



IILM
LODHI ROAD, NEW DELHI

**Human Resource Policies & Regulations
for Faculty**

(To be implemented with effect from April 01, 2025)

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Index	Page
Preamble	3
Workload Components	3
Workload Distribution	4
Faculty Teaching Hours and Points Allocated	5
Academic & Administrative Load-Points	5
Code of Conduct of Faculty members	7
Faculty Working Hours/Days and Leave Benefits	14
Leaving IILM	20
Research Track Policy for Faculty	23
Performance Based Appraisal System for Teaching Track Faculty	25
Research Policy	26

Preamble

At IILM, we recognize our faculty's essential role in achieving academic excellence and nurturing future leaders. Our workload distribution and incentive framework reflect our commitment to their holistic development and well-being. This framework establishes clear expectations for teaching, research, and academic administration, enabling faculty to balance their commitments effectively.

We foster a motivating environment by providing ongoing support, recognition, and professional growth opportunities, including mentorship programs and collaborative projects. Additionally, incentives for outstanding contributions further empower our faculty members. This comprehensive approach not only enhances the quality of education we provide but also strengthens our academic community and fosters a culture of excellence. The accompanying working note details the norms related to workload, ensuring faculty members can effectively manage their responsibilities while promoting excellence within the institution.

Part A

1. Workload Components

a. Teaching Responsibilities:

Faculty members are expected to allocate a significant portion of their workload to teaching activities. This involves delivering high-quality instruction, actively engaging students, and continuously refining their teaching methodologies. Faculty should manage their time effectively to fulfill teaching commitments, ensuring that the needs of their students are met while maintaining a balance with other responsibilities.

b. Research Activities:

Faculty must dedicate a set number of hours to research, focusing on producing high-quality publications that contribute to their field and the institution's academic standing. Research is essential for both professional development and the institution's reputation. Faculty should align their research with the institution's goals, emphasizing quality outputs that advance knowledge and elevate the institution.

c. Academic Administration Activities:

Faculty are encouraged to engage in academic administration, including participation in committees, clubs, and initiatives that foster collaboration and support institutional growth. These activities, which promote the development of academic programs and overall institutional progress, should be recognized and rewarded as part of the faculty workload, contributing to a well-rounded approach to institutional building.

2. Workload Distribution (Flexible Formula)

The distribution of faculty workload is guided by a flexible formula i.e. 40:40:20 formula, where faculty can adjust their focus between teaching, research, and academic administration. The allocation percentages may vary, depending on individual interests and institutional needs, while still meeting minimum expectations in each area.

The general structure follows: Teaching, Research, and Academic Administration: Faculty are expected to distribute their workload across these three components, though the exact percentages can vary. For example, one faculty member might prioritize teaching, while another might focus more on research or administrative roles.

The key principle is that each faculty member must fulfill a minimum requirement in all three areas to ensure a balanced contribution, which is essential for consideration in the appraisal cycle. This flexible approach allows faculty to tailor their workload based on their strengths and interests, while supporting institutional goals.

This structured approach to workload ensures that faculty members are supported in their teaching, research, and administrative roles, ultimately fostering a vibrant academic environment that benefits both faculty and students. By aligning these activities with institutional objectives, the working note promotes a balanced and productive faculty experience that enhances overall institutional effectiveness.

3. Faculty Teaching Hours and Points Allocated

- i. A teaching cap of 12 credit hours is set for the PGDM/BBA program per academic year. According to the existing policy, one course equals 1/2/3 credits of 15/30/45 learning hours each. If a faculty member teaches one course in two sections, it will be considered as two course loads.
- ii. At the beginning of each academic year, each faculty member is required to prepare an annual work plan. The Area Chair/Coordinator will convene a meeting to discuss and ensure an equitable teaching load among faculty members in that area.
- iii. The annual work plan will be finalized in a meeting called by the Director. If a faculty member teaches beyond 12 credit hours, they will be compensated at a rate of 10 credit points per every extra credit hour taught. Each credit point earned can be redeemed @ ₹3,000.

4. Academic & Administrative Load-Points

To encourage active participation, faculty members acting as Associate Dean or serving on various departmental committees as Chair or as Area Chairs will be compensated either through a reduction in teaching load or annual appraisals or both. Duties performed as an Associate Dean/Area Chair will equate to 2 credit hours, while committee membership will account for half credit hours. A maximum cap of 3 credit hours is proposed for each faculty member; beyond this, participation in any program or committee will not be compensated. If monetary compensation is opted for instead of a teaching load reduction, the rate will align with the rate for teaching beyond 12 credit hours (₹3,000 per credit point). Faculty will be officially assigned administrative duties.

a. Academic Research Points:

To unlock the incentives, faculty members must earn a minimum 3 credit hours from research activities. IILM group proposes the following monetary incentives for full-time faculty members, benchmarked against best practices from leading B-schools across the country. For details refer to the Research Policy of the Institute.

b. Workload Supplementation Guidelines:

a) Minimum Teaching Requirement:

- Faculty must complete **12 credit hours** in an academic year.

b) Supplementing Workload:

- If teaching hours are less than 12 credit hours, points from academic administration activities can be used to meet the requirement, with a maximum cap of **2 credit hours** allowed.

c) Academic Administration Participation:

- **Associate Dean/Area Chair Duties:** Counts as **1.5 credit hours**.
- **Committee Chair/Club Chair:** Counts as **half credit hours**.

d) Compensation Options:

- Participation can lead to either: **Teaching Load Reduction** or **Extra Hours**

Any teaching hours above 12 credit hours will be compensated at **₹3,000 per point** at the end of the review cycle.

Revisions and Updates:

Any revised guidelines will be shared periodically to ensure clarity and alignment with institutional goals. This structure balances teaching, research, and academic administration while effectively rewarding faculty contributions.

