled categories, if any of candidates representing these categories is the applicant, to be nominated by the Vice-Chancellor or Acting Vice Chancellor, if any of the above members of the selection committee does not belong to that category.

To constitute the quorum for the meeting, five of which at least two must be from out of the three subject experts shall be present.

For all levels of teaching positions for Government / Government Aided Colleges / Government Autonomous Colleges, the State Public Services Commission / Teacher Recruitment Boards wherever applicable must invite three subject experts, for which the concerned University be involved in the selection process, by respective appointing authority. The states, where selection in autonomous institutes have been authorized to respective Board of Governors, shall continue but constitution of committee shall be same as directed by AICTE.

All the members of the selection committee submit the interview evaluation sheet (**copy attached as Annexure**). The final selection is based on the average marks and consensus of achieved by the panel. Members of panel can also join through video conferencing.

- c) **Negotiation and Decision on Joining Terms (3rd Round):** The recommendations of the selection committee are placed before BOG / Chairman of BOG for approval. On approval, offer letters are issued to selected candidates in order of merit. After that, the terms and conditions of service are discussed. The pay offered is as per the norms/current scales of business schools. The best suited candidates are then made an offer for the position by the Director of the Institute.

Selection procedure for Senior Professor:

Assessment of Faculty Requirement: Every year, before the end of the academic year, the Director shall assess the requirements of the Institute concerning faculty, and determine whether there are vacancies to be filled and The Director with the approval of the SBS Governing Board will proceed to fill the same. And all its approval took place before the finalization of the annual budget.

Inviting Applications / Resumes:

Recruitment may be made through:

- Any Opening for the Faculty – Advertising
- Other source – Consultancy, Reference, Database

Shortlisting of applications / Resumes: The response from all the above-mentioned sources is shortlisted on the basis of the minimum qualification and experience required for the faculty position as stipulated by AICTE.

- (a) The Selection Committee for the both Recruitment and Promotions for the post of Senior Professor shall consist of the following persons:

1. Director of the college who shall be the Chairperson of the Committee.
2. An academician not below the rank of Senior Professor/Professor with minimum ten years' experience.
3. Three experts not below the rank of a Senior Professor/Professor with a minimum of ten years' experience in the subject/field concerned nominated by the Board of Governor.
4. Dean (not below the rank of Senior Professor/Professor with minimum ten years' experience) of the faculty, wherever applicable.
5. Head/Chairperson (not below the rank of Senior Professor/Professor with minimum ten years' experience) or Senior-most Professor (not below the rank of Senior Professor/Professor, with a minimum of ten years' experience) of the Department/Institute, in case Head/ Chairperson does not fulfil the above requirement, if any.
6. An academician (not below the rank of a Senior Professor/Professor with minimum ten years' experience) representing SC/ST/OBC/ Minority / Women / Differently-abled categories, if any of candidates representing these categories as the applicant, to be nominated by the Vice Chancellor, if any of the above members of the selection committee do not belong to that category.

(b) Four members, including two outside subject experts, shall constitute the quorum

Selection process of the Leader:

Director of the Institute:

The Director is academic and administrative head of the Institute. The director is also the principal executive officer of the Institute and is responsible for the proper administration of the Institute and for imparting of Instruction and Maintenance of discipline therein.

Inviting Applications / Resumes:

Recruitment may be made through:

- Any Opening for the Faculty – Advertising
- Other source – Consultancy, Reference, Database

Shortlisting of applications / Resumes: The response from all the above-mentioned sources is shortlisted on the basis of the minimum qualification and experience required for the Director position as stipulated by AICTE.

(a) The Selection Committee for the both Recruitment and Promotions for the post of College Director / Principal shall have the following composition:

1. Chairperson of the Governing Body as Chairperson.
2. Two members of the Governing Body of the college to be nominated by the Chairperson of whom one shall be an expert in academic administration.
3. Three experts consisting of the Principal/ Director of a college, a professor and an accomplished educationist not below the rank of a professor (to be nominated by the Governing Body of the College) out of a panel of six experts approved by the relevant statutory body of the affiliating University concerned.
4. An academician representing SC/ST/OBC/Minority/Women/Differently-abled categories, if any of candidates representing these categories is the applicant, to be nominated by the Vice-Chancellor of the affiliating University.

