



CHRIST
UNIVERSITY
B E N G A L U R U , I N D I A

Declared as Deemed to be University under Section 3 of UGC Act 1956

**INSTITUTE OF MANAGEMENT
CHRIST UNIVERSITY**

**QUALITY POLICY MANUAL
2016-17**



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FOREWORD

Innumerable activities are carried out at the Institute of Management, Christ University, every day, to achieve the University's Vision and its Mission, apart from the goal of achieving the Mission of the Institute of Management, Christ University. Being one of the largest and important departments of the University, it is the Department's responsibility to set standards and bench marks for other departments to emulate and follow. Christ University believes in achieving its Vision and Mission through well laid out processes driven through technology so that all activities, be it, academic, extension or administrative in nature, are carried out with more than desirable level of standard. This manual has been written to make the processes and procedures followed for various activities carried out at the Institute of Management, Christ University, transparent, so that, even when the Department grows, the activities could be carried out with ease and efficiency. This would certainly help the students', being our main stakeholders. This also facilitates our faculty to enhance their capacity to deliver. We understand that this is only the first step in our journey towards accomplishing our Vision and Mission set for ourselves, and many more steps are to follow.

We dedicate this effort to the Vision of our Vice Chancellor, Rev.Fr.Dr.Thomas C Mathew, who has guided us to achieve greater heights in our actions and performance.

Dean
Prof.Dr.Suniti Phadke
Institute of Management
Christ University, Bengaluru

CHRIST UNIVERSITY

VISION

Excellence and Service

MISSION

Christ University is a nurturing ground for an individual's holistic development to make effective contribution to the society in a dynamic environment.

Institute of Management,
Christ University

MISSION

To develop a community of socially responsible, creative and enterprising leaders to operate in a knowledge-based, globalized and dynamic world.

GRADUATE ATTRIBUTES

The primary contribution of Institute of Management, Christ University (IMCU) to the society is the graduating student, as stated in the mission statement above. The fundamental basis for the design of two-year academic program is the mission statement as operationalized by the set of objectives. Achievement of these objectives should result in perceptible improvement in the level of academic abilities, personal qualities and skills among the students. These outcomes should,

- (a) Fulfill the needs of the society in which the students will function and,
- (b) Fulfill the needs of the organizations, which they will serve.

Based on these, the following graduate attributes are defined for the students of IMCU:

1. Academic excellence

Students should have extensive and in-depth knowledge, understanding and skills on the subjects at internationally recognized levels in their chosen disciplines. Learnability of the students is an important component of academic excellence. Knowledge, skills and attitude form the core competencies in this attribute.

2. Critical thinking, creativity and innovation

Capacity for problem identification, collection of evidence and analysis. Independent, conceptual and creative thinking ability. Ability to innovate through reflect-in-action.

3. Social responsibility.

Awareness, understanding and concern for moral and ethical issues. Understanding and appreciation of social and civic responsibilities of the organization and individuals. Understanding and concern for environmental and social issues at local and global levels.

4. Excellent communication and social, personal, interpersonal skills

Leadership skills. Teamwork. Understand and appreciate the importance of inclusivity at workplace. Effective written and oral communication skills.

5. Technological ability

Ability to foresee technological changes that affect organization. Recognize the strategic role of technology.

6. Cultural competency

Imbibing the culture of Christ University, respect for national and international cultural diversity.

7. Local and global perspectives

Over a career spanning several decades, the graduates will operate in globalized environment as well as situations demanding deep understanding of local issues. The ability to quickly adjust and be effective in different social, environmental and economic conditions is critical attribute to students aspiring for all-round growth.

QUALITY POLICY

The objective of the Institute of Management, Christ University (IMCU) would be to achieve the Vision and Mission set for the University and that of IMCU and imbibe the attributes articulated above for our students. To enable this in a sustained manner, the 'Quality' at the IMCU will endeavor to:

- Engage the students, who are our main stakeholders, in a manner that will create leaders of the future who would make effective contribution to the society,
- Enable the faculty, who engage the students, by providing them the necessary training and exposure to update and upgrade their knowledge through Research work,
- Strive to provide a curriculum that is dynamic and meets the needs of the society.

Towards achieving the above, the Quality Policy will ensure that appropriate sub-policies with necessary guidelines containing benchmarking and appropriate responsibilities are provided in the following key seven areas of

Curricular Aspects
Teaching, Learning and Evaluation
Research, Consultancy and Extension
Infrastructure and Learning Resources
Student Support and Progression
Governance, Leadership and Management
Innovation and Best Practices

The guidelines and the key parameters to achieve our goals would be reviewed every year and the actionable and quantifiable parameters would be set and implemented through the IMCU's annual strategic plan initiatives.

1. CURRICULAR ASPECTS

INTRODUCTION

This section of the document provides policies, guidelines and standard operating procedures that are pursued at IMCU with regard to the curriculum design, development and deployment..

Curricular aspects, as commonly understood, is one of the primary responsibilities of IMCU to be regarded in such a way that it reflects all that the Institution rightly stands for and promotes, in all aspects, an alignment with the University's vision of 'Excellence and Service'.

The following are the objectives of curricular aspects:

1. To approach the curriculum design and development systematically.
2. To design and develop curriculum that captures the latest trends and development and are relevant to the present context, meeting the students, facilitators, institution, industry and community at large.
3. To rationalize courses and its content periodically to ensure high level of responsiveness to the dynamic environment.
4. To promote courses which are of international acceptable standards and validated by experts from industry and academicians of repute.

In order to achieve the above objectives, the following are the policies of IMCU under Curricular aspects:

1. To develop curriculum that promotes employability, innovation and research.
2. To provide adequate academic flexibility for the students in the program while pursuing their MBA/ PGDM program at IMCU.
3. To attract international students that would help in cross-pollination of ideas and help in the overall development and the learning process of the students at IMCU.
4. To develop curriculum that align with the mission of IMCU.
5. To develop that is qualitatively superior and dynamic in nature.
6. To design and deliver courses that address competency gaps identified by the industry.

Guidelines under each policy are as under:

1. **To develop curriculum that promotes employability, innovation and research.**

Objectives:

1. Industry practitioners and academic experts review the courses developed at IMCU periodically and necessary changes are made in its structure and content, based on the recommendations.
2. All the courses must have clearly articulated method of engagement, pedagogy and evaluation where students are incentivized for demonstrating creativity and innovative thinking.
3. Courses must have research component to promote inquiry and scientific thinking.

The guidelines in this regard are as under:

The syllabus for each course is sent to industry practitioners / academic experts at least once in three years for review and any suggestions for improvement. Through this process the relevance of the content of the course are verified and acknowledged. The changes recommended by the experts are incorporated in the syllabus to make it more contemporary and relevant.

The feedback thus received by course anchors are circulated to all the faculty members who teach the course and after deliberations and consensus recommend necessary changes to the BoS for approval.

All the course plan documents must clearly articulate the methodology/pedagogy that will be used for classroom engagement in detail. For example, if a particular concept in the course is taught through case study methodology, then the same must be clearly mentioned in the course plan.

Evaluation of performance of students in the course is made very clear indicating the rubrics used. The rubrics that are designed or adopted must give adequate weight-age/credence for students to demonstrate creativity and innovation in their thinking and solving business problems.

Every course plan has at least one component as part of continuous internal assessment based on research. The course plans must make it clear to the students stating expectations to bring in the research component in their assignments. This is primarily done to ensure that a scientific thinking and enquiry process is promoted through the courses designed and offered at IMCU.

2. To provide adequate academic flexibility for the students in the program while pursuing their MBA/ PGDM program at IMCU.

Objectives:

1. To provide options for students to choose from the assortment of MBA programs, specializations and courses that is on offer from IMCU and to ensure that the MBA / PGDM program offered by IMCU is comprehensive by identifying and presenting various courses that the students can choose from based on their interests, career goals and aspirations.
2. To enable students to make choices based on their interest.

The guidelines in this regard are as under:

The students who intend to join the MBA / PGDM programs offered by IMCU will have the opportunity to choose programs offered out of the collaborations with various international Universities from time to time. For example, currently IMCU has collaboration with Virginia Commonwealth University, USA, FHWS, University of Applied Sciences, Wurzburg-Schweinfurt, Germany, Western Michigan University, USA and some more.

Having chosen the program, the students have the academic flexibility to pursue a specialization in which they are interested. Presently IMCU offers, Marketing, Finance, Lean Operations and Systems and Human Resource from which the students will choose to specialize in one specialization. The student would opt for this, by filling up a form provided to them, exercising the option, during mid second trimester at IMCU so that from the third trimester, specialization courses can commence. The students submit the filled up form, exercising the option, at the IMCU, MBA Office. Generally, change in the specialization is not encouraged. However, the Director, IMCU and / or Dean, IMCU, based on the merits of the case, will consider changes within a reasonable period of time.

Each functional specialization will offer choices of courses, across trimesters, for students to choose from, based on the feedback received from the experts from industry as well as academia, from time to time.

The consultations with the Industry experts could be in terms of the industry needs and new developments. The need for academic flexibility could arise due to vastness of the areas in the domain and constraint of time for the students to do more courses. After due deliberations within the respective specializations, recommendations could be made through the HoS to the CDC and for further approval from the BoS-IMCU.

The courses thus proposed will have clearly articulated the purpose behind offering it as a choice credit course both in terms of its utility from career perspective as well from specific learning outcomes. This will help the students to make appropriate choice in selecting the courses from the basket of courses offered.

3. To attract international students that would help in cross-pollination of ideas and help in the overall development and the learning process of the students at IMCU.

Objectives:

1. To attract students from foreign countries.
2. To promote cross-cultural environment for better learning experience.
3. To create a conducive environment for learning through cross-pollination of ideas and thoughts among students.

The guidelines in this regard are as under:

Courses at IMCU will be designed in such a way that it has international flavor to it. This can be done by identifying courses from across the globe to make it relevant for students representing multiple geographies.

Student exchange programs with our current partner universities from Germany, US and other countries will be promoted and enhanced. Proposals will be designed and submitted to the partner universities (Eg.: FHWS, VCU, WMU) through coordinators to explore opportunities for their students to do a trimester at IMCU and our students to do a trimester (or equivalent) at their university campus.

Topics that are of international relevance are identified and incorporated in our course content. The pedagogy that is adopted for classroom engagement will be of the standards of universities and institutes of international repute so that the students who come from our partner universities do not feel that gap between the engagement patterns practiced there and at IMCU. This will also prepare our students to confidently take up opportunities that come for them to go with international partner universities as a part of such exchange programs provided.

4. To develop curriculum that align with the mission of IMCU.

Objectives:

To recognize, acknowledge and appreciate the qualities and attributes identified and articulated in the mission statement of IMCU through teaching learning process and align our course content to the mission statement of IMCU.

The guidelines in this regard are as under:

The mission of IMCU is to develop a community of socially responsible, creative and enterprising leaders to operate in a knowledge-based, globalized and dynamic world.

In the light of the above mission statement, course content must include ethical component in courses where it is very much relevant and needs to be discussed with students for better appreciation and understanding. Course plan must have a unit or a topic that explores and debates the ethical concerns pertaining to the subject being taught.

The course content and structure will support demonstration of creativity in the way students approach the concepts and its applications. This will reflect in both the delivery of the course as well as evaluation process, and it should be clearly articulated in the course plan.

Every course will identify and discuss global issues related to the subject area in detail to bring the international flavor, rigor and relevance to the subject being

taught. This will be articulated in the course plan clearly and a dedicated unit or topic be identified for discussing the relevant points.

All the courses offered at IMCU are designed in such a way that it can evolve over a period of time and they will acknowledge the dynamics of the business environment. Courses are kept flexible to the extent that the content and structure is changed as per the requirements of the external environment.

The course content must not only offer concepts but should also emphasize on the application of those concepts. This will reflect in the session plan and also in the questions identified to be administered for evaluation in examination and continuous internal assessment. The learning objectives and the questions for evaluation will align with the components of Bloom's taxonomy.

5. To develop a curriculum that is qualitatively superior and dynamic in nature

Objectives:

1. To ensure that the curriculum and the syllabus is constantly and continuously updated to capture the latest trends, issues and new concepts in a pertinent topics are included.
2. To ensure that the curriculum and the syllabus is current and relevant to the stakeholders like the students. Outdated and redundant concepts or topics are eliminated from the syllabus.
3. To ensure that the views and suggestions from academic and industry experts are incorporated into the curriculum, which would benefit the students in meeting the expectations of the industry they are going to serve in future.

The guidelines in this regard are as under:

Curriculum Development Committee (CDC) is constituted to oversee the curriculum revision and to conduct the Board of Studies meeting. The constituent members of the committee include the Chairman of the Committee who will be the Associate Dean IMCU, all HoS and a faculty member to coordinate and assist the process. The Dean, IMCU, appoints the coordinator for the CDC. The Committee is vested with the responsibility to conduct and complete the entire curriculum revision process. The Chairman of this committee takes the responsibility of monitoring all the processes under curriculum revision, conducts the Board of Studies meeting, prepares the minutes and finally ensures that the changes are incorporated and approved by the Academic Council, Christ University. The committee initiates, conduct and monitor the entire activities of the process of curriculum revision.

The need for change and the emphasis on improving the curriculum is emphasized and all the HoS are directed to lead their faculty team in driving the necessary changes to the syllabus. The agenda, discussions and decisions of this

meeting are minuted, which will enable the committee to take up further action plans.

The course anchors and other faculties dealing with a particular course would look for inputs from various sources such as industry experts, academic experts, alumni etc. with a view to gather information regarding the latest updates on the concepts, recent developments in a particular subject area, employment generation, job profiles and industry requirements, in a particular domain area.

In the first week of February, the chairman of the CDC will propose to hold the Board of Studies meeting, wherein the changes as proposed by the respective HoS in their specialization area are presented in front of the BoS committee constituted specifically for this purpose. The purpose of this meeting is to get the approval of the BoS committee and incorporate modifications as suggested by the BoS committee into the changes proposed for the curriculum revision. The Board of studies meeting is mandatory as per the University norms for revision and modification of the curriculum. The Dean, Associate Dean, the members of curriculum revision committee, HoS, course anchors and other faculty members attend this meeting. The Chairman of the CDC is responsible to conduct the Board of studies meeting and the faculty coordinator, CDC prepares the minutes of meeting based on the proceedings. Views and suggestions made by the BoS committee members are recorded and it is the responsibility of the HoS to ensure such views and suggestions are taken into account and ensure that the suggestions are incorporated in the curriculum revision.