For detailed descriptions related to faculty research incentive/research track details please refer to Section 4 of Part B of this manual.

Part B

1. Code of Conduct of Faculty Members

All faculty are expected to behave in a manner that befits a professional workplace and not indulge in practices that are damaging to the organization and other faculty. While not intended to list all forms of behavior that are considered unacceptable in the workplace, the following are examples of misconduct that may result in disciplinary action, including termination of employment.

- ❖ Theft or inappropriate removal or possession of organization owned property working under the influence of alcohol or illegal drugs.
- ❖ Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace.
- ❖ Fighting or threatening violence in the workplace Boisterous or disruptive activity in the workplace
- ❖ Violation of safety or health rules Smoking in the workplace
- ❖ Any form of harassment of other faculty Excessive absenteeism
- ❖ Unauthorized disclosure of confidential information

This list is intended to be representative of the types of activities that may result in disciplinary action. It is not exhaustive, and is not intended to be comprehensive.

The consequences of failure to adhere to the code of conduct is entailed in detail under “Dismissal” further in the policy.

1.1 Attendance, Punctuality and Dependability:

As IILM depends heavily upon its faculty, it is important that faculty attend work as scheduled. Dependability, attendance, punctuality, and a commitment to do the job right are essential at all times. As such, faculty are expected at work on all scheduled work days and during all scheduled work hours and to report to work on time. Moreover, a faculty must notify her/his reporting superior as far in advance as possible if he/she expects to be late or absent. This policy applies for each day of his/her absence. A faculty who fails to contact his/her immediate reporting superior or the Human Resources Department may be considered to be absconding or have voluntarily resigned. A careful record of absenteeism and lateness is to be kept by the faculty's reporting superior and becomes part of the personnel record. To the extent permitted by law, absenteeism and lateness lessen a faculty's chances for advancement and may result in dismissal.

1.2 Drug and Alcohol Abuse

Manufacture, distribution, dispensation, possession, or use of any illegal drug, alcohol, or controlled substance while on Institute premises is strictly prohibited. These activities constitute serious violations of Institute rules, jeopardize the Institute and can create situations that are unsafe or that substantially interfere with job performance. Faculty in violation of the policy are subject to appropriate disciplinary action, up to and including dismissal. Additionally, IILM reserves the right to require a faculty to undergo a medical evaluation under appropriate circumstances.

1.3 Appearance and Conduct

IILM expects faculty to maintain a neat, well-groomed appearance at all times. Faculty should avoid extremes in dress. The Institute requires order and discipline to succeed and to promote efficiency, productivity and cooperation among its faculty. The orderly and efficient operations of IILM require that faculty maintain proper standards of conduct at all times. Faculty who fails to maintain proper standards of conduct toward their work, their co-workers or the Institute's customers, or who violate any of the Institute's policies, are subject to appropriate disciplinary action, up to and including discharge. All instances of misconduct should be referred to the Human Resources Department immediately.

1.4 Violence in the Workplace

The Institute strongly believes that all faculty should be treated with dignity and respect. Acts of violence will not be tolerated. Any instances of violence must be reported to the faculty's reporting superior and/or the Human Resources Department. All complaints will be fully investigated. The Institute will promptly respond to any incident or suggestion of violence. Violation of this policy will result in disciplinary action, up to and including immediate discharge.

1.5 Accidents and Emergencies

Maintaining a safe work environment requires the continuous cooperation of all faculty. The Institute strongly encourages faculty to communicate with fellow faculty and their reporting superior regarding safety issues. All faculty will be provided care, first-aid and emergency service, as required, for injuries or illnesses while on IILM premises. Faculty should contact their reporting superior, in the event of an accident or emergency.

1.6 Open Door Policy

IILM promotes an atmosphere whereby faculty can talk freely with members of the management staff. Faculty are encouraged to openly discuss with their reporting superior any problems so appropriate action may be taken. If the reporting superior cannot be of assistance, Director/Director General is available for consultation and guidance. IILM is interested in all of our faculty' success and happiness with us. We, therefore, welcome the opportunity to help faculty whenever feasible.

1.7 Internal Complaint Procedures

To foster sound faculty-employer relations through communication and reconciliation of work-related problems, IILM provides faculty with an established procedure for expressing employment related

concerns. In situations where faculty feel a complaint is in order, the following steps should be taken: If a faculty believes that he/she has a legitimate work-related complaint, the faculty is encouraged to first attempt to resolve the issue(s) through discussions with her/his reporting superior. If the situation is not resolved within five working days from the time the complaint is discussed with the faculty's immediate reporting superior, barring extenuating circumstances, it should be brought to the attention of the reporting superior with written documentation. The Institute will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality and privacy of those involved to the extent feasible.

1.8 Solicitations and Distributions:

Faculty may not solicit any other faculty during working time, nor may faculty distribute literature in work areas at any time. Under no circumstances may a faculty disturb the work of others to solicit or distribute literature to them during their working time. Persons not employed by IILM may not solicit IILM faculty for any purposes on Institute premises.

