



Vivekanand Education Society's
BUSINESS SCHOOL

HR POLICY

TEACHING STAFF – PGDM

Approved by:
Governing Body VES Business School

TABLE OF CONTENTS

Chapter No.	Chapters	Page No.
1	Vision, Mission & Values	3
2	Code of Conduct	4
3	Preliminary	7
4	Faculty Recruitment and Appointments	9
5	Faculty Development	15
6	Service Rules	19
7	Leave Rules	22
8	Pay and Allowances	32
9	Travelling Expense	34
10	Foreign Travel	38
11	Annexures	41

VISION, MISSION & VALUES

Vision

- To strive for excellence in Management Education by serving the changing needs of industry and society while fostering ethical values and a global outlook.

Mission

- M1 To enhance knowledge, develop skills and shape attitude that will make our students leaders in their chosen field through application based teaching-learning.
- M2 To be an institute of higher learning by providing managerial, analytical and entrepreneurial skills as required by the industry needs.
- M3 To inculcate ethical values in the students through teaching learning process.
- M4 To foster critical thinking and innovative practices through collaborative research to address global issues

Values

- Teaching will be based on continuously updated courses that inculcate the principle of entrepreneurship.
- Pedagogy will incorporate global best practices in management education.
- Research will be based on theoretical and evidence based practices, with integrity and a frontier based approach.
- Emphasis will be given on building social consciousness.

Code of Conduct

Value-Based Leadership at VES Business School

VES Business school is dedicated to deliver its educational program of Post Graduate Diploma in Management (PGDM) to its participants with highest level of integrity and transparency. To achieve this end, it has commitment from the very top level of management from trustees onwards. Education is provided by the trust to promote the cause of education and not as a business proposition. Despite the commercialization of education all around, the VES trust has committed itself to follow a policy that is above board. The same commitment is transferred to each and every employee and student participant in the organization to attain the goal of Value-Based Leadership.

We the participants (Director/Faculties/Staff/Students) of VES Business School declare that:

- We are an equal opportunity employer. We do not discriminate on the basis of caste, creed, race, religion, gender or disability. All recruitment is done solely on the basis of merit.
- We shall promote a culture of mutual trust amongst the employees which is based on dignity and self-respect of the individual.
- We and all our employees shall not give or receive any illegal gratification in cash or kind which may or may not be linked to any undue favors.
- We shall ensure that our employees shall not indulge in any activity which leads to a conflict of interest with the normal course of institute goals.
- We shall devote our efforts to make a positive change in the society by adopting and executing the Six Principles of Responsible Management Education (PRME) mentioned below:

The Six Principles of PRME

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 | Values: We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 | Dialogue: We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Code of Publication Ethics

VES Business School Policy against Plagiarism

Objective:

To ensure that documents such as thesis, dissertation, assignments, reports, publications or any other such documents are free of plagiarism at the time of their submission.

Highlights

- Every student submitting a thesis, dissertation, term papers, reports or any other such documents to the Institute shall submit an undertaking indicating that the document has been prepared by him or her and that the document is his/her original work and free of any plagiarism.
- The Dean, Faculty, Librarian and other authorized personnel will be provided access in plagiarism detection tool (Turnitin) for checking the content of the scripts. The faculty guide/mentor shall instruct the student to get the plagiarism report of their documents from the librarian.
- The library shall create a Repository in soft copy format for all the dissertation / thesis / paper / publication and other in-house publications.
- Similarity checks for exclusion from Plagiarism

The similarity checks for plagiarism shall exclude the following:

- All quoted work either falling under public domain or reproduced with all necessary permission and/or attribution.
- All references, bibliography, table of content, preface and acknowledgements.
- All small similarities of minor nature.
- All generic terms, laws, standard symbols and standards equations.
- Zero Tolerance Policy in core area: The core work carried out by the student, faculty, staff and researcher shall be based on original ideas and shall be covered by Zero Tolerance Policy on Plagiarism. The core work shall include abstract, summary, hypothesis, observations, results, conclusions and recommendations.

Levels of Plagiarism in non-core areas –

For all other (non-core) cases, plagiarism would be quantified into following levels of severity:

- Research Scholars / Faculties / Contributing Authors- Similarities up to 20%. – excluded. Such Research Scholars / Faculties / Contributing Authors shall be asked to submit a revised script within a stipulated time period.

Students - Similarities up to 30%. – excluded. Similarities more than this shall not be given any mark and/or credit for the plagiarized script and shall be asked to submit a revised script within a stipulated time period

The MBA Oath

We shall take the MBA Oath as propounded by the MBA Oath foundation to “create value responsibly and ethically”.

As a business leader I recognize my role in society.

- My purpose is to lead people and manage resources to create value that no single individual can create alone.
- My decisions affect the well-being of individuals inside and outside my enterprise, today and tomorrow.

Therefore, I promise that:

- I will manage my enterprise with loyalty and care, and will not advance my personal interests at the expense of my enterprise or society.
- I will understand and uphold, in letter and spirit, the laws and contracts governing my conduct and that of my enterprise.
- I will refrain from corruption, unfair competition, or business practices harmful to society.
- I will protect the human rights and dignity of all people affected by my enterprise, and I will oppose discrimination and exploitation.
- I will protect the right of future generations to advance their standard of living and enjoy a healthy planet.
- I will report the performance and risks of my enterprise accurately and honestly.
- I will invest in developing myself and others, helping the management profession continue to advance and create sustainable and inclusive prosperity.
- In exercising my professional duties according to these principles, I recognize that my behavior must set an example of integrity, eliciting trust and esteem from those I serve. I will remain accountable to my peers and to society for my actions and for upholding these standards.

CHAPTER - 3
PRELIMINARY

3.1 Short Title and Commencement

- a. This policy shall be called Vivekanand Education Society’s Business School (Henceforth to be mentioned as VES Business School) Teaching Staff HR Policy.
- b. This policy has come into force from 11th July 2015 i.e. the date of approval by the Governing Body (henceforth to be mentioned as Governing Body or Board of Governors).
- c. VES Business School shall continue with the same policy as been established.

3.2 Applicability

- a. This policy shall apply to every full-time and part-time Teaching Staff appointed by VES Business School.
- b. This shall not apply, except as otherwise provided in this policy or to such an extent as may be specifically or generally decided by VES Business School, to persons employed on tenure basis or on contract basis, employees appointed on consolidated salary, honorary, visiting faculty members and the like.