6. To design and deliver courses that address competency gaps identified by the industry

The guidelines in this regard are as under:

As stated above, beyond the regular courses, add-on courses may be conducted for the students at IMCU with or without the help of external agencies.

Definition and purpose of Value Added Course:

Value Added Course (VAC) may be defined as any non-credit course that is either offered directly by IMCU or offered by an external agency and facilitated by IMCU.

The purpose of VAC may be one of the following:

- (a) To impart skills that are not academic in nature. These could be based on proprietary tools (such as SAS) or generic tools that are not yet thought to have sufficient academic content to be included for credits (such as Six Sigma, Neuro-linguistic programming).
- (b) To impart knowledge that cannot be offered as part of regular courses. This could be due to the temporary or specific context based application of knowledge (such as Econometric analysis) or due to inadequate capacity internally to teach the subject (such as Competency Mapping).

Skill Based Courses

1. An attempt should be made to include skill-based training into the regular course curriculum. This will have an obvious effect of adding richness to the curriculum in terms of knowledge, skill and attitude (KSA). An example of this could be the inclusion of training on Cognos Business Intelligence tool within the subject of Business Intelligence and Knowledge Management course.
2. Certificates for skill-based training would add value to the students only if these are from reputed trainers. Preferably these should be from the original tool vendor. In the event that a certificate from the original vendor is prohibitively expensive, a reasonably competent trainer should be chosen or, preferably, alternative tools should be sought.

Knowledge based courses

1. As far as possible, these courses should be included into the curriculum.
2. In case external support is needed to drive these as modular courses, strategy should be in place for building capacity among the internal faculties so that the dependence on outside agencies is of short duration. No knowledge-based course should be conducted with the help of external trainers for more than one year.
3. Certifications serve no purpose for these courses. However, the subject should be included in the transcripts as non-credit course to enable students to showcase the courses. For this purpose, the courses should be presented during the board of studies for approval.

General Guidelines

1. All VAC should be classified as skill or knowledge based course clearly.
2. Every faculty member, in whose area a particular VAC falls, must attend the course at least once.
3. Attendance should be taken in all the classes irrespective of the agency conducting the course.
4. Structured assessment should be part of all such courses and no certification/transcript entry should be awarded unless students pass these assessments satisfactorily.
5. Normally VAC is offered with an eye towards placement. To enable optimal utility, all VAC should be conducted within 3rd, 4th and first half of 5th trimesters. Anything done beyond may not be useful to the students in getting a job in the related area and may become irrelevant if the student joins in another area.

While VAC serve to plug important gaps in curriculum, it is essential to review the need and conduct of VAC at regular intervals by all specializations/groups. It is also necessary that faculty members continually monitor the usage of tools and skills in the industry and look to include newer tools within or outside IMCU's curriculum and replace outdated skills with newer ones.

2. TEACHING LEARNING AND EVALUATION

INTRODUCTION

Teaching, Learning and Evaluation is one of the important pillars of our education system. In order to ensure that this is very strong, policies and the guidelines governing them are laid out here to enable the faculty at IMCU to follow and comply. The objective is to make the teaching experience for the faculty and the learning experience for students fulfilling.

The following are the objectives of Teaching, Learning and Evaluation:

Offer an inclusive and stimulating environment at IMCU for Teaching and Learning recognizing the diversity of the students.

Faculty display expert knowledge of their discipline and plan, design, deliver, and improve their teaching and curricula to enhance student-learning experience.

Engage students in a manner that facilitates their learning and enable them to acquire knowledge and be ethical, acting with integrity in intellectual, professional and community pursuits.

Faculty carry out the evaluation process following ethical and fair practices and provide the right feedback to the students at the right time.

In order to achieve the above objectives, the following are the policies of IMCU under Teaching, Learning and Evaluation:

1. To analyze and understand the composition of students with diverse backgrounds at IMCU.
2. To provide students from diverse background a common induction program that would equip them with a base knowledge and also provide opportunities to learn together at the early part of their stay here.
3. To organize the teaching process in a structured way for all the courses of IMCU that would help the students to achieve the learning outcomes based on Knowledge, Skill and Attitude set out in each course.
4. To provide adequate opportunities to advanced and slow learners so that their individual potential get enhanced.
5. To make the teaching and learning process at IMCU student centric.
6. To be innovative in the teaching process so that the learning is effective for the students.
7. To provide academic mentoring facility to all the students of IMCU so that the students make all round development and emerge as graduates with the set attributes.

8. To corroborate with Industry experts in the teaching and learning process so that the latest industry practices and knowledge is accessible to the students and the faculty for their individual development.
9. To facilitate and ensure continuous updates of knowledge and skill by the faculty.
10. To provide a fair evaluation system for the students.
11. To ensure that the students and the faculty follow the code of ethics as set out by the University in this regard.

To implement the above policies, the following guidelines are provided under each policy separately:

1. To analyze and understand the composition of students with diverse backgrounds at IMCU.

A detailed analysis based on gender, geographical location, educational background, experience, skill sets etc. will be done at the beginning of the first year for the newly admitted students and a report is prepared. Students will be allotted to different sections that would promote diversity to each of the sections.

Students will be allotted to different faculty mentors that would promote diversity within the mentor group.

Profile of students of each mentoring group will be made available to the respective faculty. Students will develop SWOT analysis of the self and the faculty mentor will provide guidance on one to one basis for the all round development of the student. They may also monitor the academic growth and advice / guide from time to time based on the need of the student.

Students are encouraged to sit inside classrooms with students from different geographical and language background so that it promotes the spirit of diversity.

The HoD, IMCU will be responsible for this task.

2. To provide students from diverse background a common induction program that would equip all the students with a base knowledge that will help them to learn together with equal opportunities.

In order to fulfill the above policy, IMCU will offer a Zero week induction program whose objectives amongst others will be as follows:

- i. To sensitize the students to comply with various academic deliverables with quality.
- ii. To make the students understand the role of case learning in management program and be active participants in the classroom sessions.

- iii. To help students understand the importance of communication skills.
- iv. To help the students use excel at a basic level to kindle their interest and make them appreciate its use in the corporate world.
- v. To introduce financial accounting, mainly focused on engineering graduates who have joined the MBA/ PGDM program, as a tool for managers and to introduce statistics in business decision making mainly focusing on commerce and arts background students
- vi. To enable the new students to imbibe the spirit of Christ University culture and to familiarize them with various curricular and extracurricular activities that take place at IMCU during their two years MBA/ PGDM program.

The structure and the procedure for planning and organizing the Zero week induction program will be as follows:

The induction program will be conducted every year during the first week of June, before the commencement of the regular classes.

The coordinator for Zero week for the forthcoming academic year will be appointed well in time to enable the coordinator to start the work, well ahead of time (at least three months before the commencement of the academic year), by convening a meeting with Associate Dean and the HoD, on various modules to be covered during the Zero week.

In order to achieve the objectives of the Zero week induction program set out above, areas such as Academic Standards, Case Learning, Business Communication, Basics of Excel, Bridge Course on Accounting, Bridge Course on Statistics, Organization Structure will be covered as independent modules along with a detailed orientation presentation to the newly joined students. Ice breaking session to bring the students together and make them comfortable to the new environment will also be organized during the Zero week.

A faculty coordinator for each module will be appointed to finalize the contents and the pedagogy. Each coordinator will be assigned a set of cohorts to deliver each of the modules across all the sections of the first year students. Feedback from students of the earlier years will be taken into account while finalizing the content.

A course pack containing the learning objective, session plan, pre-reading materials, e –resources and hand-outs will be provided to the newly joined students on the first day of the Zero week itself to enable them to appreciate the purpose of the sessions and be well prepared to make the best use of the induction program. The course pack will be reviewed by the HoD and ensure that the quality of the contents of the course pack is good.

Separate timetable schedule for the Zero week Induction program will be prepared for all the sections of the first year students separate from the regular timetable schedule and be circulated.

After the sessions, structured feedback will be obtained from the faculty coordinators and also from a random set of students to understand the efficacy of the induction program so that the content and the process can be improved upon. The overall coordinator for Zero week program will prepare the completion report not later than one week from the completion of the Zero week and submit the same to the Dean, IMCU.

The overall responsibility of conducting the Zero week induction program will rest with the HoD, IMCU.

3. To provide students with course pack for each of the courses taught at IMCU that would help the students to achieve the learning outcomes based on Knowledge, Skill and Attitude set out in each course.

Guidelines in this regard are as follows:

Course Pack for each of the courses taught at IMCU will contain the BOS approved curriculum, which should inter-alia contain the suggested textbook, additional reference books and allocation of marks for various components of CIA. Detailed course plan with the following details will also be prepared before the commencement of the course:

- i) Details of the CIA and their learning outcomes.
- ii) Rubrics for the CIAs.
- iii) Additional important contemporary reading materials relevant to the course and that, which will be referred by the faculty during the course.
- iv) Cases that will be conducted during the course.
- v) References of important websites relevant to the course.
- vi) Any other matter that the course anchor considers as important.

Only the essential contents of a typical course pack has been suggested here and the faculty will have the liberty to add depending upon the uniqueness of the course and the pedagogy adopted for the course.

The course pack will be provided to the students on the first day of the commencement of the trimester and will also be uploaded on to the LMS.

The course pack prepared by the course anchor along with fellow faculty who take the course will be reviewed by the Associate Dean / HoD of IMCU. Students should have in possession a hard copy of the course pack for quick reference at any time.

It will be insisted that the students refer to the course pack from time to time during the course so that it enriches his / her understanding of the subject.

Adherence to course plan by the faculty will be ensured by the preparation of course plan validation statement in the prescribed format at the end of every session. The same will form a part of the records of IMCU.

Student rating of faculties

As per the University practice, a structured online evaluation of faculty by students will take place after the end of every trimester. The HoS will discuss the score with the individual faculty, constructively and identify the gaps if any, which can be filled.

Students' feedback on learning outcomes

Apart from the faculty feedback that is obtained from the students, the faculty may also seek feedback from the students about the satisfactory accomplishment of the intended learning outcomes for the course. The feedback could be a part of the documentation that would also help IMCU to bring alignment between the mission of IMCU and the academic process through which the same is accomplished.

It will be the overall responsibility of the Associate Dean, to ensure compliance of the above process.

4. To provide adequate opportunities to slow and advanced learners so that their individual potential get enhanced.

IMCU has a system in place to identify slow and advanced learners mainly based on their academic performance to help them enhance their performance. Faculty mentors inputs are considered to identify the slow and the advanced learners, as they would be more closely interacting with their mentees.

Remedial sessions are offered whenever necessary to help the students who are lagging behind in understanding the lessons. Records of the remedial sessions conducted with the details of such sessions be maintained.

Since a large number of students from engineering background join the MBA/PGDM program at IMCU, it is essential that a regular bridge course be offered for the course 'Accounting for Managers' course specifically meant for them, apart from the induction program capsule. Videos prepared by the faculty for the purpose is also made available online through the LMS for such students. This should enable the students to learn at their own pace. Courses such as Statistics, Information Technology etc., will also have online learning materials that would assist the students with arts and commerce background.

Advanced learners are given opportunities in the form of (a) participating in higher level programs offered with the sponsorship of corporates (b) assisting the faculty members in research / case writing (b) taking up online certification courses (c) support the fellow class mates in the group assignment activities (d) conducting knowledge sharing sessions during current affairs classes (e) participating in competitions etc., Such advanced learners will also be recognized and rewarded suitably for their performance.

A report is prepared at the end of the academic year, capturing the tasks undertaken and accomplished.

The Associate Dean, IMCU is responsible for ensuring compliance with the above.

5. To make the teaching and learning process student centric.

IMCU will strive to develop learner autonomy and independence by placing the responsibility for learning path in the hands of students while recognizing the individual differences in learners. Focus will be on skills and practices that enable lifelong learning and make students capable of solving problems independently. Students' choice is central to the learning experience.

Towards achieving the above objective, learning will be made student centric through a mix of pedagogic approaches and participatory activities such as case analysis, simulation games, lab experiment, models, workshops integrated into courses, info graphics, role plays, interactive intimate theatre and presentation by students. The course anchor in consultation with cohort faculties will identify such activities. Student centric activities will be undertaken through case driven pedagogy, simulations and in consultation with industry leaders depending upon the course. This can be achieved through (a) blended learning (b) developing an atmosphere that facilitates learning round the clock and (c) nurturing scientific temper amongst students. Each of these are briefly articulated hereunder:

Blended learning

The objective of blended learning is to develop and embed a blended learning strategy across disciplines based on student characteristics and needs, course or program learning objectives as well as the faculty's approach to teaching. Blended learning broaden the space and opportunities available for learning and support, for course management activities and engage and motivate students through interactive and collaborative learning experience. The blended learning is achieved effectively through the use of:

- i. Moodle (Learning Management System of the University) in order to facilitate resources and course management for learner support.
- ii. Videos to ease the process of understanding complex concepts.
- iii. Computer based computational tools like MS Excel, SPSS and R.
- iv. Software based tools like MS Projects, SAP, Enterprise Architect, Business Analytics tools, Prowess, Ace Analyzer, and Cognos etc.
- v. Related MOOC course to supplement / strengthen the students learning.

Developing an environment that facilitates learning round the clock

Apart from the traditional classes, IMCU will strive to create a 24X7-learning environment through a structured process such as the following:

- i. Videos produced by faculty through CCD and other relevant videos from external sources (YouTube, TED talks, etc.) that are largely used for self-directed learning.

- ii. Access to online journal database like ProQuest etc.
- iii. Use of open web learning resources.
- iv. Creation of various activities in the LMS such as creation of database, exchange of learning material among students, creation of forum to discuss with the faculty and the classmates etc.

Nurturing the creativity and scientific temper among the learners

IMCU is committed to create managers who can solve business and social problems through scientific enquiry, investigation, analysis, and creativity. This will instill scientific temper and creativity. This will be operationalized through mandatory research based internal assignment for each of the course. The students is encouraged to come up with interesting research questions in each of the course and come with the findings through a structured process.