1.9 E-Mail and Internet Policy

- Every IILM faculty is responsible for using the electronic mail (E-mail) system properly and in accordance with this policy. Any questions about this policy should be addressed to the her/his reporting superior.
- The E-mail system is the property of IILM. It has been provided by IILM for use in conducting Institute business. All communications and information transmitted by, received from, or stored in this system are Institute records and property of IILM.
- The E-mail system is to be used for Institute purposes only. Use of the E-mail system for personal purposes is prohibited.
- Faculty have no right of personal privacy in any matter stored in, created, received, or sent over the IILM mail system.
- IILM, in its discretion as owner of the E-mail system, reserves and may exercise the right to monitor, access, retrieve, and delete any matter stored in, created, received, or sent over the E-mail system, for any reason and without the permission of any faculty.
- Even if faculty use a password to access the Email system, the confidentiality of any message stored in, created, received, or sent from the IILM E-mail system still cannot be assured. Use of passwords or other security measures does not in any way diminish IILM rights to access materials on its system, or create any privacy rights of faculty in the messages and files on the system. Any password used by faculty must be revealed to IILM as E-mail files may need to be accessed by the Institute in a faculty's absence.
- Even though IILM has the right to retrieve and read any E-mail messages, those messages should still be treated as confidential by other faculty and accessed only by the intended recipient. Faculty are not authorized to retrieve or read any E-mail messages that are not sent to them. Any exception to this policy must receive the prior approval of IILM management.
- IILM's policies against sexual or other harassment apply fully to the Email system, and any violation of those policies is grounds for discipline up to and including discharge. Therefore, no E-mail messages should be

created, sent, or received if they contain intimidating, hostile, or offensive material concerning race, color, religion, sex, age, national origin, disability or any other classification protected by law.

- The E-mail system may not be used to solicit for religious or political causes, commercial enterprises, outside organizations, or other non-job-related solicitations.
- The E-mail system shall not be used to send (upload) or receive (download) copyrighted materials, trade secrets, proprietary financial information, or similar materials without prior authorization from IILM management. Faculty, if uncertain about whether certain information is copyrighted, proprietary, or otherwise inappropriate for transfer, should resolve all doubts in favor of not transferring the information and consult the management.
- Faculty are reminded to be courteous to other users of the system and always to conduct themselves in a professional manner. E-mails are sometimes misdirected or forwarded and may be viewed by persons other than the intended recipient. Users should write E-mail communications with no less care, judgment and responsibility than they would use for letters or internal memoranda written on IILM letterhead.
- Because E-mail records and computer files may be subject to discovery in litigation, IILM faculty are expected to avoid making statements in E-mail or computer files that would not reflect favorably on the faculty or IILM if disclosed in a litigation or otherwise.
- Any faculty who discovers misuse of the E-mail system should immediately contact the reporting superior.
- Violations of IILM's Email policy may result in disciplinary action up to and including discharge.
- IILM reserves the right to modify this policy at any time, with or without notice. Certain faculty may be provided with access to the Internet to assist them in performing their jobs. The Internet can be a valuable source of information and research. In addition, e-mail can provide excellent means of communicating with other faculty, our customers and clients, outside vendors, and other businesses. Use of the Internet, however, must be tempered with common sense and good judgment.

Disclaimer of liability for use of Internet. IILM is not responsible for material viewed or downloaded by users from the Internet. The Internet is a worldwide network of computers that contains millions of pages of information. Users are cautioned that many of these pages include offensive, sexually explicit, and inappropriate material. In general, it is difficult to avoid at least some contact with this material while using the Internet. Even innocuous search requests may lead to sites with highly offensive content. In addition, having an email address on the Internet may lead to receipt of unsolicited e-mail containing offensive content. Users accessing the Internet do so at their own risk.

Obligation of judicial use of IT resources. Faculty must not deliberately perform acts that waste computer resources or unfairly monopolize resources to the exclusion of others. These acts include, but are not limited to, sending mass mailings or chain letters, spending excessive amounts of time on the Internet, playing games, engaging in online chat groups, printing multiple copies of documents, or otherwise creating unnecessary network traffic. Because audio, video and picture files require significant storage space, files of this or any other sort may not be downloaded unless they are business-related.

No expectation of privacy. The computers and computer accounts given to faculty are to assist them in performance of their jobs. Faculty should not have an expectation of privacy in anything they create, store, send, or receive on the computer system. The computer system belongs to the Institute and may only be used for business purposes.

Monitoring computer usage. The Institute has the right, but not the duty, to monitor any and all of the aspects of its computer system, including, but not limited to, monitoring sites visited by faculty on the Internet, monitoring chat groups and news groups, reviewing material downloaded or uploaded by users to the Internet, and reviewing e-mail sent and received by users.

Blocking of inappropriate content. The Institute may use software to identify inappropriate or sexually explicit Internet sites. Such sites may be blocked from access by Institute networks. In the event you nonetheless encounter inappropriate or sexually explicit material while browsing on the Internet, immediately disconnect from the site, regardless of whether the site was subject to Institute blocking software.

Prohibited activities. Material that is fraudulent, harassing, trolling, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory, or otherwise unlawful, inappropriate, offensive (including offensive material concerning sex, race, color, national origin, religion, age, disability, or other characteristic protected by law), or violate IILM'S equal employment opportunity policy and its policies against sexual or other harassment may not be downloaded from the Internet or displayed or stored in IILM'S computer. Faculty encountering or receiving this kind of material should immediately report the incident to their reporting superiors.

IILM's equal employment opportunity policy and its policies against sexual or other harassment apply fully to the use of the Internet and any violation of those policies is grounds for discipline up to and including discharge.

Illegal copying. Faculty may not illegally copy material protected under copyright law or make that material available to others for copying. You are responsible for complying with copyright law and applicable licenses that may apply to software, files, graphics, documents, messages, and other material you wish to download or copy. You may not agree to a license or download any material for which a registration fee is charged without first obtaining the express written permission.

Accessing the Internet. To ensure security and to avoid the spread of viruses, faculty accessing the Internet through a computer attached to IILM'S network must do so through an approved Internet firewall. Accessing the Internet directly by modem is strictly prohibited unless the computer you are using is not connected to the Institute's network.