3.3 Power of Relaxation

The Governing Body at its discretion can exempt any Teaching Staff from application of provisions of this policy or may direct that such provisions shall apply to such Teaching Staff with modifications not affecting the substance thereof.

3.4 Definitions

- a. In this policy, unless there is anything repugnant in the subject or context –
 1. VES Business School means Vivekanand Education Society’s Business School.
 2. Competent Authority means the Authority defined as such by the Governing Body for various administrative and financial purposes.
 3. The expression “Teaching Staff/Employee” will mean and include a member of teaching staff of VES Business School
 4. Members of the Teaching Staff mean the members of faculty, i.e. Director, Dean/s, Professors, Associate Professors, Assistant Professors, Research Associates/ Teaching Assistants etc. as may be notified from time to time;
 5. Any other person appointed specifically to be a member of the Teaching Staff by the Governing Body.
 6. For the purposes of this policy, the terms ‘he’, ‘him’, ‘his’ and ‘himself’ shall also refer to ‘she’, ‘her’ and ‘herself’ wherever the context warrants and singular will also include plural.

3.5 Power to implement

- a. Right to interpret any of this policy rests with the Director whose interpretation

shall be final.

- b. The powers exercisable by an authority under this policy shall also be exercisable by any authority superior to the authority first mentioned.

3.6 Director's power to delegate

The Director may delegate to the Dean/s or the Registrar, subject to such conditions as he may think fit, any of the powers conferred upon him by this policy.

Chapter – 4 Faculty Recruitments/Appointments

VES Business School being a prominent institute in the management education sector, it became

essential to formulate Human Resources (HR) policies for the teaching staff of the institute covering all the areas such as, recruitment, their development, duties, obligations, leave policy, incentives, promotions etc. Therefore, this policy document has been put in place.

4.1 Faculty Positions:

- a. Professor
- b. Associate Professor
- c. Assistant Professor
- d. Part time faculty

4.2 Procedure of Appointment/Recruitment of full time faculty:

- a. Qualifications and eligibility requirements for appointment as faculty at VES Business School are mentioned in Annexure I
- b. The faculty of VES Business School comprises of regular full-time and pan-time faculty positions. In addition to this there are visiting faculty who teach full course or part of a course in various programmes. The Guest faculty is also invited from time to time to handle some sessions in programmes.
- c. The recruitment of the faculty, for an approved post, will be by way of direct recruitment through open advertisement except in the case of senior positions like Dean and above wherein the system of Search Committee may be followed.
- d. The vacant posts shall be advertised through print or any other medium. The applications received shall be shortlisted as per the eligibility criteria. The shortlisted candidates will be called for the Interview.
- e. An individual, eligible, can apply for the position of the Faculty.
- f. The applications received for Faculty positions by the Dean will be forwarded to the Area Chairperson for processing and arranging evaluation process through test class and the Interview.
- g. For appointment, the recommendation from the area chair/HOD to be sought and the same shall be included as an input in appointment process. After the short listing of candidates for appointment, Dean shall make appropriate recommendation to the Director.
- h. In case for any reason the Area chair is not in a position to process applications, a Committee appointed by the Dean shall evaluate and make appropriate recommendation to the Dean. In turn The Director shall consider the recommendation of the Dean as input for deciding the appointments.
- i. Based on above the Dean will decide whether the applicant can be considered in the category of Assistant Professor, or Associate Professor or Professor. Then the selection process shall be conducted and keeping in mind the recommendations of the panel for selection process, the Director, shall decide for appointment and the terms and conditions of the service of the faculty.

4.3 Selection Committee.

- a. For the posts of Professor or equivalent
 - i. The chairman of the Governing Board of VES Business School or his nominee. He shall be the chairman of the committee
 - ii. The Director
 - iii. The Dean/s
 - iv. Three Experts (one from industry and one academician are a must)
- b. For the post of Assistant and Associate Professors, the number of external experts can be two.
- c. The panel members from Mumbai will be preferred for the post of Assistant and Associate Professors. For the post of Professors and above, the expert panel will be called on the basis of their availability. If any outstation member is called, travelling expenses reimbursement will be as per rules. (In case of Air travel, Economy class shall be permitted).

4.4 Recruitment Process

- a. For recruitment or appointment of the Teaching staff there will be two rounds of Interview.
- b. The candidate has to give Presentation/Mock Lecture to the selection committee or to the students during the first round of Interview in the presence of the Selection Committee. The Mock Lecture will comprise the first round and form the basis for shortlisting of the candidate in the Second round.
- c. The second/final round will be conducted by the panel mentioned above. The selected candidates by this panel in the form of minutes shall require approval by the Director and the President of VES Trust or its Nominee before the issuance of offer letters to the selected candidates.
- d. Upon approval of by VES Business School, the Dean will communicate to the selected candidate/s about their selection as faculty, through a formal letter of appointment, outlines the terms and duration of the appointment.
- e. If a candidate who has been appointed to any post in VES Business School fails to join the service on or before the date mentioned in his letter of appointment, his appointment will stand automatically cancelled unless and otherwise he obtains prior permission Of the competent authority for an extension;

4.5 Appointments to be made on minimum pay

Appointments to posts of all categories shall be normally made on the initial pay in the grade sanctioned to them. Keeping in view the higher academic qualifications, specific experience

rendering added benefit to VES Business School and salary in the previous job, and parity within VES Business School, the Selection Committee may recommend grant of additional increments for consideration of the appointing authority

4.6 Re-employment in VES Business School

- a. A person who has ceased to be in the service of VES Business School because of his resignation, or abolition of post or superannuation may be reappointed in any capacity subject to the terms and conditions of reappointment.
- b. The re-employed person will not be eligible for any benefits of the past employment except as otherwise sanctioned by the Management/Governing Body at the time of re-employment.

4.7 Probation

- a. All the appointments and internal promotions shall have probation of two years from the date of his joining the duty.
- b. The services of the teaching staff appointed on probation can be terminated without assigning any reason but with a notice of one calendar month or one month's salary (Basic + D.A.) in lieu thereof.
- c. The Dean/s shall obtain yearly report on performance of the teaching staff from the concerned authorities. The report must be sent to the Registrar at least four weeks prior to the completion of the probation period. The Director may take the decision of confirming the services of teaching staff or extending the probationary period based on the report of the performance and on his own assessment and the same must be communicated in writing to the staff before the end of the probation period.
- d. If a teaching staff promoted to a higher position is not confirmed on the post of promotion, he will be reverted to the original post and the period of promotion will be considered as period of continuation of the service on the original post. The staff will be entitled to all the benefits due to him as a staff on the original post. A promoted staff can also be reverted to the original post if not found suitable during the period of probation.
- e. The Director may extend the period of probation of a staff for a maximum one year.
- f. If there is no decision to extend the probation within a reasonable time of three months, after completion of the probation, the faculty should be issued the confirmation letter in writing.