- (b) To constitute the quorum for the meeting, five of which at least two must be from out of the three subject experts shall be present

Reference Check for all Recruitment (Non-teaching, Faculty & the Leader):

Three references of the selected candidate have to be checked by the HR Department.

Issue of Offer Letter

When all the above-mentioned process is completed then HR department will issue an offer letter with concerned authority's signature.

23.5 Faculty Appointment & Promotions:

Minimum qualification, experience, research contributions, feedback and requisite training requirements for different levels for direct recruitment and promotions for the faculty members are as follows.

Minimum Qualifications norms for Direct Recruitment / Promotions Eligibility as per AICTE

23.5.1 Minimum Qualifications for direct recruitment as an Assistant Professor

Bachelor's Degree in any discipline and Master's Degree in Business Administration / PGDM / C. A. / ICWA/ M. Com. with First Class or equivalent and two years of professional experience after acquiring the degree of Master's degree.

23.5.2 Minimum Qualification Norms for Direct Recruitments / Promotions for senior scale Assistant Professor to Principal/Director

A. Qualification Norms for Assistant Professor (Senior Scale)

For Promotion and Incumbents

- a. Qualifications prescribed for the post of Assistant Professor
AND
- b. Should have completed minimum training requirements as per Annexure - III.
AND
- c. Should have satisfied any one of the below mentioned set of requirements.

Set No.	Additional Qualification	To have acquired in the cadre of Assistant Professor		
		Experience (Years)	Research publications in SCI journals /UGC /AICTE approved list of journals	Avg. 360 ^U feedback score (out of 10)
1	-	4	2	8 to 10
2	-	5	1	8 to 10
3	-	5	2	5 to < 8

B. Qualifications for Assistant Professor senior scale (Super senior scale)

For Promotion of Incumbents

a. Qualifications as prescribed for the post of Assistant Professor (Senior Scale)

AND

b. Should have completed minimum training requirements as per Annexure - III.

AND

c. Should have satisfied any one of the below mentioned set of requirements.

Set No.	To have acquired in the cadre of Assistant Professor (Senior Scale)			
	Additional Qualification	Experience (Years)	Research publications in SCI journals /UGC / AICTE approved list of journals	Avg. 360 ⁰ feedback score
1	-	4	1	8 to 10
2	-	4	2	5 to < 8

C. Qualifications for Associate Professor

For Direct Recruitment

a. Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant branch

AND

b. At least total 6 research publications in SCI journals / UGC / AICTE approved list of journals.

AND

c. Minimum of 8 years of experience in teaching / research / industry out of which at least 2 years shall be Post Ph.D. experience.

For Promotion of Incumbents

a. Ph. D. degree in relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant branch.

AND

b. Should have completed minimum training requirements as per Annexure - III.

AND

c. Should have satisfied any one of the below mentioned set of requirements.

Set No.	To have acquired in the cadre of Assistant Professor (Selection Grade).		
	Experience	Research publications in SCI journals UGC AICTE approved list of journals	Avg. 360 ⁰ feedback score (out of 10)
1	3	2	5 to < 8
2	3	1	8 to 10

D. Qualifications for Professor

For Direct Recruitment

- a. Ph. D. degree in relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant branch.

AND

- b. Minimum of 10 years of experience in teaching / research / industry out of which at least 3 years shall be at a post equivalent to that of an Associate Professor.

AND

- c. At least 6 research publications at the level of Associate Professor in SCI journals / UGC / AICTE approved list of journals and at least 2 successful Ph.D. guided as Supervisor / Co-supervisor till the date of eligibility of promotion.

OR

At least 10 research publications at the level of Associate Professor in SCI journals / UGC / AICTE approved list of journals till the date of eligibility of promotion.

For Promotion of the Incumbents

- a. Ph. D. degree in relevant field and First Class or equivalent at either Bachelor's or Master's level in the relevant branch.

AND

- b. Should have satisfied any one of the below mentioned set of requirements.