Virus detection. Files obtained from sources outside the Institute, including disks brought from home; files downloaded from the Internet, newsgroups, bulletin boards, or other online services; files attached to email; and files provided by customers or vendors may contain dangerous computer viruses that may damage the Institute's computer network. Faculty should never download files from the Internet, accept

email attachments from outsiders, or use disks from non-Institute sources, without first scanning the material with Institute-approved virus checking software. If you suspect that a virus has been introduced into the Institute's network, notify the Help Desk immediately.

Sending unsolicited e-mail (spamming). Without the express permission of their reporting superiors, faculty may not send unsolicited e-mail to persons with whom they do not have a prior relationship.

Amendments and revisions. This policy may be amended or revised from time to time as the need arises. Users will be provided with copies of all amendments and revisions. Violations of this policy will be taken seriously and may result in disciplinary action, including possible termination, and civil and criminal liability. Use of the Internet via IILM's computer systems constitutes consent by the user to all of the terms and conditions of this policy.

1.10 Employer Information and Property

The protection of IILM business information, property and all other Institute assets are vital to the interests and success of IILM. No IILM related information or property, including without limitation, documents, files, records, computer files, equipment, office supplies or similar materials (except in the ordinary course of performing duties on behalf of IILM) may, therefore, be removed from the Institute's premises. In addition, when a faculty leaves IILM, the faculty must return to the Institute all IILM related information and property that the faculty has in his/her possession, including without limitation, documents, files, records, manuals, information stored on a personal computer or on a computer disc, supplies, and equipment or office supplies. Violation of this policy is a serious offense and will result in appropriate disciplinary action, up to and including discharge.

The Institute provides equipment and materials necessary for you to perform your job. These items are to be used solely for the Institute's purposes. Faculty are expected to exercise care in the use of Institute equipment and property and use such property only for authorized purposes. Loss, damages or theft of Institute property should be reported at once. Negligence in the care and use of Institute property may be considered grounds for discipline, up to and including termination.

The Institute's equipment, such as telephone, postage, facsimile, copier machine etc., are intended to be used for business purposes. A faculty may only use this equipment for non-business purposes in an emergency and only with the permission of his or her reporting superior. Personal usage, in an emergency, of these or other equipment that results in a charge to the Institute should be reported immediately to the reporting superior/accounts department so that reimbursement can be made.

Upon termination of employment, the faculty must return all Institute property, equipment, work product and documents in his or her possession or control.

1.11 Reference Checks

All inquiries regarding a current or former IILM faculty must be referred to the Human Resources Department. Should a faculty receive a written request for a reference, he/she should refer the request to the Human Resources Department for handling. No IILM faculty may issue a reference letter to any

current or former faculty without the permission of the Human Resources Department. Under no circumstances should any IILM faculty release any information about any current or former IILM faculty over the telephone. All telephone inquiries regarding any current or former faculty of IILM must be referred to the Human Resources Department. In response to an outside request for information regarding a current or former IILM faculty, the Human Resources Department will furnish or verify only a faculty's name, dates of employment, job title and department. No other data or information regarding any current or former IILM faculty, will be furnished unless the faculty authorizes IILM to furnish this information in a writing that also releases IILM from liability in connection with the furnishing of this information or IILM is required by law to furnish any information.

1.12 Smoking Policy

In order to comply with government regulations, IILM has prohibited smoking throughout its workplace. Faculty are protected from retaliatory action or from being subjected to any adverse personal action for exercising or attempting to exercise his/her rights under the smoking policy. Any violation of this policy may result in appropriate corrective disciplinary action, up to and including discharge. Any questions regarding the smoking policy should be directed to the Human Resources Department.

1.13 Tape Recording Policy

It is a violation of IILM policy to record conversations with a tape recorder or other recording device unless prior approved. Any such recording has to be approved by the Director/GM Administration. The purpose of this policy is to eliminate a chilling effect on the expression of views that may exist when one person is concerned that his or her conversation with another is being secretly recorded. This concern can inhibit spontaneous and honest dialogue especially when sensitive or confidential matters are being discussed. Violation of this policy will result in disciplinary action, up to and including immediate termination.

2. Faculty Working Hours/Days and Leave Benefits

Scope: The scope of this Part is to cover the working hours and different types of leave available for faculty of IILM in India and the procedures to apply for the same. The leave types covered in this document are:

- Earned Leave
- Casual Leave
- Medical Leave
- Maternity Leave

2.1 Working Days

The Institute follows a five-day work week with a minimum of 42.5 hrs. reporting hours. However, the campus activities shall happen 6 days a week. In exceptional circumstances faculty may be required to be present on Sundays as well. Faculty have the flexibility to choose their working week of any 5 days in a week, i.e. between 'Monday to Friday' or 'Tuesday to Saturday'. Those working on a Sunday or a holiday can avail compensatory days off in lieu of working on Saturdays/Sundays/holidays thereof within 30 days. The compensatory leave that will accrue is one day for working 5 or more hours and half a day for working less than 5 hours.

IILM working hours are between 8:30 am and 6:30 pm every day.

2.2 Responsibility

It is the responsibility of the Human Resource personnel to enter/ delete the names of the new and ex-faculty into and from the Software/ Database system accurately and monitor the system periodically.

Towards the end of December every year, IILM issues a circular regarding holidays for the next year.

The faculty of IILM can apply for/avail different types of leaves subject to the condition that leave cannot be claimed as right.

IILM due to exigencies may refuse or revoke already sanctioned leave.

Leave may not be granted to faculty during middle of the academic term except on medical grounds

For the purpose of all leave, calendar year begins on 1st January and ends on 31st December

2.3 Type, Entitlement and Accrual

Type of Leave	Annual Entitlement	Maximum Accrual
Earned Leave (EL & NEL)	30	40
Casual Leave	12	0

Medical Leave	15	15
Maternity Leave	As described below	

2.4 Earned Leave (EL/ NEL)

Once a faculty is confirmed after the probation period, they will receive 15 ELs in a block of six months. This will be credited to their account at the end of every month. If a faculty completes their probation during a given month, EL at the end of the month will be credited on a prorated basis depending on when in the month the faculty's probation period ended. During the probation period a faculty is not eligible for any EL. Accumulation of ELs is permitted till it reaches a limit of 40 after which no further accumulation will occur. Encashment of ELs is NOT permitted at the time of termination/resignation of service or retirement. ELs can be adjusted in the notice period.