4.8 Commencement of service:

“Service” of a teaching staff shall be deemed to have commenced from the working day on which he/she has reported at the place intimated to him by the competent authority.

4.9 Faculty Work - Working Days & Timings Norms:

- a. VES Business School will be functional for all the seven days of the week, except holidays declared by the management.
- b. The faculty will be required to declare/opt for 5/6 days (continuous) of the week he/she would like to attend the institute. Such declaration/option has to be made before the start of every trimester and can't be changed during the concerned trimester. This option will be subject to the requirements of the Time-table and the approval of the Director keeping in mind the requirements of VES Business School.
- c. All faculty members shall record their attendance in the manner prescribed by VES Business School from time to time.
- d. As soon as the academic year is coming to an end, all faculty members are required to submit the work plan, Trimester wise, for the next academic year to the Dean. This work plan has to deal with teaching plan for next three trimesters as the case may be, research work, publications planned and activities planned for the students. The faculty should have the plan finalized after discussions with the Dean.
- e. The plan submitted by the faculty shall be reviewed at the end of each trimester, by the Dean and the progress is to be evaluated trimester by trimester and the total Annual Work Plan.
- f. At the end of the academic year, the achievements by the faculty over the Plan submitted earlier shall be mentioned in his/her self- appraisal. These achievements by the faculty shall be given due consideration in the performance appraisal by the reporting reviewing authority.

4.10 Work Load:

Every faculty shall be required to attend the institute for minimum 40 (Forty) hours a week. The faculty can attend the institute, depending upon the class schedule, any time during 8am. To 6pm. but the minimum time of presence shall be five hours per day.

4.11 Teaching Norms:

- a. Generally, UGC norms of workload for teachers for Post-Graduate Departments shall be taken as a base. However the teaching hours for the faculty would be as mentioned below:

Designation	Teaching Hours per Week*
Professor	10
Associate Professor	12
Assistant Professors	14

* Remission of two hours being P.G. Department (as per UGC guidelines):

- i. Remission of two hours / week is given to each of the Associate Deans and HODs /Area Chair. Two hours per week for extension activities of administration. Two hours per week can be given to a faculty member who has one or more Ph.D. students registered under him/her either under Mumbai University or any other outside University. The maximum

- remission in the teaching load for any faculty in no case will be more than six hours per week.
- ii. The remission in teaching work, as per the above norms, will be given by the Dean/Director, on a case by case basis.
 - a. If the faculty is undertaking a teaching work for which he/she is receiving separate payment, the time devoted for such teaching work will not be considered as a part of teaching load mentioned above. If the faculty is in visiting any guest/visiting faculty for taking the class/teaching the subject within the load allotted to himself/herself, the same will not be considered as a part of teaching load mentioned above.
 - b. If any faculty is allotted, by the VES Business School, with specific mention in writing, additional teaching work/load to be done by the faculty, beyond the above norms, will be paid, for the additional load, as per the existing rules for payment to the visiting faculty. However, for this purpose the additional load will be calculated on a yearly basis for the 3 trimesters taking together, after adjusting the more/lesser load allotted in some trimester/s.
 - c. The Dean may ask any faculty member to take extra remedial lectures for the students if he feels so necessary.
 - d. The faculty will be assigned various institutional responsibilities like conduct of examination including setting up of question papers, evaluation of answer sheets, preparation of results, extracurricular activities for students, and visits as well as evaluation of Internship projects etc. It would be mandatory for the faculty to carry out such responsibilities assigned to him/her from time to time, which will be considered as his/her duties as a faculty.

4.12 Obligations of Faculty Members:

- a. The faculty is expected to take up the teaching work as assigned and undertake all the related work such as continuous internal evaluation through Assignment/s, Class Test/s, Projects, Presentations, setting up papers, evaluation of answer books etc.
- b. The faculty members are expected to perform/participate in any administrative, co-curricular, extra-curricular activities and any other such activities assigned to them by the Dean / Director as part of their duty.
- c. In case it is felt necessary due to exigencies of work, the faculty members can be advised by the Dean/Director to attend to such work even if it is on a Sunday / any holiday. Such attendance on a Sunday / any holiday will be considered for compensatory leave/holiday as per the norms prescribed for the same.

4.13 Part Time Faculty:

- a. Part Times Faculty are persons whose appointment to VES Business School will enhance the academic and research programmes of the Institute and contribute to the intellectual

life of VES Business School. Part Times Faculty position will be offered to an academician, professional having significant industry experience or other creative person whose primary employment is with other non-academic organization. This would be non-regular and part-time appointment as faculty of VES Business School.

- b. The terms and conditions of appointment will be discussed, finalized by the Dean Academics and have the same approved by the Director, before her/his appointment. The terms and conditions would include method of compensation.

4.13.1 The honorarium of Part Time Faculty: To be decided based on following parameters:

- a. Proposed time spent with VES Business School
- b. Expected number of courses to be handled
- c. Experience and qualification

4.13.2 The terms and conditions of Part Time Faculty Appointment will be as follows:

- a. Part Times Faculty would be a part-time non-regular position. To be appointed for one year and shall be renewable on merit. They would be required to spend at least 24 hours a week in 3 to 4 days at VES Business School. They shall be paid lump-sum compensation and will not be entitled to any leave. The Director, keeping in mind the recommendations of the Dean, Feed-back from various sources can terminate the part time faculty with one months' notice.
- b. In absence of a reappointment prior to the expiry of the specified term, the appointment ipso facto terminates on the specified ending date.

4.14 Hometown Declaration:

- a. Every Teaching Staff shall on his appointment declare his place of domicile /hometown in writing to VES Business School and if such domicile is not his place of birth or ancestral residence he must establish the same to the satisfaction of the Competent Authority.
- b. The Teaching Staff who has once recorded his place of domicile/hometown shall be allowed to alter the same unless he satisfies VES Business School Management that the change is bonafide and in no case may a Teaching Staff be permitted to change his place of domicile/hometown more than once in the career.