Set No.	Ph.D. guided	Total Experience (Years)	To have acquired in the cadre of Associate Professor.		
			Experience (Years)	Research publications in SCI journals /UGC / AICTE approved list of journals	Avg. 360 ⁰ feedback score (out of 10)
1	1	15	3	6	8 to 10
2	2	15	3	6	5 to < 8
3	-	16	3	4	8 to 10

Note: 360° Feedback

- The feedback obtained every year, till the date of eligibility of next stage, shall be taken as an average of all the preceding years added together required for promotions.
- In case the candidate fails to achieve the maximum feedback score, the subsequent year's may be taken into consideration while dropping the lowest feedback score in any one of the years.

E. Qualifications for Promotion to Senior Professor

- a. Ph. D. degree in the relevant field

AND

- b. Minimum ten years of experience in the cadre of Professor

AND

- c. At least 8 research publications in SCI journals / UGC / AICTE approved list of journals, should have at least 2 successful Ph. D. guided as Supervisor / Co-Supervisor as a Professor.

OR

At least 8 research publications in SCI journals / UGC / AICTE approved list of journals, should have provided academic leadership as institution head at least for 3 years at the level of Professor.

OR

At least 8 research publications in SCI journals / UGC / AICTE approved list of journals, should have provided educational leadership at state / national level at least for 3 years at the level of Professor

AND

At least one patent awarded

OR

Development of one MOOC course applicable at national platform

Notes:

1. The selection of Senior Professor shall also be based on academic achievements, favorable review of academic, research and administrative work from three eminent subject experts not below the post of Senior Professor or a Professor of at least ten years of experience.
2. The selection shall be based on ten best publications and award of Ph. D. degrees to at least two candidates under his / her supervision during the last 10 years and interaction with the Selection Committee constituted as per this regulation

F. Qualifications for Direct Recruitment of Principal / Director

- a. Ph. D. degree and First Class or equivalent at either Bachelor's or Master's level in the relevant branch
- b. At least two successful Ph.D. guided as supervisor / Co-Supervisor and minimum 8 research publications in SCI journals / UGC / AICTE approved list of journals.
- c. Minimum 15 years of experience in teaching / research/ industry, out of which at least 3 years shall be at the post equivalent to that of Professor.

Notes:

1. This position shall be of contractual in nature for 5 years and can be extended for one more term depending upon the performance
2. Performance assessment shall be carried out through a committee appointed by the affiliating university.
3. After completing the final term, the incumbent shall join back his / her parent organization in the previous designation from where he / she has proceeded with the designation as Professor / Senior Professor as the case may be.

Training Requirements for Promotions of Teachers from all the Disciplines

For Assistant Professor (Senior Scale): Completion of following training requirements at the level of Assistant Professor.

Two weeks of Faculty Development Programme (FDP) in the relevant area out of which at least one of the FDP shall be in advanced pedagogy recognized by AICTE / UGC / TEQIP / NITTTR / PMMMNMTT / IISc / IIT / University / Government / DTE / Board of Technical Education / CoA / IIA / SPA / ITPI / NRCs / ARPIT research organization / other institute of National Importance / Design Studio.

OR

One week faculty development programme as above and one eight weeks duration MOOCS course with E-Certification by NPTEL-AICTE

OR

Completed two such eight weeks duration MOOCS courses with E-Certification by NPTEL-AICTE.

AND

Completed minimum two weeks of relevant Industrial Training / Professional Training

For Assistant Professor (Selection Grade): Completion of following training requirements at the level of Assistant Professor (Senior Scale)

Two weeks of Faculty Development Programme (FDP) in the relevant area recognized by AICTE / UGC / TEQIP / NITTTR / PMMMNMTT / IISc / IIT / University / Government / DTE / Board of Technical Education / CoA / IIA / SPA / ITPI / NRCs / ARPIT / research organization / other institute of National Importance / Design Studio.

OR

One week faculty development programme as above and one eight weeks duration MOOCS course with E-Certification by NPTEL-AICTE

OR

Completed two such eight weeks duration MOOCS courses with E-Certification by NPTEL-AICTE.