For every 11 days faculty and non-Faculty staff earn one day leave. In a calendar year 30 days will be earned leave. Earned Leave can be accumulated up to a maximum of two Months and can NOT be encashed and can be adjusted against the notice period at the time of resignation or superannuation at the discretion of the director.

ELs cannot be taken in dribblets. At any time, minimum earned leave to be availed should not be less than five days.

In case of full-time faculty with a confirmed tenure, the earned leave accumulated at the end of tenure can be adjusted against notice period, if the tenure is not renewed or if the tenure is renewed by mutual consent, the accumulated leave can be carried forward for the renewed tenure.

For faculty joining in any time of the year, the earned leave is credited proportionately by computing for every 11 days one day earned leave.

IILM does not offer any vacation leave for its employee

Earned leave cannot be taken while on official tour either in India or abroad.

If a faculty at the end of the tenure decides to leave IILM, has a credit of earned leave which is full number plus fraction, the fraction will be counted as full day for adjustment.

If a faculty is removed/dismissed/service terminated on any particular day with immediate effect, the day on which this order is executed will also be counted for computation of earned leave.

If a faculty is sent abroad for training under Faculty Development or sent abroad on faculty exchange programs, and in the contingency of that Faculty not returning to IILM after conclusion of the program which will be deemed as voluntary withdrawal from service, then the entire earned leave credit will be confiscated by IILM.

If a faculty or non-academic staff desires to avail 60 days or more at a stretch, a notice of minimum two months may be given.

Earned leave cannot be combined with any other category of leaves.

2.5 Casual Leave (CL)

All faculty will receive 1 CLs per month including during the period of probation. 6 CLs will be credited to the faculty' accounts in advance for the next 6 months on January 1 and July 1 of each year. For faculty who join at any given time during a year the number of CLs to be credited will be prorated at the rate of 1 CLs per month for the time remaining till the next CL crediting date. CLs can accumulate during a calendar year but lapse at the end of the calendar year. No encashment of CLs is permitted.

For Faculty and staff, admissible casual leave is Twelve Days in a calendar year. The unutilized casual LEAVE shall lapse at the end of the calendar year.

Sundays or holidays either prefixing or following cannot be counted as casual LEAVE.

Casual LEAVE cannot be combined with leave of any other description.

Minimum Admissible Casual LEAVE is for half a day.

Casual LEAVE can be taken on tour but no allowances will be paid for that day. Casual LEAVE can be taken for a continuous stretch of a maximum of three days

2.6 Restricted Holidays

Faculty members are allowed to avail two restricted Holidays in a calendar year.

2.7 Medical Leave Policy

Once a faculty is confirmed after the probation period, they will receive 15 MLs per year. This will be credited to their account in advance for the year on January 1 of each year. For faculty who join at any given time during a year the number of MLs to be credited will be prorated at the rate of 15 MLs per year for the time remaining till the next ML crediting date. During the probation period, a faculty is not eligible for any ML. Accumulation of MLs is permitted till it reaches a limit of 15 days, after which no further accumulation will occur. No encashment of MLs is permitted.

For medical leave of more than 3 days at a stretch, a recognized Doctor's certificate is essential to get the leave granted or a discharge certificate in the case of hospitalization.

For full time Faculty with tenure appointment, sick leave accumulates at the rate of One Day for every 22 days with full pay.

In one year, 15 days of sick leave with full pay is credited.

To avail sick leave, a medical certificate from a Registered Medical Practitioner is a prerequisite.

Sick leave and earned leave CANNOT be taken together in a sequence. In case of a contingency the director might allow, at his discretion, taking ELs and SLs together. In such a case, first the earned leave is debited and thereafter sick leave is debited.

2.8 Maternity leave

All female faculty who has worked for more than 80 days (including probation period) in the twelve months immediately preceding the date of her expected delivery, are eligible for maternity leave with full salary.

All women faculty of the organization are eligible for 26 weeks of maternity leave for the birth of their first two children. Such leave may commence upon delivery of the child or a maximum of 8 weeks prior to the estimated delivery date.

For the third child - Maternity benefit is limited to 12 weeks

The intended date of commencement of such leave must be communicated at least two weeks in advance.

Maternity Leave can be taken for 180 days at a stretch or part thereof by female faculty or staff on full pay.

For miscarriage or Medical TERMINATION OF pregnancy 30 days of leave in one year under this category is allowed with full pay, irrespective of number of children.

Maternity Leave can be combined with Earned Leave to be taken in a sequence. In such a contingency, first Maternity Leave is debited and thereafter earned leave is debited.

Maternity Leave and earned leave can be taken in permutations and combinations so far Pay is concerned. For instance, maternity Leave on full pay and earned leave on half pay.

Maternity Leave requires a certificate from a doctor.

For availing of Maternity Leave, marital status is not considered.

Single females, conjugally separated females, divorcee, estranged females are eligible.

These rules apply for non-academic staff also

2.9 Paternity Leave

Male faculty and non-academic staff can avail 15 days of paternity leave in a year for up to 2 children.

2.10 Adoption Leave

Woman faculty who legally adopts a child below the age of 5 years or a Commissioning Mother shall be entitled to Maternity Benefit for a period of 12 weeks from the date the child is handed over to the adopting mother or the commissioning mother.