Chapter - 5
Faculty Development:

VES Business School encourages Development of faculty in the area of Research, Publication of Papers / Books, Participation in Seminars and Conferences by way of presenting papers, Undertaking Training programmes, Consultancy & MDP / FDP and getting exposure to International universities, B-schools etc

5.1 The rules for availing / entitlements:

a. Research:

i. VES Business School encourages faculty having Doctoral degree to have students registered under them for Ph.D. programs.

ii. Those faculty who are not Ph.D. are recommended to register for Ph.D. in their respective field of expertise. If such faculty registers for Ph.D. under faculty working at VES Business School, the management will consider subsidizing of fees, based on the merit of the case, upto a maximum of 50% of the tuition fee. This benefit to be extended only after the faculty completes the Phd successfully and continues to be in the service of VES Business School.

iii. Faculty can undertake research studies like project work on behalf of industry, development of case studies, field work based action research etc. For undertaking such activities, if approved by VES Business School, the institute may provide assistance of Research Associates for supporting the faculty concerned who are undertaking the research activities. HODs concerned / Area Chair will forward the request of the faculty along with their recommendations to the Dean with full justification for providing such assistance in the form of Research Associates. The Dean will send this proposal to the Director with recommendation for appropriate consideration. A faculty member may be given duty leave as per prescribed norms for undertaking these activities.

b National International Seminars/Conferences:

- i. VES Business School would like the faculty to participate in presenting papers in international and national conferences, seminars etc.
- ii. A faculty member can participate in national level conferences / seminars with prior recommendation of HOD / Area Chair and approval of the Dean/Director.
- iii. For participation in national / international conferences & seminars, faculty member shall be considered for providing them with financial assistance as per the norms.

c. Publications:

It is expected that faculty will be engaged in publishing the results of their research activities in

referred journals, both national & international (Annexure II). They are also expected to publish books and contribute chapters in books to be published. In all such publications, name of VES Business School should be mentioned along with the name of the author.

For a sustained development of the faculty through continuous updating of knowledge and for the growth of the faculty, VES Business School has decided the Policy for providing monetary rewards for **publication of papers in specified journals and publication of book/chapter in book**. VES Business School shall consider of having budget allocations for the rewards for publication of papers of faculty every year as per the ceilings mentioned below:

Category of Faculty	Publication of paper/book/chapter in book Reward Rs.						Other Approved Rs.	
	'A+' Journals	'A' Journals	'B' Journal	Book	'C' Journals	Chapter in book	Journals	News papers
Director	1,00,000	50,000	25,000	25,000	10,000	10,000	10,000	5,000
Dean	1,00,000	50,000	25,000	25,000	10,000	10,000	10,000	5,000
Associate Dean	1,00,000	50,000	25,000	25,000	10,000	10,000	10,000	5,000
Professor	1,00,000	50,000	25,000	25,000	10,000	10,000	10,000	5,000
Associate Professor	1,00,000	50,000	25,000	25,000	10,000	10,000	10,000	5,000
Assistant Professor	1,00,000	50,000	25,000	25,000	10,000	10,000	10,000	5,000

- If amount in the budget allocations of the year remains unused in one year, the balance will be carried forward to the second year, in addition to the 2nd year budget allocations and will lapse thereafter.

d National & International Conferences/Seminars and Foreign Travel Policy

For a sustained development of the faculty through continuous updating of knowledge and for the growth of the faculty, VES Business School has decided the Policy for providing monetary support for the participation in **National & International Conferences/Seminars**. VES Business School shall consider for having budget allocations every year for spending towards registration, travel & conveyance and lodging & boarding of the faculty up to the ceilings prescribed below:

Category of Faculty	Attending Conferences / Seminars	
	National upto Rs. P.a.	International upto Rs. P.a.
Director	1,00,000	2,50,000
Dean	50,000	1,00,000
Associate Dean	50,000	1,00,000
Senior Professor / Professor	50,000	1,00,000
Associate Professor	50,000	1,00,000
Assistant Professor	50,000	1,00,000

- If amount in the budget allocations of the year remains unused in one year, the balance will be carried forward to the second year, in addition to the 2nd year budget allocations, and will lapse thereafter.

- The travel expenses reimbursement rules are detailed in chapter 7.

5.2 Career Advancement Scheme (CAS)

In-house faculty members can apply for the higher posts whenever required/advertised by the institute. Selection will be done as per the laid down procedure. However, other things being equal, qualified faculty members with good record of research & publications and teaching feedback shall be given due weightage during selection. Outstanding performance of a faculty member will be suitably recognized by pecuniary or non-pecuniary incentives

5.3 Performance Evaluation and career advancement - Teaching staff:

Annual Performance evaluation system is detailed out in annexure III.

a. At the beginning of each trimester every member of teaching faculty shall prepare his academic programme and submit it to the Dean through the Area Chair, if any. At the end of the academic year the academic staff shall prepare a self-appraisal report of the work done by him and submit it to the Director/ Dean through the Head of his Department, if any, in the format in Annexure III.

b. The assessment reports of the teaching staff shall be maintained by the Dean/Director of VES Business School in the forms for the following purposes.

- i. For submission of reports during the period of probation.
- ii. For submitting a performance report for confirmation in service.
- iii. For consideration at the time of interview for a higher post.
- iv. For ongoing assessment of the work of the teaching employee.
- v. For other specific purposes.

c. Obtain feedback of the students, at the end of each trimester i.e. 3 times a year. The feedback so obtained shall be informed to the faculty also for the subject/course taught by him.

d. The adverse remarks as well as remarks of appreciation shall be brought to the notice of the faculty concerned by the Reviewing Authority.

5.4 Assessing & Reviewing Authority

- a. The following shall be the Assessing Authority and Reviewing Authority:-

Sr. No.	Categories of Employees	Assessing Authority	Reviewing Authority
1	Teaching Staff	Area Chair/ Head of the Department	Dean
2	Chairperson/ HOD	Dean	Director

- b. On the basis of the documents submitted by the faculty member, and the students' feedback received by the Dean, a Committee comprising of the below mentioned will evaluate the performance of each faculty member at the end of every academic year.
- i. Director
 - ii. Dean concerned
 - iii. A persons nominated by the VES Business School President / VES Business School Mentor
- c. The recommendations of this Committee will be placed before the Management for information and taking appropriate decision, through the Director. This may also form the base for incentive, if any, to be given to the faculty member. The Dean will give feedback of the evaluation to each faculty member in an appropriate manner before the beginning of the next academic year.