For some of the other courses, the students create info graphics and create dashboards to depict the learning in a visual manner. Students are also encouraged to make three dimensional models for select courses, design of selling aids and sales promotion props, print advertisements etc. based on creative briefs for each of these courses.

The co-curricular activities such as research paper presentation, debates, organizing business fests and extracurricular activities such as street plays, proscenium, conducting exhibitions etc. can also improve the creativity in the students.

The Associate Dean, IMCU is responsible for encouraging the teaching and learning process to be student centric.

6. To be innovative in the teaching process so that the learning is effective for the students.

IMCU encourages innovation in teaching process and thus gives the flexibility for the faculties to experiment new pedagogy. The following could be some in this direction:

Setting up different labs such as marketing lab and operations lab where the students learn specific courses by conducting experiments.

Prepare contents and 'play strategy' for an 'Interactive Theatre' where the students enact a situation and solicit the opinion of the participants on a given topic.

Field trips where the students visit an organization/ retail shops and conduct interviews etc.,

The responsibility of identifying the courses for different innovative teaching process lies with each faculty handling the course, which will then be discussed with the Associate Dean, IMCU. If any funding is needed, a proper proposal with a

financial plan will be prepared and presented for approval of the higher authorities.

7. To provide academic mentoring facility to all the students of IMCU so that the students make all round development and emerge as graduates with the attributes set out at IMCU.

Apart from the group mentoring conducted by the faculty mentor, for whom detailed guidelines are issued under Student Support and Progression parameter, there will also be a system of one- to- one mentoring carried out by the mentor. In such one to one meetings, the faculty needs to understand the differential learning requirement of the protégés and advice on matters such as the choice of specialization, extra certification courses that can be undertaken by the students along with the programs etc. From the third trimester in the first year, the students will be allotted a mentor from the chosen specialization to help them better understand the specialization they are opting and orient them towards the particular domain.

Peer learning will be encouraged with self-help groups that could be created by the students from different undergraduate programs and with different learning requirements. Students will be given opportunity to work in groups for the assignments and projects and get to learn from the peers with complementary skills and knowledge.

8. To corroborate with Industry experts in the teaching and learning process so that the latest industry practices and knowledge is accessible to the students and the faculty for their individual development.

The following are the guidelines issued in this regard:

Industry experts' inputs for the courses

IMCU will invite subject matter industry experts to deliver 10% of the total course hours. For example, in a two-credit course of 30 hours, three hours are to be mandatorily handled by an industry expert. Apart from this, seminar sessions by industry experts as part of corporate interface to juniors and senior students are conducted throughout the trimester. The department will also conduct at least one panel discussion per year on current topics with the involvement of external experts. Visiting faculties with proven achievement in industry are involved in delivering the sessions along with regular faculties.

IMCU is committed to provide opportunities for students to get practical experience by associating themselves with industry. The same is done as follows:

By taking up projects in industry, students will learn latest trends and developments and ways of applying various concepts in real live cases and hence students will be encouraged to take up challenging assignments and strive to fulfill the objectives of the projects. Industry oriented projects such as (a) Organization structure study (b) Summer internship projects (c) Social concern

projects (c) Live projects (d) Master thesis and (e) Industry practicum are embedded as part of the curriculum.

Organization structure study (OST)

The newly enrolled students spend time in industry and understand the organization structure, role of different functions, key result areas, SWOT specific to the sector and prepare a detailed report. The topics to be covered by students during the OST is provided as a part of IMCU Students Hand Book. Students are evaluated for their work on OST at the mentor level and the best OST presentation at the mentor level is given the opportunity to compete with students from other mentor groups, thus encouraging competition for overall better performance. Detailed operational guidelines for the students will be issued separately and be made a part of the IMCU Students Handbook.

Summer Internship Project

Every student will undergo internship for a minimum period of six and not exceeding eight weeks in industry and get exposure to industrial work environment. Efforts will be made to bring established companies to come to the campus to select students for the summer internship. Students will get the required guidance from both corporate and faculty mentor and achieve the set objectives of the Internship. Students are evaluated on the Internship project through viva and SIP report review. Detailed operational guidelines for the students will be issued separately and be made a part of the IMCU Students Handbook.

Social Concern Project

Social Concern Project is a one-credit course, which the student at IMCU will do as a part of Service Learning Initiative. ^[L7]_[SEP] The purpose of this project is to utilize the academic capability and skill of the students of MBA/ PGDM program and suggest practicable solution to the managerial or business related problems faced by organizations involved in social service activity. ^[L7]_[SEP] The intention of this initiative is not about rendering social service, but about helping an organization involved in social service to overcome their problem or to enhance their performance with managerial skill learnt by the students thus far. The SCP will be driven through the existing system of mentoring and the mentor will act as a guide for the preparation of the project report. ^[L7]_[SEP] Detailed operational guidelines for the students will be issued separately and be made a part of the IMCU Students Handbook.

Live projects

Students will take up minimum two live projects during their tenure of the MBA/ PGDM program and associate themselves with industry and complete the tasks assigned by the corporate and faculty mentor. Students need not obtain certificate from industry on completion of the live project, though however, a certificate adds more credibility to the work. Detailed operational guidelines for the students will be issued separately and be made a part of the IMCU Students Handbook.

Master thesis and industry practicum

Students can opt to do master thesis or industry practicum or choice based course from a specialization different from their chosen one. Students will follow the guidelines provided for master thesis and industry practicum. Detailed operational guidelines for the students are issued separately and it is a part of the IMCU Students Handbook.

Using the service of visiting faculties with industry experience

Apart from full time faculty members, the Institute will also use the services of visiting faculties. Guest faculty could play a major role in the curricular and teaching learning process. The guest faculty brings in his/her experience from the corporate and education world to the students. IMCU engage guest faculty on a case-to-case basis. The visiting faculties are given orientation on all aspects related to the teaching / learning practices at IMCU to keep them aligned to the quality framework of IMCU. The detailed procedure on the orientation are as follows.

Every new guest faculty will undergo orientation session to familiarize themselves with the academic culture at IMCU. This session provide them an opportunity to interact with campus coordinators and the HoD. The following are discussed by the campus coordinator/ HoD at the orientation session:

- i. Explaining the Vision of the University namely 'Excellence and Service'.
- ii. Details of the academics and administration structure at IMCU.
- iii. Explanation about different MBA/ PGDM programs at IMCU including the core and specialization subjects and the curriculum development process at IMCU.
- iv. Introduction of course packs and details of the continuous internal assignments including various effective tools of assessment adopted at IMCU.
- v. Multiple faculties engaging the same subject makes it imperative for all faculties to connect with the Course Anchor on a monthly basis to ensure that the pace and depth of delivery is uniform and in accordance with the Course Plan.
- vi. Language usage, Anti Ragging policy, Dress Codes and adherence, Usage of Mobile and Electronic devices in the class, Invigilation, Role of CRs, MBA

Office, IPM, Faculty Dress code, Mentoring, Plagiarism, Individual feedback to students etc. are informed.

9. To facilitate and ensure continuous updates of knowledge and skill by the faculty.

IMCU will have clear action plan to enhance the quality of teachers that will go a long way to build the capacity of the faculties. Initiatives such as (a) Quality Improvement Program (QIP) (b) training on Learning Management System (c) faculty peer learning (d) skill training and continuous education (e) mobility of faculties (f) faculty industry internship program and such other initiatives from time to time will be carried out.

Quality Improvement Program

Twice a year IMCU organize QIP in association with the University's Academic Staff College (ASC). The same is conducted in a structured manner as per the procedure laid out below:

1. As per the directives of the Academic Advisory Committee of the University, the ASC organizes a meeting with all the Deans, HODs and Directors of all the Deanery / Department and decides the theme and sub themes of the QIP, duration and other related guidelines. Accordingly, the themes and sub-themes are adopted by IMCU, for the QIP.
2. The Dean will nominate two faculty coordinators for conducting the QIP program during a particular academic year.
3. The faculty coordinators in consultation with the Director/Dean and based on the theme and sub theme identify the resource persons (internal and external), with the assistance of the Head of Specializations.
4. The faculty coordinators of the QIP finalize a final schedule of the program with the details of the topic, resource persons and time schedule. After the approval of the Director/Dean, the program detail is submitted to the ASC for their approval.
5. Each QIP will be conducted for three days and each day may have 4 sessions of one and half hours each.

Training on use of digital as part of pedagogy

All the faculties are expected to use Information Communication Technology (ICT) in the classroom delivery. The faculties may use Google classrooms or Moodle as a learning management system to interact with the students on the course delivery. All the reading materials and the communication about the courses can be posted only through the LMS and not through emails. As per the rules of the University, the IMCU faculties will upload the course plan in the University ERP, namely, Knowledge Pro (KP). The CIA assignments given by each faculties for the respective courses will be evaluated by a peer using a pre-defined rubric. The rubric contains the reviewers view on the assignments fulfilling the diversity of learning, research elements and the expected learning outcome.

In order to equip the newly recruited faculties' with all the digital pedagogies, an orientation program will be conducted within the department. Each faculties will be given a buddy within the existing faculty members who will handhold them in understanding and implementing the digital tools in the course delivery for some period of time until the new faculty adopts the system.

Faculty peer learning for new faculty

In order to understand the teaching learning process of IMCU, the newly joined faculties are advised to undergo one session per week of 90 minutes for 12 weeks spread across two consecutive trimesters.

Faculty peer learning for existing faculty with scope to improve their performance

All the existing faculties with an average student rating of less than 3.5 in two consecutive trimesters are encouraged to attend sessions of fellow faculty, in consultation with their respective HoS, for 12 sessions of 90 minutes duration. After attending the sessions, the faculties will submit in a form duly verified by their respective HoS and the same will be submitted to the HoD for review and documentation.

Infrastructure to record the classroom sessions

The department will provide suitable infrastructure support to capture in-room class lectures on a selective basis which could help improve the delivery style of lecture sessions by the faculty and also could be used effectiveness of pedagogic styles.

Faculty knowledge sharing sessions

Being in the knowledge domain, a platform to share the knowledge among faculties with one another is encouraged. Every faculty meeting will have some time allotted for knowledge sharing in the area of contemporary topics in the management domain, the on-going research projects of the faculties etc. Such knowledge sharing sessions will also happen at specialization level meetings of at least once in a trimester. Other than this, faculty peer learning will happen through Faculty enrichment Program (FEP).

Skill training for faculties

IMCU will strive to keep the skill level of the faculties in line with the changing business dynamics. Skills on statistical tools, research methodologies, excel, academic writing, blooms taxonomy etc. and any other tool as per the changing needs, is imparted from time to time.

Faculty internship with industry

IMCU will facilitate faculties to keep themselves abreast with the industry practices in order to be relevant and effective inside the classes. In

order to achieve this, every faculty will undertake industry internship for a minimum period of 15 days once in a cycle of three years, during the months of March, April, May during which period the teaching responsibility is less. The company and the area of internship will be in line with the specific area of expertise of the faculties and will be approved by the HoS. The faculties submits a report after completion of the internship on the learning outcomes and the possible benefit of the program in terms of teaching, learning, research and consultancy opportunities. The Dean, IMCU, may approve for reimbursement of the expenses incurred subject to the extant guidelines of the University. Before the start of the internship, a formal letter / email from the company approving the same may be produced for internal records. During the internship the faculty will maintain a work diary to capture the date wise learnings and observations in the company. After the internship is completed, the faculty can also share the resultant knowledge during FEPs held at IMCU.

The Placement Office could help with corporate contacts to identify internship opportunities for the IMCU faculty, who need the help.

Role of faculty:

- To observe the work of the manager in their day-to-day job, in their particular domain. Work shadowing gives a chance to understand a role and its responsibilities better.
- To evaluate, reflect, and assess how the industry works.
- To share the insights with the industry managers and have meaningful discussions regarding the area of operation.

Benefits of the program

- To get adequate exposure to the real world of work.
- To get adequate exposure to latest trends in the industry.
- To take the learnings to the classroom and also share experience with the fellow faculty and students.
- To obtain experiential knowledge, which will help in better appreciation of our courses and effective engagement in the classrooms.
- To have diversification of the portfolio of personal experience.
- To promote relationship with industry experts and help build professional network.

Continuous education

Faculties are expected to pursue research in the chosen area and hence will be supported in the process. The faculties are encouraged to attend international conferences and are reimbursed the delegate fees subject to the guidelines of the University in this regard. The faculties are expected to pursue continuous education to upgrade the knowledge in the chosen area of expertise. They can choose to undergo any form of training/ workshop based on the need with the prior approval of the HoS and be provided reimbursement of the training fees with the approval of Dean, IMCU, subject to the limits set in this

regard. They also undergo at least one course in MOOC on a specific topic and be reimbursed the fee.

Mobility of faculties

IMCU believes that observing the best practices of teaching and learning is one of the essential practices to enhance the teacher's quality. Every year, a few of the IMCU faculties are identified and sent abroad under faculty development programs with different program structures. The international students may also be encouraged to visit IMCU as part of exchange program and the select faculties may engage sessions with them. Thus mobility of faculties both at national and international level is encouraged.

Individual key result areas and road map

IMCU will specify the key result area for each the faculty in line with his/her skills and mapped to the strategic plan of IMCU. The faculties will also specify a road map to build skills in a specific area, which would lead to quality enhancement and lead to being recognized as a subject matter expert paving way to consulting opportunities.

10. To provide a fair evaluation system for the students.

The evaluation and feedback mechanism play a key role in the teaching and learning process and IMCU has dynamic processes with respect to objective assessment and feedback mechanism.

The guidelines in this regard are as under:

Academic Standards:

IMCU will have well articulated guidelines to help students follow set of practices that are expected in an academic environment. The practices could include, the following:

- Understanding the importance of maintaining the writing standards / referencing while preparing project reports, academic essays, assignments etc.
- Understanding the importance of literature review.
- Rules to be followed while preparing Summer Internship Reports, Master Thesis, Live Project reports . Case Study analysis etc.
- Rules to be followed while carrying out Role Plays, Socio/ Psycho dramas etc.
- Preparation of Learning Diaries/ Log books/ Journals

Conduct of midterm and end term exams

The midterm and end term exams are conducted for the applicable courses, in association with the Office of Exams, Christ University. Rather than being just a tool for assessment, the exams are devised as a learning tool. The course plan clearly define the aspects that are to be covered in both mid and end term exams. The key for the midterm will be prepared by the course anchor and circulated to the students by the respective faculties handling the course within a reasonable period of time, so that the key also serves as a good purpose of learning.