AND

Completed minimum two weeks of relevant Industrial Training / Professional Training

For Associate Professor: Completion of following training requirements at the level of Assistant Professor (Selection Grade)

Two weeks of Faculty Development Programme (FDP) in the relevant area recognized by AICTE / UGC / TEQIP / NITTTR / PMMMNMTT / IISc / IIT / University / Government / DTE / Board of Technical Education / CoA / IIA / SPA / ITPI / NRCs / ARPIT / research organization / other institute of National Importance / Design Studio.

OR

One week faculty development programme as above and one eight weeks duration MOOCS course with E-Certification by NPTEL-AICTE

OR

Completed two such eight weeks duration MOOCS courses with E-Certification by NPTEL-AICTE.

AND

Completed minimum two weeks of relevant Industrial Training / Professional Training.

OR

Special Note: With the approval of the SBS Governing Board, the minimum requirements for research and training for certain recruitments and promotions may be relaxed.

Sr. No.	Designation	Qualification and Experience
1	Assistant Professor a or b	a. 1 st class post – graduation in relevant subject plus at least 2 years of experience in teaching, research or industry. OR b. Fresh Ph.D. in relevant subject after 1 st class Post–graduation or subject relevant to management.
2	Associate Professor a + b + c	a. 1 st class post – graduation in management in relevant subject PLUS b. Ph.D. in relevant subjects PLUS c. 5 years of experience in teaching / research / industry of which at least 2 years after Ph.D.
3	Professor a + b +(c or d)	a. 1 st class Post–graduation in relevant subject PLUS b. Ph.D. in Management or relevant subject PLUS c. Minimum 10 years of experience in teaching / research / industry of which 5 years as Associate Professor. OR d. 13 years industrial experience at managerial level of which at least 5 years in senior management level. Post–doctoral publications and guiding of Ph.D. in desirable.

23.6 Probation and Confirmation

- i. Every faculty member or person recruited or appointed to any post shall be on probation for a period of one year. However, the Director may, at their discretion, extend the probation period by a maximum of six months in any specific case or category of cases, if deemed necessary.
- ii. If the Director is satisfied, at the end of the period of probation including the extended period of probation, if any, that her/his performance is not satisfactory or her/his continuance in the service would not be in the interest of the Institute, she/he may order the termination of the probation in which case the services will stand terminated.
- iii. The Faculty Review Committee’s report and the judgment of Academic Dean / Head or the Director shall be the sole basis of assessment of the probationer’s performance and its consistency with the interest of the Institute.

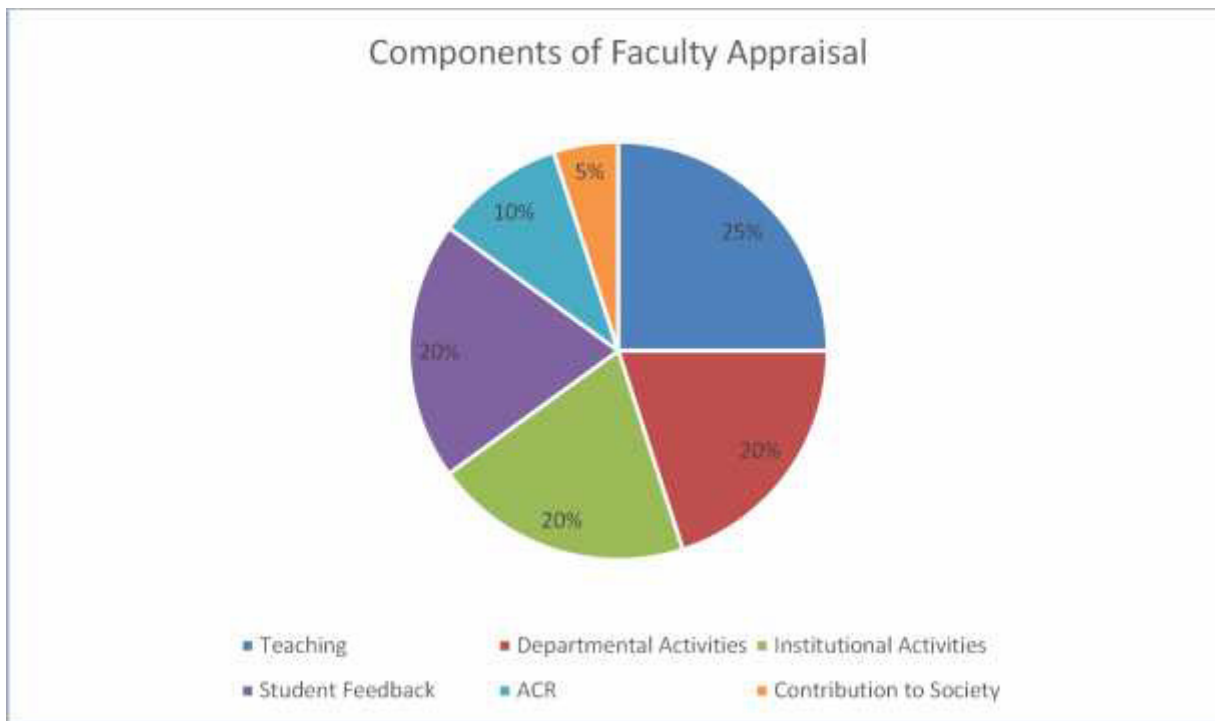
- iv. In the absence of an order declaring its satisfactory completion of probation, the period of probation shall be deemed to be extended for another 6 months. On probationary period unless a letter is given confirming the appointment, the appointment is considered as probation only.
- v. At the end of the year of the probation, or the end of the extended period of probation if any, if the Director in consultation with the Faculty Review Committee is satisfied that the probationer has fulfilled the reasonable expectations of the Institute, commensurate with her/his grade, then she/ he shall be given confirmation order by the Director.
- vi. If the performance of the probationer continues to be unsatisfactory, the Director shall issue an order of termination, at least one month before the completion of the period of probation.