2.11 Leave without Pay (LWP)

Any non-medical leave taken by a faculty after exhausting all CLs and ELs will be treated as LWP. Any medical leave taken after exhausting all MLs can be adjusted against available CLs and ELs and once they are also exhausted then it will be treated as LWP.

2.12 Availing Leave

Weekends, declared holidays falling within the leave period will be counted as leave.

Any leave that is to be taken should be communicated to the reporting faculty/Dean/Director in advance. For leave of 1 day the communication should be at least 3 days before. For leave between 2 to 5 days at least 1-week advance notice should be given. For leave of more than 5 days, at least 2 weeks advance notice should be given.

In the case of emergencies where the leave is not planned, information must be given on the morning of the day the leave is being taken. This information can be to the reporting faculty/Dean/Director through a phone call, email or a text message. If leave is taken with no communication whatsoever to the reporting faculty/Dean/Director then 5 days leave without pay will be charged for each day of uninformed leave taken.

2.13 Study Leave

Study leave for a maximum period of two years may be available on recommendation of the Director and approved at the discretion of the Board only after the faculty has completed four years of service post the probation period. During the period of study leave the faculty will not be entitled to draw any salary, but his/her position will be maintained on return after the leave period. The faculty will also not be automatically entitled for promotion as a result of receiving any advanced degree during the course of study leave.

2.14 Sabbatical leave

To avail this leave Full time tenured faculty must have a minimum of 5 years of service.

The maximum period of sabbatical leave is 12 months without pay.

Sabbatical leave is sanctioned for:

- (i) To conduct research
- (ii) To write books

2.15 General Rules

Director is the Sanctioning Authority for all types of leave.

2.16 Calendar Holidays

National holidays, festivals, and others will be given as per the standard norms of IILM. These will be published before the beginning of the year. These shall include restricted holidays.

3. Leaving IILM

3.1 Resignations

When a faculty decides to leave for any reason, his/her reporting superior would like the opportunity to discuss the resignation before final action is taken. IILM often finds during this conversation that another alternative may be better. If, however, after full consideration the faculty decides to leave, then:

- A confirmed faculty may resign from the services of the institute by giving notice for the period specified in the appointment letter or by payment of salary for the notice period. Earned leave available with the faculty may be adjusted in the notice period. The notice period may be reduced at the discretion of the management after discussion with the faculty.
- During probation period and/or extended period of probation, every faculty is liable to be terminated at any time without any notice or assigning any reason(s) thereof.

3.2 Dismissals

Every IILM faculty has the status of "faculty-at-will," meaning that no one has a contractual right, express or implied, to remain in IILM's employment. IILM may terminate a faculty's employment, or a faculty may terminate his/her employment, without cause, and with or without notice, at any time for any reason. No Faculty or other representative of the Institute (except the President) has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the above. The following guidelines may be applied at the discretion of IILM'S management:

Immediate Dismissals: Any faculty whose conduct, actions or performance violates or conflicts with IILM'S policies may be terminated immediately and without warning.

The following are some examples of grounds for immediate dismissal of a faculty:

- Breach of trust or dishonesty
- Conviction of a felony
- Willful violation of an established policy or rule
- Falsification of Institute records
- Gross negligence
- Insubordination
- Violation of the Anti-Harassment and/or Equal Employment Opportunity Policies
- Undue and unauthorized absence from duty during regularly scheduled work hours
- Deliberate non-performance or work larceny or unauthorized possession of, or the use of, property belonging to any co-worker, visitor, or customer of IILM.
- In possession of weapons in the premises.

- Unauthorized possession, use or copying of any records that are the property of IILM
- Unauthorized posting or removal of notices
- Excessive absenteeism or lateness.
- Marring, defacing or other willful destruction of any supplies, equipment or property of IILM
- Failure to call or directly contact your reporting superior when you will be late or absent from work.
- Fighting or serious breach of acceptable behavior
- Violation of the Alcohol or Drug Policy
- Theft Violation of the Institute's Conflict of Interest/Outside Employment Policy and/or Confidentiality Policy.
- Gambling, conducting games of chance or possession of such devices on the premises or during work hours
- Leaving the work premises without authorization during work hours.
- Sleeping on duty
- Possessing drugs, Alcohol and other banned substances.

This list is intended to be representative of the types of activities that may result in disciplinary action. It is not exhaustive, and is not intended to be comprehensive. In the event of dismissal for misconduct, all benefits end at the end of the month.

All faculty are expected to meet IILM'S standards of work performance. Work performance encompasses many factors, including attendance, punctuality, personal conduct, job proficiency and general compliance with the Institute's policies and procedures. If a faculty does not meet these standards, the Institute may, under appropriate circumstances, take corrective action, other than immediate dismissal. The intent of corrective action is to formally document problems while providing the faculty with a reasonable time within which to improve performance. The process is designed to encourage development by providing faculty with guidance in areas that need improvement such as poor work performance, attendance problems, personal conduct, general compliance with the Institute's policies and procedures and/or other disciplinary problems.

The reporting superior should discuss the problem and present a written warning to the faculty in the presence of a Human Resources representative. This should clearly identify the problem and outline a course of corrective action within a specific time frame. The faculty should clearly understand both the corrective action and the consequence (i.e., termination) if the problem is not corrected or reoccurs. The faculty should acknowledge receipt of the warning and include any additional comments of their own before signing it. A record of the discussion and the faculty's comments should be placed in the faculty file in the Human Resources Department. Faculty who has formal written warnings are not eligible for salary increases, bonus awards, promotions or transfers during the warning period.