End term exams are conducted in the same way in association with the Office of Exams, Christ University. To ensure standardization of assessment, a detailed key is prepared and discussed at length during the board meeting involving all the faculties connected to the course, before the commencement of valuation. IMCU will follow single evaluation system, the detailed procedure of which is discussed hereunder:

Question papers and bloom's taxonomy

The questions in the mid-term and end term examination are framed using the higher order skills of the Bloom's taxonomy. The course anchor will ensure that around, 40% of the questions be based on the 'evaluate and create' skills while 30% can be based on 'apply' principle and another 30% could be based on 'understanding'. However, no questions will be framed to check the 'Remembering' skill.

The faculties will be trained on the concept of Bloom's taxonomy from time to time and HoS and The HoD will validate the questions.

Non-exam based evaluation

Each specialization will identify courses that are better assessed through different modes such as projects, models, open book exams, labs, term papers, field based assignments etc., instead of traditional exam bases assessments for both mid term as well as end term exams. However, in such courses where the mid and end terms exams are dispensed with, the course anchors will ensure that the rigor of learning by the students is not diluted under any circumstance, but encourages true learning, in the spirit of dispensation with traditional exams.

Rubric for assessing assignments

As a step towards turning assessment to learning outcomes, the faculties assess the assignments as part of CIAs of the students in an objective way clearly specifying the performance of the students in different parameters. The faculties shall mandatorily use rubrics to grade the students. Every CIA shall include the learning objective and the learning outcome followed by the rubric for evaluation. The rubric can be adopted from the academic standard handbook of IMCU and fine-tuned to the requirement as the case may be.

Technologies adopted for assessment

Technology will be an enabling factor in carrying out the assessment of different academic deliverables of the students. Other than the question bank software centrally used at the University level for generating question papers, the LMS will be widely used to conduct the quizzes during regular intervals. Turnitin, the plagiarism software will also be used to check the similarity of the students project, especially the summer internship report and the master thesis. The rubrics of grading the assignments will also be generated in the 'Moodle' wherever applicable to grade the online submission of the assignments. The underlying objective of all technology-enabled assessment is to bring in transparency and efficiency in the assessment process.

Student performance and Learning outcomes

There will be alignment between the syllabus, course plan, learning objectives and expected learning outcome in terms of knowledge, skills and attitude. In order to complete the cycle, every course have a feedback mechanism to appraise the extent of achievement of the intended learning outcome. There will be different ways to collect and analyze the data of the learning outcome of the students such as the performance in the CIAs and the examinations, feedback from the students, the performance of the students in various business fests conducted inside and outside the University, the strike rate of the students successfully placed in every placement process, the feedback from the recruiters and so on. IMCU devises such plans from time to time to keep the student performance and consequent learning outcomes robust.

Single evaluation system for assessing the end term exam

End term papers will be evaluated through single evaluation system, duly reviewed by competent member of the valuation board.

The procedure to evaluate the scripts will be as follows:

- i. Internal evaluators of the respective course first evaluate answer scripts. Marks can be indicated on the answer scripts by the evaluator without any comments.
- ii. 20% of the scripts from each bundle of 20 scripts (4 scripts per bundle) will be randomly chosen for review by internal/external reviewers.
- iii. Internal and external reviewers carry out the evaluation/review as per the consensus on the evaluation pattern arrived at in the Board meeting scheduled by the course coordinator.
- iv. The reviewer will carry out blind review without seeing the marks awarded by the internal evaluator.
- v. The reviewer will record the marks on the front sheet of the script with the date, time of the review and signature (irrespective of whether the review resulted in board meeting).
- vi. In case of difference of less than or equal to 10 marks between the evaluator and the reviewer, the reviewer's marks will be considered to be final.
- vii. In case of difference of greater than 10 marks, board will be held between the evaluator and the reviewer and final marks will be awarded in consensus.

- viii. If 2 or more out of the 4 scripts reviewed have more than 10 marks difference between evaluator and reviewer, the entire answer script bundle (of 20 scripts) will be reviewed by the reviewer.

Selection of reviewers for valuing the end term papers

- i. Reviewers will be appointed internally by IMCU.
- ii. Internal reviewers will be selected based on the recommendations of the respective HoS, which will be further subjected to the approval by the HoD.
- iii. Internal reviewers will conduct only review and not evaluate the respective subject.
- iv. In case of unavailability of internal reviewers, external reviewers will be selected. However, the process of selection remains the same as above.
- v. In case of external reviewers, the list of reviewers will be submitted to the Registrar, Christ University for final approval.

Remuneration for external reviewers

- i. As the number of scripts for papers may be very less and only good quality evaluators from reputed institutions/organizations are sought to be employed as reviewers, an hourly remuneration (instead of per script remuneration) of Rs.1500/ per hour will be paid (without any travel allowance) and the same will be reviewed from time to time.
- ii. For internal evaluators and reviewers, the current system of remuneration will be followed.

Scheduling, Board Meetings and Allocation of Scripts

- i. All answer scripts will be allocated for evaluation to faculty members (including visiting faculty members) teaching the subject randomly (as is being done now) as per the schedule drawn up by the evaluation coordinators.
- ii. Board system will continue. Answer keys are deposited on the day of the board with the Exam Centre by the course coordinator.
- iii. Answer scripts will be provided to the evaluators in units of 20 as is being done.

Re-evaluation Process

Students can apply for re-evaluation within 2 days of announcement of results on payment of Rs. 1000 per subject. Answer script will not be provided to the student in any case.

11. To ensure that the students and the faculty follow the code of ethics and code of conduct as set out by the University in this regard.

The following code of ethics is prescribed for the faculty members.

Every faculty member of IMCU will:

- i. Be aware of the vision, mission, values, goals, policies, procedures and expectations of the University and IMCU.
- ii. Provide constructive suggestions from time to time on how institutional practices of the University can be improved.
- iii. Exhibit an appropriate level of competency and professionalism in the course being taught and endeavour to keep abreast of the latest developments in that area and relevant pedagogical advances.
- iv. Adopt effective evaluation techniques while assessing students and pay attention only to the development of the student and in their assessment of merit and refrain from allowing considerations of caste, creed, race or sex in their evaluation of the students work.
- v. Engage students by using materials that is current, accurate and appropriate to the course of study and recognizes a range of backgrounds and abilities that may exist among students and seek to promote the intellectual and personal development of each and every individual student.
- vi. Respect the right and dignity of the student in expressing his /her opinion, recognize the difference in aptitude and capabilities among students and deal justly and impartially with students regardless of their religion, caste, political, economic and physical characteristics and encourage them to improve their attainments, develop their personalities and contribute to community welfare.
- vii. Inculcate between students scientific outlook and respect for physical labour and ideals of democracy, patriotism and peace.
- viii. Make themselves available to the student even beyond their class hours and help guide those who need such help.
- ix. Demonstrate professionalism to the students and not behave in a vindictive manner for any reason and refrain from inciting students against other students or colleagues or administration.
- x. Speak respectfully of other teachers and render assistance for professional betterment and refrain from lodging unsubstantiated allegations against colleagues to higher authorities.

Code of ethics pertaining to students will be a part of students' handbook of IMCU.

3. RESEARCH CONSULATNCY AND EXTENSION

INTRODUCTION

Research, Consultancy and Extension is considered as the strong backbone of IMCU and critical for knowledge development. Academic excellence needs to be supplemented by research prowess. Research promotion and output add value not just to IMCU but also to the industry and society. In order to provide enriching and fulfilling 'knowledge-culture', IMCU believes in formulating related policies, processes, guidelines and adequate initiatives to develop and promote research culture at IMCU.

The following are the objectives of Research, Consultancy and Extension:

- Aspire towards global competency by promoting research activities and facilities and create intellectual research environment
- Provide an infrastructure and allocate significant resources for completion of research projects and assignments.
- Promote interdisciplinary research and feasibility studies by collaborating with different research institutes and industries.
- Promote various types of research publications.
- Establish links with local and international partner institutions.
- Organize training and workshops in related research and consultancy disciplines.
- Develop mechanisms to undertake consultancy activities and extensions services.

In order to achieve the above objectives, the following policies are pursued at IMCU:

1. To promote strong research culture and inculcate research abilities amongst faculty and students
2. To keep pace with the advanced and new research infrastructure requirements
3. To promote interdisciplinary research among research scholars
4. To encourage researchers to participate in national and international conferences
5. To promote various research publications by faculty members and students
6. To facilitate external research inputs for gaining research excellence
7. To continuously check malpractices and misconduct in research by student or faculty researchers.

8. To establish collaboration with other universities, public and private sectors and identify R&D projects including consultancy services which could be undertaken at the institution
9. To sensitize students towards sustained community development and institutional social responsibilities as part of extension activities.

To implement the above policies, the following guidelines are provided under each policy separately:

1. To promote strong research culture and inculcate research abilities amongst faculty and students.

A Research Cell (RC) at IMCU will be constituted to promote a strong research culture amongst the faculty and students of IMCU. The RC will consist of a minimum of two faculty coordinators and advisory members with PhD and strong research background with expertise in guiding and publishing. The Dean, IMCU, will constitute the Cell.

The RC at IMCU will be responsible for policy and operations relating to research activities, research committee organization and operations, quality research publications, scholar progression strategy and processes and promoting research culture amongst faculty and students.

Plan of action includes initiation, facilitation, integration and support of academic research projects and establishing external collaborations with other research groups as well, from other institutions. The RC is especially meant for bringing to the notice, the contents of research schemes to faculty, assisting and guiding them to submit research proposals and reviewing research activities undertaken by the faculty and students at IMCU.

Objectives of the Research Cell

- *To create zeal amongst faculty and students towards research and innovation.*
- *To create Centre of Excellence in niche areas of research.*
- *To work closely with the industrial needs that eventually will result in new or improved products, processes, systems or services that can increase the company's productivity.*
- *To ensure smooth functioning and effective research at IMCU.*
- *To have periodical interactive session with researchers.*
- *To enhance research skills and research opportunities.*

The above-mentioned objectives of research cell will be achieved through the following activities:

i) Support in Publication development, screening and choice of journal:

The primary purpose of the RC is to encourage quality research by providing assistance in identifying the research problem, methods to review literature, drafting of research proposal, writing of research papers, using APA style of citations in research reports etc., providing facilities in terms of library, addition of reference books and subscribing to research journals. In addition, the RC will extend support to the researcher in completing or publishing of research work. If any research paper is rejected by any journal, the RC can provide necessary guidance on improvising of the paper or research findings. The RC will help researchers with suitable resource or contact for the continuation of the research, if required.

ii) Liaison with Quality Improvement Process (QIP) Committee

Research Cell IMCU in liaison with QIP committee will involve value adding inputs during IMCU QIP meets to spread the knowledge on various aspects of research related work. The QIP meets could be seen as an important forum to bring in more efficacies in the faculty research work.

iii) Direct management of Faculty Enrichment Program (FEP)

Faculty Enrichment Programs provide opportunities for the IMCU faculty to gain knowledge by attending to the presentations made by researchers, from outside the IMCU, pertaining to their variety of research work, by asking pertinent questions and having an inquisitive mind to question the researchers work. The RC of IMCU will try to hold at least one FEP in a year.

v) Selection of Overlapping Domain Expert

Research Cell will liaison with all the specializations at IMCU to identify areas where inter disciplinary research is possible. Meetings with specialization heads will be scheduled by the RC to understand and help nominate appropriate faculty to work in case of interdisciplinary studies such as behavioural finance, consumer behaviour or behavioural economics etc., within and outside IMCU.

vi) Linking Interdisciplinary research work with Government or Non-Government funded projects

Research Cell will motivate researchers to align their research in line with the funded projects of various Government and Non-Government entities. The Cell

will also extend its support to assist the researcher in writing proposal for such funded projects.

2. To keep pace with the advanced and new research infrastructure requirements

Continuous efforts will be made by IMCU to improve infrastructure requirements to facilitate research. The Management will identify the requirements through consultations with the HoD, HoS and members of the RC. IMCU will provide the following infrastructure support for researchers:

i) Office space; library facilities, laboratories, adequate electronic facilities (hardware and software) and services, Wi-Fi, uninterrupted power supply, along with various other administrative and support services.

ii) Well-equipped **Knowledge Centre**, which enables access to a large number of research databases, leading e-journals and other online resources through desktops and laptops. Researchers will be provided with active institutional membership to premium research databases like Springer, Emerald, JSTOR, SSRN, Google Scholar and ProQuest. Library officials' help may be sought to provide training to every student and faculty on the recent methods of collection of literature by e-sources and search articles from refereed journals.

iii) Centres associated with research within the University will facilitate to create avenues and provide assistance for inter and intra research projects and may provide opportunity to provide relevant research training and enhance the research skills.

iv) Statistical support may be provided with the support of Centre for Advanced Research and Training (CART) through facilitator courses on NiVo, R, MATLAB, SPSS, SAS, and AMOS. In addition, regular training and workshops on writing research papers, technical writing, theses writing etc. may also be organized on a regular basis.

v) IMCU will subscribe to latest and useful corporate databases such as Prowess to facilitate secondary research,

3. To promote interdisciplinary research among research scholars

Academically oriented interdisciplinary research brings in a fresh perspective to academic enquiries by bringing insights from new disciplines. This is especially true for disciplines that have reached the limits of their methodological capacity. It is therefore one of the primary engines of the

evolution of disciplines. IMCU will aim at developing conceptual links using a perspective in one discipline to modify a perspective in another discipline.

This will be achieved by one or more of the following:

- Involving different research techniques developed in one discipline to elaborate a theoretical model in another one.
- Modifying or extending of theoretical frameworks from one domain to apply in another.
- Developing new theoretical framework that reconceptualise research in separate domains as it attempts to integrate them.