23.7 Faculty Performance appraisal

Performance management is a way to give feedback to staff regarding their performance. The appraisal can be used to encourage good work as well as point out areas for improvement. It can also be used to set measurable targets and objectives to continually spur performance improvement.

- Increasing Role Clarity
- Training and Development
- Compensation and Reward
- Career Planning
- Enhance Institutional Values

Faculty performance appraisal is an annual activity at SBS. There is a formal system in place for the performance review. The faculty review cycle is from July-June of every year. The faculty appraisal form is mailed to the faculty by the HR department. The appraiser should have had completed at least 6 months in the institute to be eligible for appraisal.



The faculty Appraisal Parameters are divided into following broad sections:

1. **Teaching (Maximum Points 25):** The calculation shall be presented in a table as presented in Annexure. The table will have the details of courses taught in the academic year in consideration, like Semester, Course code/ Name, No. of scheduled classes, actual held classes.
2. **Departmental Activities (maximum Points 10):** This section summarizes all the responsibilities assigned by Head of the Department to a teacher during academic year under consideration through a proper office order. This may include responsibilities like Lab I/C, timetable I/C, NBA-AICTE work, sponsored projects, departmental newsletter etc. The candidate will earn 3 points per semester for each activity up to a maximum of 10.
3. **Institutional Activities (Maximum Points 10):** This section summaries all the responsibilities assigned by Head of the Institute to the candidate during academic year under consideration through a proper office order. This may include responsibilities like head of Department, coordinator, Warden, Training and Placement Officer, Estate Officer etc. The faculty earn 5 points per semester for each activity up to a maximum of 10.
4. **Student Feedback (Maximum Points 25):** The faculty shall submit average score for each course taught during academic year under consideration on a scale of 25. The average of total of all such score shall be used.
5. **Contribution to Society (Maximum Points 5):** The faculty involved in different initiatives by AICTE. The candidate will earn 5 points per semester for each activity. The claim should be supported by an office order / official communication from head of Institute.
6. **Research (Maximum Points 15):** This section summaries all the research activities which includes research publications, books, chapters, MDP, FDP, Project Consultancy etc.
7. **Annual Confidential Report (ACR) (Maximum Points 10):** It will be maintained at Institute level. Not to be filled by the faculty.