3.3 Post Resignations / Termination Procedures /Exit Interview

Human Resources Department is responsible for scheduling an exit interview with a terminating faculty on the faculty's last day of employment and for arranging the return of Institute property including:

- Laptop
- Picture Identification Card
- Office keys
- Institute manuals
- Insurance ID cards
- All passwords for Files and Computers Any additional Institute-owned or issued property
- Faculty leaving the Institute must return office keys, corporate credit cards, etc., before their final paycheck can be issued. This final paycheck will be issued during the next normal pay period. If there are unpaid obligations to the Institute, the final paycheck will reflect the appropriate deduction.

3.4 Retirement

Faculty will retire from services of the institute on attaining the age of superannuation fixed at 65 years. Faculty might be given extension of service beyond 65 years at the discretion of the top management.

4. Research Track Policy for Faculty

A faculty can self-nominate to be considered for the Research track of the Lodhi Road, New Delhi, as per which:

1. Teaching hours will be restricted to 6 hours per week.
2. The faculty will have to be present for 160 hours on campus during a calendar month, institutional in and out timings will be strictly enforced.
3. Faculty will have to produce a **minimum** research output of 1A* or 2A or 3 B per calendar year in ABDC category or 1 (3*) or 2 (2*) or 3 (1*) per AY in ABS category.
4. Or faculty will have to secure a minimum Rs.10 lacs INR in Consulting/MDP income or Research grant per AY.

4.1 Conditions for consideration in research track

4.1.1 Evaluation panel for the consideration of Research track will include:

- Director/Dean of the School.
- One external academic/researcher.
- One Senior Professor of the School with excellent research track record.
- Management representative.

4.1.2 Evaluation criteria (for consideration in and extension of research track):

- Details of publications at advanced stage (published stage, acceptance stage, revision stage), name of journals, provisional publication timeline, number of co- authors.
- Details of articles at write-up stage (title, authors, target journal).
- Details of articles planned (title, authors, target journal).
- Publication history (quality of journals, citations, impact)
- Network of co-authors (national and international), their affiliation.
- Publication strategy document (a detailed plan on publication strategy, realistic 6 months, 1 year and 2-year timeline – number of articles, target journals, potential collaborators, funding plan).
- A brief on how the faculty plans to build the research reputation of the Lodhi Road, New Delhi in the wider academic community (presentation of research in prestigious conferences, seeking research funding, commercialization of research, securing impact/practice-oriented industry projects).
- An impact statement (how the research can/has informed industry practice, society or economy).

4.1.3 Important points

Publication in an FT 50 journal will automatically renew the faculty research track tenure by another year

The tenure of Research track initially will be granted for 3 years, with reviews taking place every six months.

Period of extension of the Research track will be decided by the evaluation panel.

Faculty will have to mandatorily accept supervision of at least 1 PhD scholar.

The decision of granting a Research track tenure to any faculty rests entirely on the evaluation panel.

Research incentives as per this policy document will be applicable for the Research track faculty, no additional pay over the incentives can be sought.

All faculty should compulsorily have a single institutional affiliation on published output, which will be IILM, Lodhi Road, New Delhi.

Any faculty member not listed in the Research track will be placed on the teaching track.

5. Performance Based Appraisal System (PBAS) for Teaching Track Faculty

5.1 Teaching Track Faculty qualification for PBAS will be subject to publication of:

- a. Minimum 1B or min 2C in ABDC category or 1(2*) or 2 (1*) in ABS category or min 1 Scopus or WoS listed publication per calendar year.
- b. Alternatively, the faculty needs to publish at least 2 patents
- c. Or publish 1 HBS/Ivey/Emerald case
- d. Or secure 5 lac INR in research funding in an academic year.
- e. Or attract at least 1 lac INR in MDP or Consultancy income for the school (explained below).

Consultancy and MDPs

Consultancy is recognized as an effective vehicle for academic institutions to disseminate their knowledge and expertise and make an early and direct impact on society. Faculty members are encouraged to take consultancy projects on a 30%-70% revenue sharing basis, where 30% of the revenue is shared with IILM. To ensure the balance between the relevance of voluntary consultancy and the core duties of the faculty, a maximum of 10 working days of On-Duty Leave per year would be approved, subject to approval by the Director.

MDPs are effective platforms to disseminate the knowledge base of the school among the wider stakeholders. Faculty are encouraged to launch open MDPs using the IILM platform, inviting industry and interested members of the broader society to undertake training in emerging topical areas. 50% of the open MDP income will need to be shared with IILM, and 30% of external MDP income will have to be shared with IILM.

The MDPs and Consultancy projects will need to be officially approved by the Director/Dean, the faculty will need to submit a formal proposal and a concept note on the MDP/Consultancy project, outlining the commercials and commitments of the parties involved. Any Consultancy MoUs if required will need to be vetted by the legal team of the Lodhi Road, New Delhi as advised by the Registrar before signing. In case of MDPs, the faculty will have to carry the responsibility of successfully marketing, delivering the MDPs and ensuring financial commitments are completed by the receiving party. The commercials of the MDPs will be authorized by the Director/Dean of the school.

Faculty can apply up to a maximum of 5 ODs for MDP or Consultancy related travel, based on the discretion of the Director or Dean.

6. Research Policy

Knowledge creation, assimilation and dissemination are key research objectives at IILM. Research and publications at IILM focus on direct integration of research into teaching-learning process or having an impact on industry practice. With this aim, IILM tries to nurture, inculcate and develop a vibrant research culture in various functional area viz., Accounting, Finance, Marketing, OB, HR, CSR, IT, Economics, International Business etc. and provides an excellent opportunity for Research, MDP, Consultancy and Training. Research at IILM is encouraged in all spheres viz. action research, applied research and industry focused research. Our research ethos emphasizes integrating research directly into teaching learning process. IILM motivates faculty members to present their intellectual contributions both at national and international academic forum, through well-rounded research funding norms.