IMCU will also promote interdisciplinary research in the following ways:

- i. Support researchers from emerging disciplines by providing assistance for Major Research Projects (MRP), Minor Research Projects, Monographs, and Working papers. The Associate Dean, IMCU will closely follow up on the progress of these types of research projects for its compliance as per the guidelines issued by the Centre for Research, Christ University or IMCU. Any eligible faculty member of IMCU may apply for financial support through the Associate Dean with well-prepared proposals. The applications for financial support will be considered throughout the year.
- ii. Faculty members will initiate the development process by creating a tentative interdisciplinary research agenda and submitting a proposal to the research committee of IMCU. They will also bring together faculties, industry experts and domain experts and promote contribution of research findings to enterprises/organizations/ corporates/society.
- iii. Researchers will work in parallel with contributions from specific disciplines to address common research issues. They will provide a shared conceptual framework, theories and concepts with a broad thinking and publish joint research papers highlighting multi-disciplinary research findings.

Further guidelines are issued as follows for Interdisciplinary Research

a) Identify the area of an overlap

The sub-sector or sub-domain identification will happen at the researcher level.

b) Identify the specific support required

The identification of specific support (domain knowledge, resources such as books, journals and web links) will happen at the researcher level. In case of

unavailability of specific expertise the requirement will be forwarded to the RC, IMCU.

c) Identify the subject-matter expert inside or outside the University

The identification of one or more specific resource person will happen at the researcher level. In case of unavailability of the subject matter expert the case will be forwarded to the RC, IMCU. The Cell will help out with suitable contact for the continuation of the research.

d) Schedule the meeting with overlapping domain expert

If the researcher has identified the domain expert, then he or she will draw up the schedule, for such meetings.

e) Follow norms for Joint Publication with overlapping domain expert

The domain expert, who has helped the researcher in conducting the research either by the aid of knowledge, resources or by statistical help etc., will be duly recognized during publication process as a second author.

f) Link the Interdisciplinary research work with Government or Non-Government funded projects

The identification of the research problem and further linking with the various government or non-government funded or aided projects will happen with the assistance of the RC, IMCU and the Centre for Research, Christ University.

g) Define duration and budget for the project

The budget and duration of interdisciplinary research will be decided in consultation with the Research Cell, IMCU and approval may be sought from the Centre for Research, CU, if necessary.

4. To encourage researchers to actively participate in national and international conferences:

- i. The primary purpose of IMCU is to encourage faculty and students to conduct quality research and gain stature nationally and internationally. To enhance IMCU's standing as a research department of international repute, it is essential that each research work will be carried out in accordance with relevant professional codes and internationally accepted guidelines for researchers.
- ii. Faculty will present research papers at conferences organized by premium B-schools, institutes and universities nationally or internationally. Faculty will be actively involved in organizing conferences/seminars in association with reputed organizations / societies.

5. To promote various research publications by faculty and students

IMCU will facilitate the dissemination of research findings through publication in peer-reviewed journals, books, conference proceedings and/or theses. In order to achieve this objective, IMCU will emphasize the following:

- i. Experienced faculty researchers will help less experienced colleagues to develop research skills, particularly those skills relating to research planning, research design and publication.
- ii. Faculty will engage actively in collaborative research activity and will encourage students to participate in seminars and conferences to present papers, as an integral part of the post-graduate course.
- iii. Faculty members will be made aware of ratings of different reputed journals and their impact factors, h - index etc. through updated mails or workshops and will be encouraged to actively serve on the editorial boards of national and international journals.
- iv. Group discussion will be organized to keep abreast of recent research developments in the subject and will publish research findings in the form of Book Chapters, Books with ISBN, Conference Proceedings / Journal / Online Journal, Citation in SJR/SNIP, h-index and RG score.
- v. Faculty will consider peer-reviewed journals for paper publication.
- vi. Obtaining a doctoral degree may prove basic research competency and the faculty members with Doctorate degree will be encouraged to take up the role of internal guides to students pursuing M.Phil.
- vii. Students who have completed a master's dissertation or pursuing M.Phil will be encouraged to submit an article for publication based on their dissertation.
- viii. Research by masters' and doctoral faculty forms an important component of IMCU's research effort. At IMCU it will be encouraged to recruit masters' and doctoral candidates who will contribute to the research plan and help meet IMCU's research objectives.

Standard Operating Procedures for Research Publications

a) Indexing Guidelines

The Research Cell of IMCU will follow the UGC norms for publications of Articles and Research Reports. According to the norms given by UGC three specified Indexing methodologies are permitted for social science researchers:

- Scopus
- Web of Science (WOS)
- Indian Citation Index (ICI).

Other indexing such as Index Copernicus, Ulrich or ANED will not be considered for the purpose.

b) Update Indexing List

List of Scopus, WOS and ICI will be periodically (once in a year for Scopus and WOS and twice in a year for ICI) updated and sent by the Research Cell to all the IMCU faculties for their information.

c) Publication Authentication

Once the research article is published and DOI (Digital Object Identifier) has been generated then the Publication via Knowledge Pro (KP) will be updated. In case of two or more researchers, each one has to update the KP separately. The approval link is directed to the Associate Dean of IMCU. Once it gets approved then it features next to the name of the researcher, in the KP.

d) Financial Incentive

According to the University rules, Scopus indexed Papers are eligible for application for financial incentive through the Personnel office. The researcher may fill up an application form (to be collected from the Personnel office), which will be accompanied by two copies of the entire paper (printed on one side). These documents must to be submitted to the Personnel office, Christ University.

6. To facilitate external research inputs for gaining research excellence

With a view to strengthen the research culture and increase the awareness among faculties about the various aspects of research, IMCU will encourage the visit and discourse of reputed researchers from other institutions and industry. Programs will be organized in the campus where the researchers of eminence are invited to visit the campus. Visit of such renowned researchers and professors will create a research environment, develops attitude/aptitude of innovation and research awareness among the faculty, and promotes healthy discussions. Debates on research and motivates faculty to follow best practices in research.

7. To continuously check malpractices and misconduct in research by student or faculty researchers.

IMCU is committed to maintaining the integrity and probity of academic research and therefore regards it as fundamental that research should be conducted according to ethical guidelines defined by the wider research community. Guidelines for responsible and ethical practice in research is as follows:

- i. The University's subscription to anti-plagiarism software such as "Turnitin" will be utilized to check the similarity levels in the work done by researchers in all works such as dissertation, theses, reports, publications or book chapters. Every faculty will be allotted a login username and password for the purpose.
- ii. Researchers will present their work at internal and external research progress meetings to ensure research integrity. Candidates submitting M.Phil. and Ph.D. will make the following submission, "***that no part of the thesis is published in part of full from this or any of the universities in India***".

The following are the guidelines to be followed for Ethical Research Practices:

a) Integrity of data

Following are the guidelines to ensure integrity of data:

- Reporting of accurate conclusions shall be based on genuine recorded data or observations.
- Avoiding of either a false statement or an omission that distorts the research record.
- Avoiding reporting anticipated research results or findings that are not yielded at the time of submission of the research work.

b) Use and Misuse of Data

- All relevant observations should be reported. If a subset of data needs to be disregarded as an outlier then reasons should be stated and a confirmation should be sought by an approved statistical test.
- To reject any research finding in the published paper, the reasons for rejection should be stated.
- Background for significant negative results should be reported.

c) Ownership of and Access to Data

All researchers who plan to undertake research activity shall be aware that ownership of the data obtained in studies performed lies with IMCU. Reasonable access to data, however, will normally not be denied to any member of the research group in which the data was collected.

d) Criteria for Authorship

Appropriate credit will be given to all authors for their roles in the research. If more than one person contributes significantly in terms of formulating the research problem, interpretation of results and writing of the

research paper then all contributors will be responsible to defend the publication against criticism. All authors will agree to the order of authorship and obtain permission for use of any copyrighted material.

e) Self-citations

Citation of one's own unpublished work is possible with a written permission in the form of a letter from an editor or publisher stating that publication has been approved.

f) Duplicate Publication

Publishing the same article in two different places is strictly not allowed as this leads to self-plagiarism. An author is also not allowed to divide a research paper that is self-contained into a number of smaller papers merely for the sake of expanding the number of items in the author's bibliography. Each research paper, from the major research work/thesis, with distinct objectives, complete facts, figures and outcomes of the research will fulfill the criteria of publication requirement at IMCU.

g) Managing Risk in Research

No potential physical or psychological harm, pain, discomfort or stress to participants shall be caused while conducting research. Non-physical risk shall be avoided which includes invasion of a participant's privacy, damage to their relationships, beliefs or social standing as a result of disclosing personal information.

Special attention shall be given while addressing sensitive topics, such as beliefs, painful reflections or traumas, experience of violence or abuse, illness, sexual behavior, illegal or political behavior, people's gender or ethnic status. Researchers shall inform participants in advance to discontinue participation whenever they feel so during personal interviews or focus group questions if wordings cause them distress, anxiety or embarrassment.

Researcher shall obtain permission for use of unpublished instruments, procedures, or data that other researchers might consider theirs (proprietary). Appropriate permission from concerned for use of photographs, audio or video recordings or archive material that is of a sensitive or confidential nature received during data collection, shall also be obtained. Researcher shall protect the confidentiality of research participants, organizations, third parties, or others who were the source of information presented in the manuscript.

Bibliography (for Ethical Research Practices):

1. American Psychological Association (2008). *Publication Manual of the American Psychological Association (6thed)*. Washington DC: American Psychological Association.
2. *Guidelines for responsible conduct for research (2011)*. [http://www.provost.pitt.edu/documents/GUIDELINES FOR ETHICAL PRACTICES IN RESEARCH-FINAL revised March 2011.pdf](http://www.provost.pitt.edu/documents/GUIDELINES_FOR_ETHICAL_PRACTICES_IN_RESEARCH-FINAL_revised_March_2011.pdf).
3. National Centre for guidance in education (2008). *Research code of Ethics*. http://www.ncge.ie/uploads/codeofethics_Final.pdf

CONSULTING

8. To encourage the faculty members to utilize their respective expertise for consultancy services

The faculty members of IMCU will engage with Corporates (both Indian and Foreign), in providing Management Consulting and/or Training, in areas including, but not limited to Finance, Marketing, Operations and Human Resources.

The expertise and the knowledge base of the faculty are the determining factors to identify, organize and manage their involvement in engagements with an external agency. The faculty involved in the consultancy will be rewarded as per the policies of the University in this regard existing from time to time.

The engagement for consulting with the concerned corporate is initiated either by the faculty members either individually or collectively. Each such engagement shall have a formal agreement, with due approval of the Dean, IMCU. The engagements shall be covered under a general Memorandum of Understanding (MoU), in the format approved by the University, duly agreed and signed by IMCU and the Corporate. These engagements are chargeable, the fee being duly approved by the Dean, IMCU.

EXTENSION ACTIVITIES

9. To sensitize students towards sustained community development and institutional social responsibilities as part of extension activities

Learning activities have a visible element for developing sensitivities towards community issues, gender disparities, social inequity etc. and in inculcating values and commitment to society. There is a mutual benefit from affiliation and interaction with groups or individuals who have an interest in the activities of the institution and the ability to influence the actions, decisions, policies, practices or goals of the organization. Sustainable practices of the institution leads to sensitizing students towards social issues..

Extension activities as part of the education emphasize community services. These are often integrated with curriculum as extended opportunities, intended to help, serve, reflect and learn. The curriculum-extension interface has an educational value, especially in rural India.

The following guidelines are issued for extension activities:

Students can take active part of the CSA of the University on voluntary basis. The senior students will conduct orientation program to the newly joined junior students about of the CSR club activities of the IMCU during the first week of joining the MBA/ PGDM program. Senior CSR club members may do handholding for initial four months after which the junior students may try to independently run the CSR club activities of IMCU. Action plan will be created for the whole year. Plans will be made after brainstorming sessions of feasibility of the activity and value addition to the society.

At least one activity per month will be planned taking into account the IMCU schedule. It may be ensured that the CSR club activities will be done after the regular class hours. Some activities can be planned in coordination with Centre for Social Action, Christ University.

Student leaders may be handpicked from each section and these leaders will become the contact points to sensitize the students towards the activities and to drive the concept of CSR for other students.

The following may be some of the few activities that could be performed by the IMCU students under CSR activities–

- Child sponsorship program – Each class may contribute towards the education of underprivileged children. Individual contributions can also be encouraged.
- Visit to recycle unit – To understand the waste management procedure undertaken by the University.
- Bandhan – Senior students are taken for an overnight stay to the rural environs (adopted villages) to stay and interact with them and experience the rural environment from a management perspective.

- Tuition initiative – Students may visit the nearby orphanages and teach them, post regular class hours.
- Old age home visit – Students may spend time with the elders helping them to beat the boredom of loneliness and engage them in a lively manner.
- Campaign for vote – Students may engage with the youth to increase the voter awareness.
- Zero waste campaign – Students may organize events to make the University campus, waste free.

4. Infrastructure and Learning Resources

With adequate infrastructure and learning resources, the vision, mission of an institution could be reached effectively. Hence it is important to make use of the resources available optimally. We are blessed at Christ University to have this facility in abundance and also at IMCU.

Infrastructure would include class rooms and the facilities inside the class rooms, the labs associated directly with IMCU, the library, the online databases to which IMCU have subscribed and similar such facilities which the IMCU has availed.

Objective:

The objective of IMCU with respect to Infrastructure and Learning resources is to enable the faculty and student use the physical and intellectual resources optimally and thereby promote quality teaching and learning.

Hence the policy of IMCU with matters related to Infrastructure and Learning Resources will be as under:

To protect and optimally make use of the infrastructure and learning resources provided by the University to IMCU.

To leverage on the infrastructure and learning resources to achieve the mission of IMCU.

The following guidelines are issued in this regard:

Physical Infrastructure:

1. It will be ensured that all the classrooms have adequate physical resources with Internet facility.
2. All the classrooms will have latest teaching devices including LCD facility with audio.
3. All the faculty cubicles will be provided with computers, Wi-Fi, intercoms, printer access etc.
4. Video recording facility will be available in one of the classrooms in each of the campus for the purpose of bringing about improvement in the delivery of lectures by the faculty.
5. A wheel chair will be made available in case of need arising for the students, faculty or others.
6. Both the floors of IMCU will have adequate wash rooms/rest rooms and the same will be maintained well at all times.
7. Waste management initiatives will be under taken with utmost commitment at IMCU in both the campus.
8. It will be the responsibility of the faculty and students to maintain the infrastructure resources provided to IMCU by the University in good condition and ensure that no damage is caused to any of them.