Multi-rater feedback brings dimension and depth to the performance appraisal process and helps you eliminate personal biases in appraisal ratings. SBS, Ahmedabad monitors Appraisal by taking feedback as mentioned below:

Self-Appraisal System: In this Appraisal form Faculty itself gives self-rating to their own work

Student's Faculty Feedback: The Director along with Sr. Manager, Academic Services will seek the written Student's Faculty feedback once during each semester, The purpose of the feedback is to help a faculty member to improve the course and / or the pedagogy. The feedback is compiled and submitted to the Director and the Director discusses the feedback with the faculty members concerned.

Academic Dean Feedback: Here the actual contribution of employee in terms of productive work, teaching load, new course development etc. is judge by the Academic Dean.

Director's Feedback: Director will review all parameters as well as multi-rater feedback and according to the parameters and rating the Director will give their views.

1. **Exceeds expectations** (5 Points)- The performance demonstrated is beyond the standard expectation.
2. **Meets expectations** (4 Points)- The performance meets the standard expectation from the employee.
3. **Meets most expectations** (3 Points) – Average performance with some improvement required.
4. **Needs improvement** (2 Points)- Some responsibilities are effectively performed but serious improvement is required in certain areas.
5. **Unsatisfactory (0 Points)** – Performance below standard

Faculty performance is evaluated at the end of every academic year- 1st July to 30th June. Each faculty will fill up the Faculty Self-Performance Appraisal and submit it to the HR Department and HR department will send it to concern committee members for their review. (Annexure)

The details of faculty self-appraisal forms can be found as a Annexure.

23.8 Conduct of Faculty

- 23.8.1 Every person appointed to any faculty position in the Institute shall at all times maintain absolute integrity, decorum of conduct, devotion and commitment to duty and to the objects of the Institute, and high academic, pedagogic, and ethical standards.
- 23.8.2 Every faculty member shall, at all times, carry out orders and act according to the instructions of her/his reporting official so far as her/his official duties are concerned
- 23.8.3 No Faculty shall, by any express or implied act of omission or commission do anything which will have the effect of compromising the interest and the aims and objects of the Institute. And embarrassing, or capable of embarrassing, the relationship of the Institute with government or any agency relating to the objects of the Institute.
- 23.8.4 The following acts of omission and commission, which are illustrative but not exhaustive, shall be deemed to constitute misconduct and will entail disciplinary action are:

- (a) Negligence or failure to perform as required, duties such as conducting courses, lectures, invigilation, evaluation and submission of grades as scheduled, and other matters connected with teaching and examination.
- (b) Furnishing false information regarding age, qualification, including percentage of marks and previous employment at the time of joining the Institute or during the course of employment.
- (c) Violation of the canons of intellectual property rights by misappropriation of writing, research and findings of others.
- (d) Taking or giving bribes or illegal gratification or giving any benefit to any student or employee of the Institute to procure/secure any benefit for herself/himself.
- (e) Commission of any act, which amounts to an offence involving moral turpitude or disorderly conduct.
- (f) Theft, fraud or damage in relation to any property of the Institute.
- (g) Tampering with official records.
- (h) Absence without previous approval of leave or overstaying sanctioned leave.
- (i) Discrimination against or in favor of any student on any ground whatever.
- (j) Collection of money in the name of the Institute without the permission of the competent authority (Director).
- (k) Unauthorized occupation or subletting of the quarters leased by the Institute.
- (l) Engagement, directly or indirectly, in any trade or business, or tuition or consultancy or any other employment without the permission of the Director.
- (m) Disobedience of any lawful orders or instructions of the competent authorities
- (n) Any other conduct which is generally considered unbecoming of a member of the faculty.

23.8.5 No faculty member shall, with a view to ventilating her/his grievance, whether such grievance is individual or general in character, or for any other reason, take recourse to cessation of work, acting singly or in combination with others, or refuse to work singly or in concert with others under a common understanding with other persons who are or have been so employed.

23.9 Working Schedule

The official working hours are as under:

- Monday to Saturday: 9.00 AM to 5:00 PM
- 2nd and 4th Saturdays are holidays.

Governing Board reserves the right to amend the same from time to time.

Faculty members are expected to be available in their office during working hours, when not engaged in class session, or in the library. In case of need, they may call upon to attend office at any other time.