5.5 Promotion

- a. Avenues of internal promotion will be made available to the teaching staff of VES Business School.
- b. Internal promotion is not a matter of right.
- c. VES Business School Management shall have discretionary authority in the matters of identifying the posts for internal promotion.

The promotions will be merit based and the Teaching Staff qualifications, experience, seniority and record of performance will be taken into consideration while considering his case for promotion.

5.6 Grievance Redressal Mechanism:

The grievances regarding HR linked personal issues can be taken up with the Director who will try to settle the matter after giving hearing to the applicant. All grievances related to other matters should be taken up with the Dean who will address the issue by giving hearing to the applicant. If the applicant is not satisfied with the decision in the matter given by the Dean, he may approach the Director for redressal of grievance. The decision of the Director will be final and binding.

5.7 Consultancy & MDP:

The institute has formulated detailed rules for facilitating consultancy work to be undertaken by faculty members. The Rules regarding Consulting Work at VES Business School are given in Annexure-IV.

Chapter – 6

Service Rules

6.1 Record of Service

A record of service i.e. a Service Book shall be maintained as a regular legal document by VES Business School in respect of each Teaching Staff at such place or places and shall be kept in a prescribed format and shall contain such information as may be specified from time to time by VES Business School.

6.2 Seniority:

- a. The seniority of the Teaching Staff in a cadre in VES Business School shall be determined on the basis of date of joining in that cadre.
- b. The Teaching Staff confirmed in a permanent post shall rank higher to that appointed in officiating capacity. The seniority of the Teaching Staff confirmed in a cadre after completing the extension of probation shall be determined on the basis of the date of confirmation in that cadre.
- c. If more than one Teaching Staff is appointed on the same date and also join on same date the seniority of the candidates selected at the same interview shall be in the order in which they are ranked by the Selection Committee.
- d. The Teaching Staff promoted to a post in higher cadre shall rank below those existing Teaching Staff in that cadre on the date of his promotion irrespective of their inter-seniority in the lower cadre or the pay drawn.
- e. The Teaching Staff downgraded to a lower cadre by reversion, shall be considered senior most in the lower cadre unless the authority ordering such reduction or reversion directs that he shall rank in such lower grade or cadre next below any specified member thereof.
- f. If the Teaching Staff has requested for a reversion from higher to lower cadre, and the Competent Authority grants his request, the Teaching Staff shall not get higher seniority in the lower cadre than he would have held, had he not been so promoted.
- g. The Seniority list of all the Teaching Staff in a cadre shall be prepared and maintained upto date by VES Business School.

6.3 Execution of Bond/Bank Guarantee:

Notwithstanding anything contained in this policy, VES Business School will have a right to obtain undertakings / bonds / bank guarantee from a Teaching Staff for payment of liquidated damages relating to deputation for training or his failure to complete the required number of years of service in a particular post, or by way of assurance to follow the terms and conditions of service and to perform the duties assigned to him sincerely and honestly, as may be determined by VES Business School from time to time.

6.4 Resignation:

- a. If a teaching staff confirmed in the post intends to leave the service of VES Business

School, he will have to give three months' notice in writing or pay an amount equal to three months' salary in lieu of such a notice. In the case of a teaching staff on probation he is required to give one month notice or the amount to be paid in lieu of notice will be equal to his one month's salary. Expression 'Month' mentioned here and elsewhere means the month in the English calendar.

- b. However, VES Business School may waive the condition of notice or payment in lieu of it in genuine and deserving cases on the recommendations of the Dean/Director.
- c. The resignation of a Teaching Staff shall not be effective unless it is accepted by the Competent Authority and the concerned employee is informed accordingly. A resignation given by a Teaching Staff will not be normally accepted under the following circumstances;
 - i. If disciplinary proceedings have been instituted against or are proposed to be instituted against the Teaching Staff;
 - ii. If the Teaching Staff is under a bond to serve VES Business School for a specified period, which is not yet over;
 - iii. If there are any dues and other borrowed materials to be recovered from the Teaching Staff;
 - iv. If the Teaching Staff is on unauthorized leave or is absent from duty;
- d. for any other sufficient ground to be recorded in writing;

Note:

1. Disciplinary proceedings shall be deemed to have been instituted against a Teaching Staff for the purposes of this policy if he has been placed under suspension or if any charge-sheet has been issued to him and is pending for conducting enquiry and till final orders are passed by the Competent Authority.
2. During a notice period as stated above, he shall continue to remain on duty during the period of the notice and will not be eligible for any kind of leave.

6.5 Superannuation and Retirement

- a. The age for retirement of a confirmed teaching staff shall be as determined by VES Business School from time to time based on the State Government / UGC guidelines;
- b. A Teaching Staff, who attains the age of superannuation on any day other than the first day of any calendar month, shall retire on the last day of the month in which he completes his age of retirement;
- c. If the date of birth is first day of the month, retirement will be last of the preceding month.
- d. Notwithstanding anything contained in this policy, where a Teaching Staff has ordinary leave earned and credited to his leave account but not availed of as on the date of retirement, he may, at his option;
 - i. be permitted to avail of leave subject to a maximum of six months in respect of leave earned. However, in any case, he will have to be on duty on the last day of service;
 - OR
 - ii. be paid a lump sum amount which would be equal to leave salary in respect of the period of earned leave to his credit on the date of superannuation subject to maximum of 300 days (refer para 4.7(b));

- iii. can apply for the reduction of notice period to the extent of earned leave balance.

Explanation: - “Date of Retirement” means the date on which the employee attains the age of superannuation in accordance with the Policy of VES Business School or the date on which the employee voluntarily retires in terms of the policy of VES Business School as the case may be.