9. It will also be the responsibility of the faculty and the students of IMCU to ensure that the audio and LCD projectors inside the class rooms are switched off whenever they are not in use, as with other electrical equipment.

In order to make effective use of the University library, a library review committee will be constituted at the IMCU as under.

Library Review Committee: The Committee is the formal link between IMCU and the Central library of the University. It aims to enhance the quality usage of library resources at IMCU.

Constitution of the committee: The HoD will head the Committee involving two nominated faculty members from each campus.

The specific functions of the Committee will be as follows:

- a) To ensure that all the faculty members recommend books to the committee that is contemporary, classic popular and 'must read' to their areas of core competency in their respective specialization. The books recommended for the library will not be of 'text book' nature and will only be for referencing by the students and faculty.
- b) To ensure that the utilization levels of the library facility is at maximum levels by all students and the faculty of IMCU. On a yearly basis the Committee will review the overall borrowings of books recorded by the faculty and the students of IMCU.
- c) To conduct awareness sessions from time to time on effective online database usage. This is to contribute for the enhanced teaching and learning quality. The Committee will also monitor the extent of database usage by IMCU faculty and the students.
- d) The Committee will meet at least twice a year to discuss the initiatives/suggestions for increasing the effectiveness of the learning resources available at IMCU / University.
- e) The overall documents that will be managed by the Committee are: List of books recommended by the faculty, List of exclusive titles/new titles pertaining to IMCU, List of borrowings, Information about the extent of usage of online data bases by IMCU, Minutes of the Committee meetings etc.

5. Student Support and Progression

At IMCU student support is provided to ensure that the students after their two-year graduate program emerge as a responsible citizen with overall development and who will make impactful contribution to the society.

The objective of this key parameter, student support and progression is as follows:

- Enhance the overall development of the student.
- Help the students secure a career to progress well in life.
- Provide a forum for the students to come back as alumni and contribute to the development of IMCU / University.

In order to achieve the above objectives, the following policies are pursued at IMCU:

1. To have a strong mentoring system that would bring in all round development in the students by the time they complete the two-year MBA/ PGDM program at IMCU.
2. To offer a well-structured holistic education that would make the MBA/ PGDM students socially responsible and lead a well balanced life.
3. To provide adequate opportunities for the students of IMCU to participate in various literary, cultural, sports activities for their overall development.
4. To provide placement opportunities to all the students at IMCU and prepare them suitably to meet the corporate expectations and challenges.
5. To provide guidance for those students who aspire to become entrepreneurs.
6. To provide adequate opportunities for the alumni of IMCU to contribute to the development of IMCU.
7. To provide opportunities to the students at IMCU to express their ideas, opinions through proper forum that could improve the overall functioning of IMCU and also to express their grievances connected to all aspects while doing their MBA/ PGDM program, including matters such as ragging etc. if any and seek proper resolution of the same.

For implementing each of the above policies, detailed guidelines are provided in the following sections:

1. To have a strong mentoring system that would bring in all round development in the students by the time they complete the two-year MBA/ PGDM program at IMCU.

Objectives

Mentoring is a highly valuable development activity where a more experienced and knowledgeable person guides a less experienced and less knowledgeable person to achieve one's career goals and objectives. It is dealt with compassion, credibility and common sense. It is one-on-one ongoing interaction between the mentor and the mentee focusing on his/her individual development in terms of communication skills, presentation skills, time management, discipline, punctuality, and leadership skills among others.

Context:

IMCU firmly believes that these factors aim at building an individual's capacity as future business leaders by working on the Strengths, Weaknesses, Opportunities and Threats. Mentoring ensures that the protégé builds his/her knowledge base through various means and modes currently in vogue. A structured mentoring framework is provided to each mentor while retaining their professional independence to effectively deliver sessions to a heterogeneous mix of cohorts. The framework is designed to deliver the requisites of reading habits, current affairs update, group learning from peers and clear articulation of matters at hand. The framework also takes into account the fact that mentees come from varied academic background and profiles. It enables the system to standardize the activities and essential knowledge points to be acquired by a management student.

The following are the guidelines issued in this regard:

Each mentoring session will last for 90 minutes duration adding up to at least 30 hours per trimester. A common mentoring framework will be provided, at the beginning of each trimester, to the mentors to bring in standardization across groups. The mentoring sessions will be delivered to groups comprising of 15 to 20 mentees, as per timetable set for every trimester. Sessions will take place in the allotted classrooms. Attendance will be tracked through Knowledge Pro attendance system of the University. The engagement is crucial as the students join management course with lot of expectations and apprehensions.

Prior to each mentoring session, it is essential and mandatory for each mentee to read the current newspaper or streaming news updates. Mentees will maintain a logbook on the list of activities held during the mentoring sessions as well as a diary of everyday current affairs information individually.

Mentoring sessions should enable the mentees to settle down in the course, motivate them into reading habits, show a path towards the need and update current affairs, equip them to benefit from peer learning, guide them choose a specialization based on their interest and potential. Mentor plays a major role in these activities leading the mentees in the right direction. Mentoring sessions'

help the mentees think and act independently with less handholding from the mentor. Mentees become independent, proactive and shed inhibition in a smaller group over a period of time.

Activities during mentoring:

Mentees will get updated on the major indices like Sensex, NYSE, Gold price, Silver price, GDP, various foreign exchange rates and other important economic parameters, which a manager ought to know. News points could include national, international, politics, corporate world, sports and technology and also latest happenings in various industry / sectors.

Few other activities which mentees indulge could be identification of their role models, discussion on start-ups, analysis of success stories of large business houses, presentations on various industries, critical analysis on women entrepreneurs and presentation on knowledge points like VUCA, SMAC and STEM etc. Mentees are also motivated to read books related to management in order to inculcate book-reading habits. They are encouraged to share their ideas and thoughts as they come across while reading books. Mentees take part in group discussions, debates, business quiz, micro presentations and extempore speech under the supervision of the mentor. Continuous feedback will be provided to the mentees individually for their personal development. Punctuality, discipline and dress code will be insisted upon to each mentee during the course of mentoring sessions.

Learning Outcome:

Other than the academic engagement, mentees benefit from the multi-varied activities provided through the mentoring sessions. Students develop a habit of keeping themselves updated on the latest happenings in the business world. They learn to interpret various economic indices on a regular basis. They develop presentation skills, communication skills, leadership skills apart from time management and punctuality.

Students earn two credits in each trimester for mentoring and hence assessment and evaluation must be done in a systematic and structured manner. Continuous evaluation, individual interaction, regular feedback indicating areas of improvement only will help the mentees gain knowledge and skills proposed in the mentoring framework. Assessment parameters will be shared with the mentors at the beginning of the course of the trimester.

2. To offer a well-structured holistic education that would make the MBA/ PGDM students socially responsible and lead a well balanced life.

Objectives:

The objectives of holistic education for management students go beyond imparting academic and professional excellence. It aims at building personal, inter-personal and societal skills to ensure participation in our national dreams

and aspirations and promotion of national integrity, religious harmony and secularism. Holistic education plays a major role for the development of management students as they hail from various states of India with differing cultures, languages and habits.

The guidelines in this regard are as follows:

The responsibility of administering the holistic education course to the students lies with the faculty coordinator for the IMCU.

The holistic education broadly shall cover the following skill sets, as stipulated under the University guidelines:

Personal Skills

Interpersonal Skills

Societal Skills

The inputs on each skill sets as stated above is imparted through various modules / topics, as decided at the University level from time to time.

The University conducts training for the faculty twice a year on the modules chosen, which eventually train the students.

The modules on each skill set are administered to the first year MBA/ PGDM students. Classroom sessions of three hours , broken into two sessions of 90 minutes each, for each skill set is conducted for students during the second and third trimester.

Administration of holistic education skills takes place through presentations, appropriate exercises, and active discussions, input from faculties as well as activities to drive home the concepts of various modules in an efficient manner. 'Theatre in Education' expertise could be brought in to make the sessions more interesting.

The Holistic education examination will be conducted at the end of second and third trimester to test the lessons learnt.

A student needs to have a minimum of 85% attendance in holistic education sessions for being eligible to write the holistic education examination.

The final examination is conducted through Moodle as multiple-choice questions. A student has to secure a minimum of 40% to pass the exam.

The responsibilities of the faculty coordinator in charge of holistic education includes providing the list of faculties for faculty training twice a year to the University coordinators, sharing the University teaching material with faculties, preparation of sessions & examination schedule, supervision of students attendance and administration of holistic education sessions.

Expected Outcome:

Holistic sessions enable the management students to develop in a holistic manner, equipped with various skills and lessons besides achieving academic & professional competence. This would help them in their performance as confident, competent, sensitive, value driven future managers.

3. To provide adequate opportunities for the students of IMCU to participate in various literary, cultural, sports activities for their overall development.

The following activities, which were all along carried out by the students of IMCU, will continue and will be mainly driven by students themselves with a faculty coordinator for each of the activity. Detailed SOPs / guidelines will be provided separately as a part of IMCU students handbook for each of the following activities.

BANDHAN

Bandhan is a rural immersion program for students which entails visiting a village with an overnight stay and learning about the living conditions of rural people and their development issues.

Objectives:

1. To provide exposure and create awareness among the student community about the rural environment.
2. To sensitize students towards the living conditions of the rural population.
3. To make the students aware that, for inclusive growth and for the economic development of India, rural markets are very essential.

PIONEER

Objectives:

1. To kindle the students interest to become entrepreneurs.
2. To help students develop entrepreneurial skills.
3. To help students interact with entrepreneurs and learn from their experience curve, through personal interviews, panel discussions, workshops etc.

CANTATA

Objectives : The Cantata events showcase the talents of students and faculty in sports and cultural events that foster the spirit of togetherness among the students and faculties of IMCU.

USHUS

Objectives:

1. To provide an opportunity for management students to enhance leadership, teamwork, coordination and organizing skills.

2. To facilitate the students to exhibit creativity and managerial talents leading to enhanced personality development.
3. To enable students hone their skills in different management areas such as Marketing, Finance, HR, Operations, and Corporate Social responsibility by widening their perspective.
4. To channelize their creative energies for synergistic development.

CORPORATE INTERFACE

Objectives

The following objectives with respect to students are to be achieved through Corporate Interface:

1. To understand the practical functioning of organizations.
2. To learn about corporate challenges.
3. To become aware of the role of different people in an organization.
4. To become aware of career opportunities.
5. To recognize the need for development of professional skills.
6. To bring focus on specific aspects of the students' studies like marketing, human resource management, finance and general management.
7. To assist students in adopting to the corporate culture and make their transit to the corporate world smooth.

VISION 2030

'IndiaVision2030' is modernizing the nation into a realized developed country based on India's core competence, natural resources and talented manpower for integrated action to double the growth rate of GDP. Areas of importance amongst others are agriculture and food processing, infrastructure with reliable electric power, education and health care, information and communication technology etc. Detailed operational guidelines are contained in the IMCU student's handbook. Upto the year 2015, VISION 2030 was conducted at IMCU as VISION 2020.

Objectives:

- To enable the students to familiarize with and become more aware, updated with issues on social, economic, scientific, technological, industrial, banking & finance, environmental, international affairs and its association with Indian scenario.
- To tap the potential of knowledge on various subjects covering all areas among the students.
- To bring out the best out in the future managers and to develop a collective approach towards various issues pertaining to development.

- To facilitate the capability of thinking and thought leadership among budding managers at a broader level.

INDUSTRIAL VISIT

Objectives

The objective of the Industrial visit is to help students gain first-hand information regarding functioning of the Industry which presents the students with opportunities to plan, organize and engage in active learning experiences both inside and outside the classroom.

The students will be able to:

- To understand the process
- To experience seamless integration at work
- To become aware of the role of different people in an organization
- To become aware of career opportunities
- To recognize the need for health and safety in the workplace
- To focus students on specific aspects of their studies like lean operation specialization students focus more on learning processes.

MANTHAN

Manthan is an initiative of IMCU to identify potential entrepreneurs who are given an opportunity to launch their ideas into viable commercial ventures. Manthan is an Inter-deanery Business-plan Competition open to all Christ University participants who have a unique and feasible business idea. The event is an apt platform to bring about the entrepreneurship spirit and to discover within oneself the courage and caliber to dream, plan, execute and succeed.

CONNAISSANCE

Connaissance is a national level student research paper presentation competition. This event is open to all the postgraduate students in management and commerce streams. Papers on a wide spectrum of areas encompassing Finance, Marketing, Lean Operations, Human Resources, General Management, and Information Technology are invited. Every year a theme is chosen and papers are encouraged to be written around the theme.

- 4. To provide placement opportunities to all the students at IMCU and prepare them suitably to meet the corporate expectations and challenges.**

Objectives :

IMCU Placement Office will function with the following objectives:

- i. Alignment of job profiles with the student specialization.

- ii. Placement in reputed companies for appropriate growth of students.
- iii. Participation of diverse companies including startups in the placement process.
- iv. To ensure good and deserving remuneration for our students.

The following general guidelines are provided to the Placement Office of IMCU with respect to placement of students:

The Placement Office will closely monitor the profiles offered by the organizations to ensure that the courses offered to the students at IMCU are in alignment with the industry needs.

The Placement Office will monitor the organizations that recruit students from IMCU to ensure that the organization is a suitable place with good work culture for personal and career growth for the students who takes up a career.

The Placement Office will look to welcome companies from diverse industries including 'startup' companies to campus to enable students to choose industries of their choice.

The Placement Office will monitor the salary packages that are offered by organizations that recruit IMCU students and will ensure that the packages are commensurate with Industry norms. The Placement Office will negotiate with organizations to provide the best offer for IMCU students.

The Placement Office will maintain good relationship with the organizations that come for recruiting IMCU students so that the organizations turn up for recruiting our students year after year.