23.10 Policy for accepting Visiting / Guest faculty assignment in other institutes

The rules for accepting and rendering the services as Visiting/Guest faculty/Course instructor by regular faculty member of SBS to another institute are as follows:

1. This policy shall be applicable to all the faculty members of Shanti Business School, Ahmedabad. It may be supplemented or amended by the management from time to time.
2. The faculty member cannot accept any such teaching/consulting assignment without prior permission.
3. No such permission shall be given for any teaching assignment in an institute which is not approved by regulating authorities like AICTE/UGC or Union/State Government.

4. The faculty member shall be permitted to accept visiting faculty assignments in only the institute of repute like IIM, MICA etc. or MBA Departments of Universities. A faculty member can teach course of her/his area of expertise as notified to SBS.
5. A faculty member on invitation can conduct teaching of one full course or a sum total of many courses accumulating to maximum 25 sessions of 1 hour in one academic year in one or more institutes. The honorarium be shared 60:40 between Faculty and Institute.
6. The faculty member has to seek prior approval of the Director.
7. Such assignment should not obstruct the routine operations and academic activities of SBS.
8. The faculty member has to inform time schedule and detail of such assignment to SBS in advance.
9. Violation to the above rules shall be treated as indiscipline and breach of employment agreement with SBS.
10. These rules come into force from immediate effect.
11. No named elective being conducted by SBS can be offered by faculty to other institutes.

23.11 Superannuation and Resignation:

Superannuation:

- The Age prescribed for superannuation is 65 years for Faculty members.
- The post of Director is equated with the Vice Chancellor in the university with 70 years of retirement age.
- In exceptional cases, and with the approval of the Governing Board, extension of service may be granted to an employee who has retired, for such period and subject to such terms and conditions as the Governing Board may lay down in this behalf.

Resignation:

- In case of teaching staff leaving the services, she / he will have to serve two month notice period or complete the semester whichever is more.
- Teaching staff cannot be permitted to leave in the middle of the semester / term.
- The Management can terminate her/his services by giving one month notice.
- The Notice period can be extended or shortened by the management from case to case basis.
- During the notice period employees are expected to be sincere and disciplined and during notice period if employee applies a leave, then notice period will be extended accordingly.
- They are expected to co-operate with the proper planning of work handover.
- The Director/HOD will go through knowledge capture checklist with the employee and if they approve then only his / her Full & final Settlement will be processed. This is intended to support the handover and knowledge transfer process.

23.12 Disciplinary Control and Imposition of Penalties:

23.12.1 The following penalties may be imposed on a member of the faculty for good Approval of Leave:

- (a) Censure.
- (b) Withholding of increment or promotions.
- (c) Recovery of the whole or any part of pecuniary loss caused to the Institute by misconduct, negligence, or breach of orders, or any act of omission or commission.
- (d) Reduction to a lower grade or post.
- (e) Removal from the service.

Penalties enumerated in (a) to (c) above are “minor penalties” and those enumerated in (d) and (e) above are “major penalties”

“Good and sufficient reasons” for penalty include among others, transgression or violation of any rule of conduct, instruction, order, negligence, moral turpitude, and other acts of omission and commission or conduct which are prejudicial to the interests and objectives of the Institute.

23.12.2 The following shall not amount to penalties;

- (a) Non-promotion of an incumbent after considering her or his case for promotion to which she/he is eligible.
- (b) Reversion to a lower grade or of a person officiating in a higher grade or post on the ground that she/he is considered, after trial, to be unsuitable for such higher grade or post or on administrative grounds unconnected with her or his conduct.
- (c) Reversion to her/his original grade or post of a person appointed on probation to another grade or post during or at the end of the period of probation in accordance with the terms of her or his appointment or the rules and orders governing probation.
- (d) Termination of the services of a person appointed on probation during or at the end of the period of probation in accordance with the terms of her or his appointment or the HR manual and order governing probation.
- (e) Termination of the services of a person who was appointed purely on temporary basis in the terms of her/his appointment, or of a person employed under an agreement, or contract in accordance with the terms of such agreement or contract.

23.12.3 Notwithstanding anything contained in the foregoing provision, or in any provision, of these rules, the services of a faculty member may be terminated if she/he becomes of unsound mind or insolvent or is involved in moral turpitude or is convicted of any criminal offence.