6.6 Cash equivalent of leave salary in case of death while in service.

In case of an employee who dies while in service, the cash equivalent of his leave salary admissible on the date immediately following the death and in any case, not more than that of 10 months shall be paid to his spouse or any other legal inheritor without any reduction;

6.7 Entitlement on retirement / death/Termination/Resignation:

A Teaching Staff who retires from the services of VES Business School of attaining the age of Superannuation will be entitled to the following benefits:-

a. Gratuity:

Retirement gratuity is admissible to all Teaching Staff who retire after completion of 5 years of qualifying service or as may be prescribed as per Gratuity Act, 1972.

b. Leave Encashment:

- i. **On retirement:** Lump sum cash equivalent to leave salary (Basic + DA) of the Earned Leave at the credit of the Teaching Staff on the last day of his service, subject to a maximum of 300 days including number of days which were already encashed during the service under any other provisions, by the Teaching Staff, will be paid to the Teaching Staff.
- ii. **Termination of Contract:** No encashment of earned leave will be admissible on termination of contract period.
- iii. **Resignation:** In case a Teaching Staff resigns or quits from service, in his own accord or relinquishes his post, half of the amount, equivalent of his earned leave balance, salary (Basic + D. A.) admissible on the date immediately before the resignation or relinquishing the post and in any case, not exceeding leave salary (Basic + D.A.) for 150 days shall be paid to him

For the cash equivalent worked out, deductions shall not be made for pension and pensionary equivalent benefits.

Leave Rules

7. LEAVE

7.1.1 General Conditions:

- a. The leave cannot be claimed as a matter of right. When exigencies of the service so require, discretion to refuse or revoke leave of any kind is reserved by the Leave Sanctioning Authority. On such recall, the Teaching Staff shall report for duty forthwith. The Leave Sanctioning Authority may sanction or refuse the leave applied for, but shall not alter the nature of the leave applied for.
- b. The Teaching Staff may be granted leave only on his request. No Teaching Staff shall be forced to proceed on leave. The Teaching Staff may, with the approval of the Leave Sanctioning Authority, curtail the period of his leave. The Teaching Staff, who is on leave preparatory to retirement, shall not, however, be entitled to return to duty by canceling the unexpired portion of his leave.
- c. The Teaching Staff shall be entitled to leave in proportion to the period spent on duty and of kind to the extent specified herein. The period of suspension of the employee shall be treated as duty for the purpose in case the Teaching Staff is fully exonerated by the Competent Authority from the charges for which he was suspended and is reinstated in service.
- d. The Teaching Staff shall have to apply for grant of leave, in the prescribed Forms as the case may be, and shall proceed on leave after due sanction :
- e. Provided, that if the Teaching Staff is required to proceed suddenly on any leave and for reasons beyond his control, the Leave Sanctioning Authority may, on satisfying itself, sanction leave on his application which is submitted later.
- f. Leave shall not be granted ordinarily to the extent by which it would deplete the strength of service or department below essential minimum. In case large number of applications are received resulting into exigency, the Leave Sanctioning Authority shall consider the following factors while granting the applications, namely :-
 - i. Special circumstances for which leave is requested;
 - ii. Amount of leave due to the applicant;
 - iii. Whether applicant was recalled from his last leave or has been refused leave in the interest of office requirement;
 - iv. The period and character of the service rendered by the applicant since his last return from leave;
 - v. Can any of the Teaching Staff already on leave be recalled to duty so as to spare any other Teaching Staff for availing his leave under any special circumstances.
- g. Except otherwise provided in this policy, any period of leave may be granted in combination with or in continuation of any other kind of leave except casual leave. However, Casual leave can be in combination of duty leave, special casual leave and vacation leave. Sundays and Holidays may be prefixed or suffixed to the leave. Only in case of casual leave, Sundays, Holidays falling in between of the casual leave will not be treated as a part of leave.

- h. The application for leave on medical grounds shall be accompanied by medical certificate given by the Medical Authority, indicating the nature and probable duration of the illness. However, the medical leave upto 3 days can be availed without a medical certificate. The Teaching Staff returning to duty from leave on medical grounds shall produce a certificate of fitness from the Medical Authority.
- i. The Teaching Staff against whom a departmental enquiry is instituted or proposed to be instituted or who is proposed to be suspended or is discharged, or is under orders of removal or dismissal, or has given notice of resignation shall not be entitled to leave, however, he may be given short leave on condition that he becomes available for inquiry, if and when required. The Teaching Staff already on authorized leave on submitting the notice of resignation, shall cease to draw any leave salary W . e . f . the date from which, his resignation is accepted. Balance of earned Leave can be adjusted against the period of notice of resignation by the Director on case to case basis:

Provided that, on the recommendations of the Medical Authority, the Leave Sanctioning Authority may sanction with the previous permission of the Director leave to such Teaching Staff.

- j. The Teaching Staff on leave shall not accept any other employment, either part-time or full-time except casual literary work or service at public examinations.
- k. If the Teaching Staff overstays the sanctioned period of his leave without prior permission and intimation, he shall not be entitled to any leave salary for this period, and such absence from duty may be treated as misconduct.
- l. The Sanctioning Authority may, however, for the reasons to be recorded in writing condone the irregularity.
- m. The Teaching Staff shall not be permitted to formally join the duty at the end of the leave with the intention of taking leave again within a few days.
- n. If the Teaching Staff frequently applies for grant of leave on medical ground with short intervals, his case may be referred to the Medical Authority, with a request to give its considered opinion on Teaching Staff's state of health, the period required for his complete recovery, and also whether he is likely to be fit for duty after rest and treatment.
- o. The Teaching Staff discharged or removed except on account of misconduct or who has once resigned, if reappointed, shall not be entitled to claim leave in respect of service rendered prior to his discharge, removal or resignation, as the case may be.
- p. The Teaching Staff appointed on contract basis in time-scale of pay shall be entitled to leave in accordance with the terms of the contract entered into by him with the Competent Authority.

7.2 Different type of Leave:

7.2.1 Casual Leave

The Teaching Staff shall be entitled to 8 days Casual Leave in an academic year.

7.2.2 Special Casual Leave (SCL)

- a. Special Casual Leave, not an ordinary Casual Leave, can be granted to a teaching staff up to a maximum of 15 days in a calendar year by the Director. In case it exceeds the 15 days' the same can be approved by the Director on case to case basis;
- b. The Director can, in his discretion can sanction the staff to be treated "ON DUTY" and purposes for which SCL can be granted.
- c. The purposes for which the SCL can be granted, are:
 - i. To attend committee meetings, invited lectures without remuneration
 - ii. To conduct Ph.D. Viva or an Examination
 - iii. To present a paper in a conference or just to attend a conference.
 - iv. For participation in Sports Events, like Coaching or Training camps of all India coaching or training schemes.
 - v. SCL may also be granted to re-employed disabled Military Pensioners when called upon to attend Resurvey Medical Board to assess their disability element.
 - vi. SCL upto a maximum of 40/50 days in a year is admissible for consultancy, training, MDP, FDP and sponsored research activities.
 - vii. SCL shall be granted to the staff of the Institute when they are unable to attend office due to natural calamities/bandh etc. subject to the approval of the authorities.
 - viii. LTC can also be availed of during special casual leave.