The following specific guidelines will ensure uniform practices relating to placements:

Student eligibility:

All IMCU students who register in the University KP for placement services and satisfy the other norms such as minimum attendance for classes, completing a minimum of two live projects, attending at least one external fest, attending the external training programs regularly and actively participate in the specialization activities will be eligible to participate in the placement process and will follow the guidelines set hereunder.

A student can participate in the placement process of a company subject to the following conditions:

- The Placement Office has confirmed the student's registration.
- The registered student meets the requirements/eligibility criteria specified in the job description by the prospective organization.

Student Code of Conduct:

- It will be mandatory for the students to register for the company, to participate in the company's process.

- Students will be formally dressed and personally well groomed for the placement process. Students will display confidence worthy of the IMCU graduate attributes and maintain decorum at the placement proceedings.
- Students will be punctual and be present in the room assigned for the placement process, by the placement office.
- Attendance for the pre-placement presentation is mandatory after registration, to be eligible for further placement process.
- Students will be allowed to drop from the placement process for an organization only after attending the pre-placement presentation by the organization.
- Students who register and do not attend the pre-placement presentation on more than three occasions will not be allowed to appear in any other future placement event that take place at the IMCU.
- Students who proceed for subsequent processes, after attending the pre-placement presentation by the organization will not drop from the process in-between until the whole process is complete.
- It will be ensured that all the post job-offer communications that take place between the student and the organization will be only through the Placement Office.

Job Offer for a student -

- Once a student gets selected and the student's name appears on the final list declared by the organization, through the Placement Office, after the selection process, it would be deemed that the student had an offer and thereafter the student would not be allowed to appear in any other subsequent organization's selection process, except under exceptional situations which will be decided by the Placement Office on a case to case basis.

Acceptance of an offer by the student:

- Offer from an organization to a student is deemed to be accepted by the student and the student will not be allowed to appear for subsequent campus placement process.
- A student who has accepted an offer will join on the given joining date, not earlier than completion of all the University exam process for the MBA/ PGDM program and not earlier than the last working day of the academic year, unless permitted by the Director / Dean IMCU specifically, for a deserving reason.

The following are the guidelines with regard to students development programs relating to placements:

Objectives :

- To develop the required skills in the areas of career , soft skills including communication.

- To develop professional competitiveness' with strong grounding in ethics, human values, sense of social responsibility and environmental consciousness.

Student Development Programs:

The MBA/ PGDM program provided by IMCU has a well-coordinated system for student support and mentoring. Students are supported through their mentoring in academic studies, sports and cultural activities. They are guided for the development of their career, soft – skills and language skills. They are trained to develop professional competitiveness as well as develop ethics, human values and sense of social responsibility and environmental consciousness.

Career Mapping:

Career mapping will be conducted for the first year MBA/ PGDM graduates before they choose their specialization in order to help them understand the various skill sets and competencies required across specializations. This session is conducted by an industry expert with long years of experience. This helps students develop better perspective and understanding of the different specializations and the skill sets required to help them make more informed and better decisions.

Personal enhancement and development programmes:

IMCU will have a robust training program that enables students to be better prepared for campus placements. The second year students who are eligible for placements will undergo internal training programs that focus on creating awareness about the selection process of various companies.

Placement and training programmes will cover career orientation, employability skills, personality development, interpersonal communication and aptitude skills. The training programmes will be organized throughout the academic year. The students are also counseled by the faculty members of the department on career options.

Internal Training:

The Internal training will cover inter-alia:

- Resume Building:
 - The standard Christ University template will be circulated, and suggestions on strengthening the resume visibility, do's and don'ts, what must be on the CV etc. will be shared. Students will also be encouraged to consult the trainer and get their CV's revised before the beginning of the placement season.
- Group Discussion (GD)
 - Training on-group discussion helps students be better prepared and will cover contemporary and frequently given topics. Mock GDs' and role-plays enable students in improving their articulation

skills, body language etc. and hence adequate training will be provided to enhance their competencies to be successful in the placement process.

- Interview
 - Training for attending interviews enhances skills required to be successful in personal interviews. Insights including appropriate grooming, sample questions, presenting oneself, attitude, body language and things to carry are shared. Role-plays and mock interviews help build the student's confidence.
- Refresher
 - Refresher sessions will be held with the help of faculty playing the role of interviewers / panel members to help the students improve their performance in the placement process.

External Training:

The students will be trained by appropriate external agencies for aptitude and reasoning skills and for updating the senior MBA/ PGDM students in the area of 'daily business news' so that their performance is at enhanced levels while undergoing the placement process. Presently the IMCU has arrangements with AVALIA an outfit that trains students in the area of aptitude and reasoning skills and with XED that focuses on daily business news. The program conducted by AVALIA is a blended learning program of classroom training combined with online preparation and mock tests which quickly develops students aptitude levels and confidence. On the other hand, XED provides 'Daily Business News' through SMS on Current Business Affairs till the end of Academic year and students have access to specific areas such as, Top Story of the Week, Industry & Company Analysis, Top Business News of the Week, Top Business Personalities, Must Know Business GK and Editorials and daily quiz for 24 Weeks. Each quiz will consist of three questions five days a week. This structure and training providers can undergo changes from time to time depending upon the needs of the students and performance analysis.

5. To provide guidance for those students who aspire to become entrepreneurs.

Objectives : To promote entrepreneurship culture among students.
To provide incubation support to budding ideas.
To provide support to the interested students on various facets of entrepreneurship.

Entrepreneurship Development and Research Cell at IMCU will engage in activities that promote and foster the spirit of entrepreneurship amongst students and alumni of IMCU.

The Cell will be headed by a coordinator. The students mentoring will be done by the coordinator who will be experienced in this regard along with other management faculty and the services will be offered free of any service charges to the aspiring students and alumni. No office space will be provided nor any funding facility for ideas incubated. The profits or losses from the business venture solely belong to the entrepreneur.

Guidelines:

- 1) Inviting business ideas to Entrepreneurship Development and Research Cell:

Current MBA/ PGDM students will be encouraged to come to EDC with business ideas. The students will be briefed about the activities of the EDC and they will be encouraged to bring business ideas, which could be taken forward for fructification. The IMCU alumni network will also be informed about this initiative.

- 2) Initial Screening of ideas:

Detailed discussions will happen over one or two sittings for each idea and there is a framework of questions that is used to get the candidates to give all information about the business idea.

- 3) MOU with the candidates who proceed farther:

Once the seriousness of the candidates and clarity of idea and initial viability is visible, an MOU shall be signed with them. The MOU to be signed shall be approved by a competent authority within the University.

- 4) Mentoring post MOU:

Mentoring of the candidates after this stage can be very customized. Most candidates could have questions on legal areas, partnership structuring etc. Candidates are encouraged to come for sharing their status at a frequency that they see value in. Initially it could be once a month. After a few months, it could be once in a quarter. Outstation candidates can do the same over phone.

6. **To provide adequate opportunities for the alumni of IMCU to contribute for the development of IMCU.**

IMCU will maintain a robust database containing the details of the alumni capturing the essential details about the alumni.

IMCU will provide opportunities to the alumni by hosting two formal alumni meets during the year to coincide with the Independence day and Republic day. The objective of these meets will be as follows:

To keep the alumni of IMCU informed of the new initiatives at IMCU.
To enable them to net work with their fellow alumni students.
To share with us their experience in the corporate world and the feedback that they would like to provide us for our improvement and development.
To provide them the forum to rejoice their student days at IMCU.
To share their success with us.
To form the alumni team to carry forward the alumni related initiatives related to IMCU.

During the meets, information will be updated in the database maintained by us regarding alumni like their contact details, place of work, designation etc.

IMCU will provide a platform through the social media like face book and twitter for our alumni to exchange useful information.

IMCU will collaborate with the alumni in the areas such as validation of curriculum, participating in the club activities of the specializations, writing articles / interviews in the IMCU news letters, providing guest lecture sessions for the students in their area of expertise, creating opportunities for placements, summer internship projects, live projects, industry visits for our students in their organizations and such other activities that would benefit our students.

- 7. To provide opportunities to the students at IMCU to express their ideas, opinions through proper forum that could improve the overall functioning of IMCU and also to express their grievances connected to all aspects of their doing the MBA/ PGDM program, including matters such as ragging etc. if any and seek proper resolution of the same.**

Context

Given the diversity of the programs offered at IMCU, the fast paced trimester based delivery, and the fact that many of the students live away from their homes, it is to be expected that some of the students may have grievances from time to time, and look forward to a standard policy / guideline framework that would provide clarity on its redressal.

Student Grievance and Redressal Committee

Recognizing the need to define clear authorities that would hear the issues and work towards resolving them, IMCU will form a Student Grievance and Redressal Committee. This is a Standing Committee made up of the Director, Associate Dean, HoD, HoS as may be needed, Campus Coordinator (if required), and if needed, a lady Faculty in case the aggrieved student is a girl. The HoD will be the convener and Secretary General of the Committee.

The Committee will meet at the City or Kengeri Campus as the case may be, soon after aggrieved student raises the grievance. Quorum for the meeting will be

three, Director, Associate Dean, and the HoD. This will stand raised by one lady Faculty, where the grievance being heard relates to girl students. Meetings will be minuted and signed by all present.

Role and scope of the Student Grievance and Redressal Committee

The Student Grievance and Redressal Committee at IMCU will act as the fact-finding body that will arrange to investigate each complaint received from the Student. The committee will be open to receiving complaints from student of any of the MBA/ PGDM courses offered and run by IMCU. A pre-requisite is that the complainant must be a bonafide student of IMCU. Complaints can also be made by the parent(s) or the guardian of the student.

The Student can bring complaint of whatever nature including one of sexual and/or ragging like harassments, inappropriate communication forms and modes, inappropriate messaging using SMS, Whats App, Twitter, Face Book and such other, undue favors and attention etc.

The Student Grievance and Redressal Committee will not pronounce punitive measures based on the report of the investigation. It will, however, make clear recommendations, which will amicably resolve the grievance.

The draft report will be circulated among each member who is expected to read and raise objections, if any. If there are no objection(s) or objection(s) raised have been resolved to the satisfaction of the member raising it, the report of the investigation will be signed and dated by all members who were present.

The signed report will be forwarded to the Registrar who will table and discuss the report at the University level Student Grievance and Redressal Committee. One or more members of the IMCU Student Grievance and Redressal Committee may be called upon to attend the University level meeting.

On due deliberations, the University level Student Grievance and Redressal Committee will convey in writing to the Committee at IMCU, the decision, remedial and/or punitive measures, which will be communicated to the Student who initiated the complaint.

Appeal

Complainant Student, if not satisfied with the outcome of the investigation and the decision, can appeal in writing to the Registrar within 10 days of the receipt of the committee's findings.

Process

Complaints, in duplicate, describing in adequate details, events and occurrences in writing (either through letters or emails) will be submitted to any of the members of the committee by the Student desirous of an investigation. Complaint letters have to be supported with appropriate evidence including message transcripts, photos/videos, call records etc.

Each complaint received will be serially numbered and basic details of the complaint will be recorded in the Register of Student Grievance maintained with the HoD. The duplicate copy of the complaint will be initialed to acknowledge receipt and the same will be returned to the complainant. The HoD will promptly but no later than 2 working days, convenes the meeting of the Student Grievance and Redressal Committee. Depending upon the nature of the complaint, the Committee will set the optimum time lines for conducting of the investigations and reporting. In any event, each complaint must be disposed in two weeks from the date of lodgment.

Counseling Centre:

IMCU will also provide counseling service to the needy students through the resources available at the University.

Functions of the counseling centre are as under:

- a) To counsel and help students overcome stress related to their academics and personal life.
- b) To provide psychological support as students pursue their academic and personal goals.
- c) To help students grow in self-understanding, cope with their immediate situations and aid future decisions.
- d) To guide students in psychosocial maturity.

6. GOVERNANCE AND LEADERSHIP

The quality of Governance and Leadership in an institution indicates the quality of several practices that the Institution follows, taking an institution from being good to being great. Governance and Leadership issues have come to the fore in many organizations leaving the future of the institution to destiny. A very conscious effort to build these areas go a long way in the building of an institution. At IMCU, as is the case with our University, these areas are as important to any other Institution of repute and worthy of its name.

The following are the policies of IMCU governing Governance and Leadership, at IMCU:

1. To drive the initiatives of IMCU with the mission of IMCU as focus, in alignment with the vision, mission and core values of the University.
2. To have well defined structure of leadership at IMCU.
3. To inculcate the core values adopted by the University to the students and the faculty of IMCU.
4. To promote development of IMCU through a strong internal process and annual Strategic Plans.
5. To provide the necessary empowerment and independence to the faculty with accountability, to pursue the mission of IMCU.
6. To provide the students a grievances redressal system.
7. To have a Faculty appraisal and performance review system that would help in their personal growth and development and also the overall performance of IMCU.
8. To take all eco-friendly initiatives as per the need of the hour, in whatever activity that it does.
9. To remain transparent by providing more details about the activity of IMCU, through our University website.

The implement the above policies effectively the following guidelines are issued.

- 1. To drive the initiatives of IMCU with the mission of IMCU as focus, in alignment with the vision, mission and core values of the University.**

The mission of IMCU is as follows:

To develop a community of Social Responsible, Creative and Enterprising leaders in a Globalised, Knowledge based and Dynamic environment.

The Vision, Mission and Core Values of Christ University is contained in the charter of the University.

All activities, programs, initiatives at IMCU will have in their objective the above elements present so that the mission of IMCU and the vision, mission and core value principles are achieved.

Further, the IQAC of the University conducts internal academic audit of the University departments majorly on the lines of the NAAC parameters. IMCU will focus on developing a community of socially responsible, creative and enterprising leaders to operate in a knowledge-based, globalized and dynamic world, being guided by the parameters laid out by NAAC as well as the University.

2. To have well defined structure of leadership at IMCU.

To provide a dynamic leadership with clear vision and good governance practices.

IMCU is a department of Christ University. The University's Statutes, Ordinances and Regulations guide the academic and teaching activities of IMCU also. The Director, Dean, Associate Dean and the Head of the Dept report to the University Management on matters relating to teaching, teaching standards, research, operations and finance, faculty, research and other areas, on a regular basis.