In case any doubt arises as to whether any offence is an offence involving moral turpitude the Director’s decision will be final; however, it is subject to orders by the Board in appeal filed within a period of 30 days from the date of the Director’s decision, shall be final.

23.13 Imposition of Minor Penalties:

23.13.1 An appeal against the order of the Director imposing any minor penalty shall lie to the chairman within thirty days of imposition of such penalty.

23.13.2 No order imposing any of the minor penalties shall be passed except after the employee is informed in writing of the proposal to take action against her/him and of the allegation on which it is proposed to be taken, and given an opportunity by such representation she/he may wish to make and such representation, if any, is taken into consideration by the Disciplinary Authority. The orders imposing minor penalties shall be reasoned orders.

23.13.3 The Chairman, SBS Governing Board may on appeal, which shall be filed within 30 days, after being satisfied that the due procedure has been complied with, set aside, reduce, confirm or enhance the penalty or may remit the case to the Disciplinary Authority with such direction as he may deem fit in the circumstances of the case.

23.13.4 No order enhancing the punishment shall be passed without giving an opportunity to the appellant to make any representation which she/he may wish to make against such enhanced penalty.

23.13.5 In case the Appellate Authority proposes to impose a major penalty, then procedure laid down in rule 16 shall be followed.

23.14 Imposition of Major Penalties:

23.14.1 No order imposing a major penalty shall be passed except after an inquiry is held, as far as may be, in the manner hereinafter provided.

23.14.2 The Disciplinary Authority shall frame definite charges on the basis of allegations on which the inquiry is to be held. Such charges shall be communicated in writing to the person concerned who shall be required to submit within such time as may be specified by the Disciplinary Authority, ordinarily not exceeding 15 days, a written statement of her/his defense and also to state whether she/he desires to be heard in person. The concerned person shall, for the purpose of preparing her/his defense be supplied with all relevant documents on which the allegations are based.

23.14.3 On receipt of the written statement of defense within the time specified, the Disciplinary Authority may itself inquire into such charges as are not admitted or if it considers it necessary to do so, appoint an Inquiring Authority for the purposed. The Disciplinary Authority may nominate any person to present the case in support of the charges before the Inquiring Authority.

23.14.4 The Inquiring Authority shall, in the course of the inquiry, consider such documentary evidence and take such oral evidence as may be relevant or material in regard to the charges. After conclusion of the inquiry, she/he shall prepare a report of the inquiry, recording its findings on each of the charges with reasons therefore. She/he may also recommend punishment to be inflicted when the charges are established on the finding.

23.14.5 The Disciplinary Authority shall, if she/he is not part of the Inquiring Authority, consider the report and the proceedings of the inquiry and record its findings on each charge. If the Disciplinary Authority is tentatively of the opinion that any of the major penalties should be imposed, then before imposing the penalty, she/he shall furnish a copy of the report of the Inquiring Authority and a statement of its own findings, to the person concerned calling upon her/him to make any further representation she/he wishes to make. Such representation, however, shall be based only on the evidence adduced during the inquiry. Thereafter, the Disciplinary Authority having regard to the finding and recommendations of the Inquiring Authority and to the representation of the person concerned, if any, shall pass appropriate orders in the case.

23.15 Removal of Doubts:

For removal of doubts, it is hereby clarified that Director exercises all powers and functions as are necessary or required for the management of the Institute under the overall superintendence and of control of the Governing Board, subject to the control of the Governing Board, the general and financial administration of the Institute vests in him. All officers and faculty members are subject to her/his control and shall work in accordance with such guidelines and instructions as may be issues or laid down by him from time in matters concerning all academic areas and general and financial administration.

23.16 Relaxation:

Where the Governing Board is of the opinion that it is necessary or expedient to do so, it may by order, for reasons to be recorded in writing, relax any of the provisions of these rules in respect of any class or category of cases/ persons/posts.

23.17 Interpretation:

If any question arises relating to the interpretation of these rules, it shall be referred to the Director who shall, subject to the instructions and control of the Governing Board, give its decision and such decision shall be final.

Note: For policies not mentioned in this manual, faculty members will be governed by the HR manual

Approved by the competent Authority