7.2.3 Earned Leave

The Director/Dean/s being the administrative Head of VES Business School /Institute, shall be treated as a non-vacation faculty and shall not be entitled to vacations to which Teaching Staff are ordinarily entitled. He/she shall, however, be entitled to earned leave at the rate of one-eleventh of the period spent on duty with a maximum of 33 days in a year and accumulation upto 300 days.

7.2.4 Half-Pay Leave

- a. Half-pay leave admissible to a Teaching Staff in respect of each completed year of service shall be 20 days. It may be granted on private or medical grounds.
- b. An application for half-pay leave on medical ground, shall have to be supported by a Medical Certificate from a Registered Medical Practitioner. A Teaching Staff shall be allowed full pay leave on medical grounds at the rate of 10 days for each completed year of service on commuted basis or 20 days on half-pay basis.
- c. Half-pay leave can be accumulated to the credit of a Teaching Staff and allowed to be commuted without any limit.

7.2.5 Study Leave

A Teaching Staff shall be eligible for study leave, according to the following rules. VES Business School Management shall be the sanctioning authority for such leave.

- a. **General:**

- i. A Teaching Staff in VES Business School may be granted study leave at the discretion of the VES Business School Management to enable him to undertake higher studies or specialized training either in India or abroad in the subject having a direct and close connection with his duties which will increase his usefulness to the School.
- ii. A Teaching Staff shall ordinarily be not eligible for more than 24 months of study leave.
- iii. A Teaching Staff must apply for study leave sufficiently well in advance (at least six months) before he intends to avail of such leave and shall specify the course or courses of study or research contemplated or any examination he may propose to undergo along with a detailed programme.
- iv. Leave due and admissible may be combined with study leave if and as may be permitted by the Management provided that the total period of absence after combination does not exceed 28 months.
- v. Where a Teaching Staff takes advantage of assistance from other sources, such as travel grants, teaching assistantships, fellowships, visiting professorships etc., the teacher shall be eligible for study leave as follows:
 1. Leave earned by a teacher on full pay;
 2. Extraordinary leave for the rest of the period;
- vi. However, additional benefits such as lump-sum grant, if any, may be determined by the Management having regard to the circumstances of each case.
 1. Study leave shall not ordinarily be granted to more than one Teaching Staff in VES Business School at a time during the year.
 2. The total period of study leave during the entire service of a Teaching Staff in VES Business School shall not ordinarily exceed 48 months.
- vii. At any point of time, maximum 1 teaching staff can be permitted to avail of study leave either within India or abroad.

b. Eligibility

Study leave with full-pay may be granted to a Teaching Staff who is confirmed in his post and who has put in continuous service of not less than 3 years on the date when such leave is granted.

c. Agreement for Study Leave:

- i. A Teaching Staff who is granted study leave shall enter into an agreement with VES Business School and sign and submit a Bond/Bank guarantee to ensure to serve the Institute for a period of at least 3 years if the study leave does not exceed 24 months, and for a period of at least 5 years if the study leave exceeds 24 months.
- ii. If a Teaching Staff fails to rejoin and/or fails to continue to serve as agreed on the completion of study leave, he shall be liable to refund the entire amount received by him by way of emoluments and the total amount sanctioned/spend by the VES Business School during the study leave.
- iii. Similarly, if a Teaching Staff on study leave fails to fulfill the purpose for which he was granted study leave or leaves service of VES Business School, he will, in

- addition to refunding the amount received by him by way of emoluments during his study leave, pay to VES Business School total amount sanctioned/spend by VES Business School for the study leave and an additional sum of Rs.50,000/- if the study leave is for a period not exceeding 24 months and Rs.75,000/- if the study leave is for a period exceeding 24 months but not exceeding 48 months towards liquidate damages for continuing the lien for the job.
- iv. VES Business School shall be empowered to prescribe further conditions under the agreement to be entered into by a Teaching Staff, as it may deem fit, if the study leave is for a period exceeding 48 months.

d. Other Terms and Conditions:

In the case of approved course of instruction, approved course of research and educational tour, a Teaching Staff may be granted study leave on such terms and conditions as VES Business School Management may decide in individual cases.

7.2.6 Extraordinary Leave:

- a. A Teaching Staff who is elected or nominated as a Member of Parliament or State Legislature shall be on leave during the period of his membership of such body and his lien on his original post shall be retained. The period of his membership shall be treated as extraordinary leave and shall not be counted towards increments. This period shall be considered as active service for purposes of the normal benefits except the benefits of Provident Fund and Gratuity.
- b. Extraordinary leave may be granted to a confirmed Teaching Staff in special circumstances, viz.
 - i. When no other leave is by rule admissible;
 - ii. When other leave is admissible but a Teaching Staff applies in writing for the grant of extraordinary leave.
- c. Extraordinary leave is not debited against the leave account.
- d. Extraordinary leave may be granted in combination of any other kind of leave that is admissible.
- e. Except in the case of extraordinary leave granted to a confirmed Teaching Staff as study leave or in the case of periods of suspension converted into leave the duration of extraordinary leave to a Teaching Staff shall not ordinarily exceed three months on any one occasion.

7.2.7 Maternity Leave

- a. A female Teaching Staff who has been confirmed shall be eligible for maternity leave on full-pay for 180 days from the date of its commencement. Such leave shall not be debited to leave account.
- b. Maternity leave shall be granted, subject to the production of a medical certificate, to a female Teaching Staff who does not have three or more living children on the date

of application. Cases of miscarriage or abortion shall be excluded from the application of this provision.

- c. A female Teaching Staff who has not been confirmed, shall also subject to the provisions of this clause, be eligible for maternity leave as under:-
 - i. A female Teaching Staff who has completed two years of continuous service shall get maternity leave on full-pay.
 - ii. A female Teaching Staff who has completed one year of continuous service shall get maternity leave on half-pay.
- d. In the case of miscarriage or abortion, including abortion induced under the Medical Termination of Pregnancy Act, 1971, maternity leave not exceeding six weeks shall be admissible on the production of a medical certificate.