With the above background, IMCU will provide a dynamic leadership with clear vision and will believe in good governance and optimum utilization of its resources. IMCU will strive to realize its mission statement based on the core values of the University through the holistic and integrated development of students. Being secular in its operations, it will strive to provide quality management education by creating a stimulating environment to achieve its mission.

The leadership of IMCU will focus on transparency and accountability. The organizational structure, roles and responsibility of the Director, Dean, Associate Dean and Head of the Dept and faculty members will be clearly defined. The IMCU leadership will take full responsibility for academic and administration of IMCU. The Dean through his/her obligation of authority, will constitute various committees / cells/ coordinators, for making relevant policies and their implementation.

IMCU's leadership will actively and regularly interact with its stakeholders. Regular meetings / discussions can be held between Dean, HOD, faculty, students, alumni, industry and other officials in different forums. Overall, IMCU will promote a culture of participative management by creating opportunities for frequent meetings and consultations.

ACADEMIC ADVISORY BOARD (AAB)

In order to achieve the above, the Dean, IMCU will constitute an Academic Advisory Board comprising of industry leaders to help in providing the direction to the strategic objectives of IMCU. The AAB will meet once in six months and consider various agenda appropriate to obtain reiteration on the strategic direction of IMCU and to help in obtaining new strategic direction, keeping the dynamic nature of the environment, within which the IMCU is functioning.

3. To inculcate the core values adopted by the University to the students and the faculty of IMCU.

The core values of the University are as follows:

Faith in God

Moral Uprightness

Love of fellow beings

Social Responsibility

Pursuit of Excellence

IMCU will make all efforts to imbibe in the students the core value principles laid out by the University as above. While at the University and thereafter, the students will be encouraged to practice these core values at all times so that they turnout to be useful citizens for the country.

4. To promote development of IMCU through a strong internal process and annual Strategic Plans.

Christ University sets out the theme of the strategic initiatives for a tranche of period (generally as three years) in line with its vision and mission statements. Each deanery and department, in turn sets out the individual strategic plan on the following parameters *(1) Curricular Aspects (2) Teaching, Learning and Extension (3) Research and Consultancy (4) Infrastructure and Learning Resources (5) Student Support and Progression (6) Governance and Leadership (7) Innovative practices.*

Devising the Strategic Plan

At IMCU, the team consisting of Dean, Associate Dean and the HoD devise the strategic plan in line with its core competencies and the priority goals. A SWOT analysis may also be done to identify the long term goals for IMCU. Inputs from AAB and directions given by the IQAC of the University, shall be a part of the plan while devising strategic plans annually. systematic and well thought out Strategic Plan will be drawn up every year to guide the department in their activities.

The strategy plan will be broken down into actionable items where the initiatives, the plan to execute the initiative and the faculty responsible to monitor and execute the plans are made out by the team. This document outlines the Standard Operating Procedure for IMCU for developing, implementing and monitoring of the strategic plan and DRM.

Department Responsibility Matrix (DRM)

The action plans of each period are categorized into those to be actionable at the individual specializations (namely, Marketing, Finance, Human Resources, Lean Operations and Systems, Strategy & Leadership and

Economics and Quant). The other items are actionable at the central level. The time frame is divided into four periods, (1) April- May, which is the pre-academic year, (2) June-August, coinciding with trimester 1/IV; (3) September- December, in line with trimester II/V; (4) January to March, corresponding to trimester III/VI.

All the HoS are responsible to define the action items and identify the faculty in charge for the activities related to the respective specialization after the due consultation with the team members. Due care is taken to make the action plans as specific, measurable as possible.

Implementing the DRM

Once the responsibility matrix has been finalized, the respective faculty member discusses the action items and the time frame (from the four time periods) to carry out different milestones of the actions at the individual level. The members are then assigned **Key Result Areas (KRAs)** based on the DRM .

Monitoring and Control of the DRM

The members assigned with the action to execute the plan then complete the task and update to the person responsible to monitor. As an when an action is complete, the respective member responsible for monitoring update in a Google spreadsheet with the status and brief explanation of the action. The online Google spreadsheet is shared with all the members concerned and all the completed actions are turned into green, the plans in progress are in yellow and the plans which could not be completed is colored in red.

At regular intervals the Dean and Associate Dean, for future course of action, analyze the spreadsheet. Those marked with red are followed up for the possible reasons and carried forward to the next plan cycle with the remarks.

Follow up of DRM and planning for the next cycle

Every action plan is marked with specified, measurable expected outcome and the impact of such outcome is articulated and taken up for the purpose of summarizing the future course of actions. The plans, which could not be completed in a particular period, are taken up in the next cycle.

5. To provide the necessary empowerment and independence to the faculty with accountability, to pursue the mission of IMCU.

The faculty of IMCU will be empowered in the following ways:

Each of the faculty at IMCU will choose the area where they would like be an expert over a period of time gaining deep knowledge and reputation. This will enable the faculty to publish research papers and offer consulting to organizations that may require the services.

Each of the faculty at IMCU will attend seminars, conferences, workshops, training and other such forums that will provide them to enhance their knowledge in the chosen area for self development. The financial and other support that may be required will be planned at the annual departmental meets, so that necessary approvals could be taken from the University authorities, in this regard.

Each of the faculty at IMCU will be provided opportunities to share their research work with fellow faculty and seek suggestions, improvements and other necessary inputs.

Each of the faculty at IMCU will interact with the Industry experts and forge an academic community that will further the process of gaining and spreading new knowledge for themselves as well as for the society in general.

6. To provide the students a grievances redressal system.

Please refer to the detailed guidelines provided under Students Support and Progression.

7. To have a Faculty appraisal and performance review system that would help in their personal growth and development and also the overall performance of IMCU.

Objective

The objective of faculty appraisal is to provide faculty members of IMCU timely information relating to the achievement of goals by each faculty member and suggestions for their improvement if any. This process enables faculty members in planning their personal growth and development.

The following guidelines are issued in this regard:

IMCU will follow the process approved by the University with respect to appraisal of faculty, from time to time, which is as follows:

Evaluation by students:

- i. Evaluation is to be done every trimester
- ii. Evaluation is online and will be administered by the IT department through their systems.
- iii. A structured questionnaire is developed to test the effectiveness of faculty on sixteen different parameters.
- iv. Evaluation report (Graphical form) is accessible to the faculty members for their self awareness and improvement.
- v. The HOD/Dean/ Associate dean will discuss the evaluation scores with the faculty members individually and suggest areas for improvement.
- vi. The evaluation score by the students will be a part of the performance appraisal score card and will have a weightage of 15%.

Peer Evaluation

- i. Evaluation is to be done once a year.
- ii. Peer evaluation is administered online with a structured questionnaire that consists of 18 different parameters, as provided the University.
- iii. The evaluation score will appear in the performance appraisal score card and will have a weightage of 10% .

Self Evaluation

- i. Evaluation is to be done once a year.
- ii. Evaluation is done to facilitate faculty members for self reflection.
- iii. Self evaluation is administered online with many parameters such as completion of task on time, involvement in departmental activities, contributing to development of IMCU, and so on, as provided by the University.

An appraisal score card is prepared, based on the parameters, weightages and marks provided in the score card, and final scores are arrived for assessment and review.

A one to one discussion with the Dean, Associate Dean and the HoD, IMCU is carried out with the concerned faculty of the IMCU to suggest ways for progression, as envisaged. The same is recorded on the appraisal form and conveyed to the faculty. Further review on the areas of improvement suggested is followed up to ensure that the suggestions have proper closure.

8. To take all eco-friendly initiatives as per the need of the hour, in what ever activity that it does.

Christ university campus is spacious, well maintained and environment friendly. The University has won several awards for its green and clean campus. The University has adopted a framework for green audit which is carried on once in every two years and specific processes are implemented to measure the progress. Accordingly at IMCU a number of initiatives have been put in place to promote the concept of 'reduce, reuse and recycle' and contribute to the protection of the environment. Some of these initiatives are detailed below.

Water conservation:

Conscious efforts are made to reduce the quantity of water used leading to less consumption of the water. Through continuous recycling of water, water audits and leak detection and repair, water conservation is practiced.

Zero waste campaign:

Students and faculty members are educated on waste management practices and are encouraged to propagate the same in neighbourhood communities. The waste is collected separately as wet waste, dry waste and is sent to the University managed recycling unit.

Energy conservation:

Students and faculty are educated to use less electricity and are encouraged and reminded from time to time to switch off the electronic devices when not in use. CFL and LED bulbs are used to save energy.

Plants:

Students and faculty are educated to support and preserve the plants inside the University campus as well as in neighbourhood community. To promote plants most of the guests or dignitaries visiting IMCU is presented a plant sapling as an expression of our gratitude.

E waste management campaign:

It is ensured that systematic collection of e-wastes is done and disposed in a responsible manner.

9. To remain transparent by providing more details about the activity of IMCU, through our University website.

IMCU will endeavor to post IMCU related information on a continuous basis at the University website and will post the following information amongst others:

1. Faculty profile.
2. Details of programmes that are offered at IMCU.
3. Curriculum with syllabus details for various programmes offered as above.
4. Various events / activities conducted at IMCU.
5. Application procedure for various programmes offered at IMCU.
6. Infrastructure facilities at IMCU.
7. List of distinguished Alumni of IMCU.
8. Faculty research publications.
9. Some of the important policies such as 'Students Grievances Addressing Mechanism', 'Anti- Ragging Policy', 'Students Counseling Support' etc.

7. INNOVATION AND BEST PRACTICES

Innovation is all-pervasive and IMCU will strive to promote innovation and best practices in the areas of curriculum development, teaching, learning, assessment and research that would lead to student / faculty progression with the support of necessary infrastructure and learning resources.

The objectives of the policy is to support the following amongst others:

1. Promoting innovative practices to lay the pathway to achieve academic excellence by following inclusive practices and stakeholders' relationship.
2. Developing innovative courses that can promote skills and provide the necessary flexibility in choosing courses through the options of choice based courses, by the students.
3. Using different assessment strategies to fulfill the diversity in the learning process.
4. Usage of information and communication technology inside and outside the classrooms for effective engagement.
5. Creating learner centered environment where students are active and responsible learners.
6. Grooming the students both personally and professionally to be able to meet challenges.
7. Creating an environment of knowledge sharing and peer learning both to the teachers and students.
8. Building physical infrastructure and learning resources to promote innovation in every aspect.

To achieve the above objectives the following policies are formulated:

INNOVATION

Innovative curriculum development

A structured procedure is to be followed to develop innovative curriculum with an aim of developing leaders who are ethically and morally grounded and poses the skill sets valued by industry. The curriculum is aimed to inculcate the requisite quantitative, qualitative, analytical and problem solving skill of the students. The courses will be classified into various types in terms of core and speculation and mandatory vs. optional. Courses will be in line with the latest dynamics of the business such as on technology, analytics, sustainability etc. Every course will have modules on ethical dimension, sustainability and governance issues that would sensitize the students.

Separate modules on different life skills of the students in terms of personal, inter personal and societal skills will be developed in line with the practice of the

University and be delivered to the students in an interactive way including but not limited to role plays and Interactive Intimate Theatre.

Innovative Pedagogy

Complete autonomy will be given to the faculties to try different innovative pedagogical methods including 'think, pair and share', 'experiential learning through simulated physical labs', 'online simulation games', 'research based learning', 'blended MOOCs' etc., The faculty will continuously update herself/himself by attending seminars and programs on the teaching, learning methodologies from time to time to incorporate the latest practices followed in world class institutions.

Innovative Assessment

Moving away from exam based to more open and flexible method of assessments including open book tests, peer evaluated assignments, projects, models, essays, audio visual submissions, wiki creations, research papers etc., will be the focus of IMCU. There will be a balanced approach of having different assessment patterns to meet the diverse learning styles of the students. Such non exam based assessments will be clearly articulated, emphasizing the need for having such assessment depending on the nature of the course, need of the industry etc., A clear process with continuous assessments and rubrics will be developed for those courses to ensure rigor and objectivity in assessment.

BEST PRACTICES

IMCU has followed some of the following best practices and the enthusiasm will be continued to provide value to our students, being the main stakeholders of our University.

Academic Advisory Board and Curriculum Development Committee

IMCU has set up an Academic advisory board having representation from renowned industry practitioners and academicians to guide and support the curriculum development process.

A Curriculum Development Committee is set up to study and recommend changes for the syllabus keeping in mind the dynamic business environment.

Lab Based Learning

Every specialization at IMCU has developed courses, which are taught through labs to give hands on experience to the students.

Skill development is the main objective of such lab-based courses.

Academic Standard Book

A handbook on the detailed guidelines on various academic deliverables prepared at IMCU.

Providing the same to the students will help them improve the quality of assignments prepared by them for evaluation. The handbook among other things will have details on the expectation on various assignment types, the guidelines and the rubrics of assessment.

Induction to First Year Students

An induction program conducted for the newly admitted students to bring the diverse students to the same platform and training on key skills required to adapt to business school way of learning.

The induction program will contain various modules including APA style of referencing, writing skills, bridge courses, excel training, orientation to the culture of the University in general and IMCU in particular. These modules will be refined from time to time based on the feedback provided by the students and the faculties.

Video Capturing of Class Room Sessions

The practice is likely to serve multifold objectives including self evaluation of teaching style of the faculty members, enablement of repeat of the class room teaching sessions to students, that would enable better learning.

Use of Information and Communication technology

Various tools of ICT employed in the teaching learning and assessment practices.

Students can have access to the various teaching and learning and support services enabled through technology. Learning Management System (such as Moodle, Google class room,), Student support through ERP (Knowledge Pro), wide usage of online resources for research and learning (JSTOR, ProQuest, Prowess) to be made available to students. These technologies would also be updated as per the need and developments in the area of databases.

Faculty Peer Learning

With a diverse nature of the faculty members, there is ample scope for learning from each other. Every newly joined faculty is allotted a buddy, who is a senior faculty who will orient the new member on different practices followed at IMCU. The newly joined member will attend the classes of other faculties on mutually convenient time to help learn the different styles of classroom delivery.

Apart from this, during every faculty meeting, there will be a knowledge sharing session where a select faculty member will discuss contemporary issues in the business, in line with his/her area of research.