Our research policy focuses on encouraging and exploring new frontiers of knowledge, aimed at fostering better learning experience for our students. The objectives of IILM's research activities are:

1. To develop a research culture and to work out a research agenda for implementation of the same
2. To integrate research outputs with the curricula through teaching - learning process, wherever appropriate.
3. To effectively disseminate IILM's research output for greater visibility amongst our key stakeholders - academic community, students and industry through publication of research journal, MDPs and consulting, among others.

6.1 Research Incentives

6.1.1 Objectives

The primary goal of this policy is to foster a culture of research excellence at IILM Lodhi Road, New Delhi. It aims to:

- a. Encourage faculty members to publish in high-quality academic journals and contribute to impactful research projects.
- b. Align research activities with the strategic objectives of the Lodhi Road, New Delhi.
- c. Recognize and reward faculty members for their research contributions through monetary incentives, awards, and other forms of recognition.

6.1.2 Eligibility Criteria

- a. Full-time faculty members are eligible for research incentives.
- b. Faculty members on contract may also qualify, provided they fulfill a minimum service duration and meet other performance criteria.
- c. Collaborative projects involving multiple faculty members will see rewards distributed based on their roles and contributions, which should be clearly outlined in a co- authorship agreement.

6.1.3 Incentive Structure

Publication Incentives: Faculty publishing in high-quality journals, indexed in FT-50, ABS, ABDC, Scopus and Web of Science will receive incentives as per annexure 1.

Conference Participation: Financial support for attending and presenting at international and national conferences will be provided based on the ranking and impact of the conference.

Book Publications: Publishing academic books or book chapters with reputed publishers (Scopus indexed or equivalent) will attract incentives based on the publisher's ranking and the scope of the work.

Annexure 1

Research & Publications			
Publications	Indexing / Publisher	Rewards	Conditions
Journal Publications	Category A* as per ABDC list or listed in FT50 journals list.	Rs.9.00 Lakhs	IILM affiliation is essential to claim credit for any publication. Payment will be made only on producing the proof of publication with page, volume no. etc. The incentive payment will be subject to $2/(n+1)$ adjustment where n is number of authors.
	Category A as per ABDC list.	Rs.6.00 Lakhs	
	Category B as per ABDC list.	Rs.3.00 Lakhs	
	Category C as per ABDC List/Q2 in Scopus list. Business Cases along with Teaching Notes published in Ivey Publishing, Harvard Business Publishing, Case Centre, ACRA as well as in Scopus-indexed journals.	Rs. 50,000	
Book Chapter	International Publisher: Springer, SAGE, Elsevier, Taylor & Francis, Wiley, Oxford, Cambridge Univ. Press, Scopus indexed. Others (Subject to approval by the research committee and Director)	Rs.75,000/-	Affiliation: Publications must mention IILM Lodhi Road, New Delhi for eligibility to receive credit. Credit will be awarded only upon publication.
	National Publisher: Tata McGraw-Hill Education, PHI, Indian Council of Social Science Research (ICSSR) Publications, New Age International Publishers, Himalaya Publishing House, Vikas Publishing House, Jaico Publishing House, Academic Foundation, Scopus indexed, Others (Subject to approval by the research committee and Director)	Rs.50,000/-	

Textbook/ Reference Book	International Publisher: Springer, Elsevier, Taylor & Francis, Wiley, Oxford Lodhi Road, New Delhi Pres, Cambridge Lodhi Road, New Delhi Press, SAGE Publications, Palgrave Macmillan, MIT Press, HBSP, Emerald, Blackwell, Routledge, Thomson Reuters, Inderscience, MDPI, IGI Global, Palgrave, IBS, Gower, Scopus indexed. Others (Subject to approval by the research committee and Director)	Rs.85,000/-	Affiliation: Publications must mention IILM Lodhi Road, New Delhi for eligibility to receive credit. Credit will be awarded only upon publication. In the case of joint authorship, the reward will be distributed proportionately among the authors based on their contributions.
National and International Conferences	As shared in the previous research policy		
Patents	Registered	Rs.20,000/-	Affiliation: Publications must mention IILM Lodhi Road, New Delhi for eligibility to receive credit. Credit will be awarded only upon publication. In the case of joint authorship, the reward will be distributed proportionately among the authors based on their contributions.
Case publication	Published with teaching notes	HBR case – Rs.2,50,000/- Ivey case – Rs.1,00,000/- Emerald case – Rs.50,000/-	Affiliation: Publications must mention IILM Lodhi Road, New Delhi for eligibility to receive credit. Credit will be awarded only upon publication. In the case of joint authorship, the reward will be distributed proportionately among the authors based on their contributions.
External Research FDP attendance support		A maximum amount of Rs.20,000/-	Support will be provided to faculty for attending research development seminars/programs/training conducted by top institutions. The discretion of awarding this support rests solely with the Director/Dean under advisement of the Research committee. The support fund can only be used for registration, travel and stay purposes.

6.2 Faculty Development Assistance (FDA)

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

Proposed Funds Each year, starting from the year-ending 30th June 2025, an amount of Rs. 1 lakhs/year will be available to all faculty members after completion of one year of service from the last day of each financial year. The fund may be carried forward to the two succeeding years, beyond which it will lapse.

The faculty members can use this fund for the following purposes:

Paying Journal fee for publishing their own papers where the journal charges publication fee.

Case writing travel or research travel within India or abroad for Self/Research Associate/Research Scholar, with the approval of the Dean and the Director.

Fees for any faculty development program/educational program (including a Ph.D./DBA) at top Indian or Global institutions with approval of the Dean and the Director.

The management, at its sole discretion, may decide to reimburse the above expenses to a faculty member who is not entitled for FDA.

NOTE: The utilization of this Faculty Development Assistance will be over and above the various Institute sponsored faculty development activities.