7.2.8 Paternity Leave

- a. Male staff with less than three children may be granted 15 days Paternity Leave during the confinement of his wife for childbirth.
- b. The Paternity Leave can be availed upto 15 days before or upto six months from the date of delivery of the child.
- c. Paternity Leave shall not be debited to the leave account.
- d. During paternity leave shall be allowed on full pay.

7.2.9 Leave Preparatory to Retirement

- a. A Teaching Staff shall be eligible for earned leave preparatory to retirement, provided that sufficient earned leave are available to the credit and admissible to him and that he has applied for it well in advance (at least one month before the date on which he intends to proceed on leave). The maximum amount of leave which can be granted to a Teaching Staff shall be restricted to 180 days. A Teaching Staff on earned leave preparatory to retirement desiring to take up another employment shall be given the option of retiring forthwith but all leave due to him shall lapse.
- b. The earned leave applied for by a Teaching Staff shall not be refused except when it is necessary to do so in the interest of VES Business School.
- c. When a Teaching Staff applies for earned leave preparatory to retirement sufficiently in advance but when VES Business School considers that it will not be in the interest of the Institute to allow him to proceed on leave, it may refuse the leave applied for. In such a case, the Teaching Staff concerned shall be entitled to get the leave salary for the refused leave on his retirement.

7.2.10 For Family Planning:

a. Male Employee:

- i. Maximum of 6 working days admissible for vasectomy operation. If he undergoes the said operation for second time due to failure of the first, another 6 days will be admissible on the production of medical certificate.
- ii. Maximum of 21 days for undergoing recanalization operation.
- iii. Maximum of 7 days if his wife undergoes tubectomy, laparoscopy or salpingectomy operation. The leave should follow the date of operation.

b. Female Employee:

- i. Maximum of 14 days admissible for tubectomy/laparoscopy. If she undergoes the said operation for a second time due to failure of the first, maximum of 14 days will be admissible for the second time.
- ii. Maximum of 14 days admissible for salpingectomy operation after Medical Termination of Pregnancy (MTP).
- iii. Admissible for one day on the day of IUCD/IUD insertion/re-insertion.
- iv. Maximum of 21 days admissible for undergoing recanalization operation.
- v. Admissible for one day on the day of operation when her husband undergoes vasectomy operation.

7.2.11 Leave Not Due (LND)

Leave Not Due may be granted by the Director in deserving cases on case to case basis.

7.2.12 Sabbatical Leave:

The Sabbatical Leave is a special facility to the academic staff members in order to enable them to update their knowledge and experience so that they will be of greater use to the Institute on their rejoining. It should be applied 4 months in advance to the Director.

- a. Sabbatical Leave shall be admissible to a permanent member of the teaching/academic staff:-
- b. After the completion of 5 years or more continuous service, in the VES Business School,
- c. In any case, sabbatical leave shall be permitted only once during the entire service;
- d. Can be granted for the following purposes;
 - i. to conduct research or advanced studies in India /abroad;
 - ii. to write text books, standard works and other literature;
 - iii. any other purposes for the academic development of the staff as approved by the Board of Governors.
- e. The grant of Sabbatical Leave shall be subject to the following conditions;
- f. The Sabbatical Leave shall be granted maximum 1 year at a time inclusive of vacations, if any. The Director can permit in addition any other leave upto a maximum of 120 days which the staff might have earned during the service at VES Business School;
 - i. During the period of Sabbatical Leave, normally no salary is payable however, full salary and allowances as admissible shall be paid only if so approved by the

- management. The faculty shall not be eligible for any traveling or any extra allowance in India or Abroad;
- ii. Teaching staff shall not undertake, during the period of Sabbatical Leave, any regular appointment under any other organization in India or abroad.
 - iii. He/She shall, however, be free to receive a scholarship or fellowship or any other adhoc honorarium other than regular employment;
 - iv. Teaching staff asking for sabbatical leave shall furnish a bond/bank guarantee in the prescribed form to serve the Institute for a minimum period of 3 years, on return to duty, or the period remaining for retirement whichever is earlier.
 - v. Sabbatical Leave shall not be granted for less than 6 months and splitting of Sabbatical Leave is not permissible and cannot be utilized in parts
 - vi. If the leave availed of is less than the maximum permissible period, it would still be presumed that the opportunity has been fully utilized.
 - vii. The faculty member shall specify the places he proposes to visit, the nature of work he proposes to do and how this would contribute to his academic development.
 - viii. A staff member having a long term project may request for permission to avail himself of Sabbatical Leave only after completion of one year from the commencement of a project and only if a co-investigator as approved by the funding agency is available to take care of the project.
 - ix. At any point of time, maximum 1 teaching staff can be permitted to avail of sabbatical leave either within India or abroad.

7.2.13 Cash equivalent of leave salary (Basic + D.A.) in respect of earned leave credit at the time of compulsory retirement.

- a. A Teaching Staff who retires from service due to compulsory retirement, while under suspension, shall be paid cash equivalent of leave salary in respect of the period of earned leave at his credit subject to a maximum of 300 days including number of days which were already encashed during the service under any other provisions, provided that in the opinion of the authority competent to order reinstatement a Teaching Staff has been fully exonerated and the suspension was wholly unjustified.

Note:

- a. A Teaching Staff can also avail of leave preparatory to retirement of a part of earned leave at his credit. In that case, he shall be allowed payment of cash equivalent of leave salary for the balance of the earned leave that remains at his credit on the date of retirement.
- b. With a view to enabling the retiring Teaching Staff to receive cash equivalent of leave salary in respect of the unutilized earned leave without delay, the following procedure shall be followed, namely –
 - i. A Teaching Staff nearing the retirement date on superannuation should inform in writing to the Authority competent to sanction leave salary, six months in

advance of the date of retirement, if he desires to avail of cash equivalent of leave salary (Basic + D.A.) in respect of the unutilized earned leave at his credit on the date of his superannuation.

- c. The Competent Authority shall after satisfying himself that earned leave, if any, availed of by the concerned Teaching Staff after receipt of his written intimation is actually deducted from the earned leave due and admissible as on the date of superannuation as reported by his office, arrange to issue necessary orders sanctioning cash equivalent of leave salary (Basic + D.A.) in respect of the unutilized earned leave within a week of the date of retirement of the concerned Teaching Staff.

7.3 Vacation:

The duration of the long vacations available to the teaching faculty will be as per the guidelines of the U.G.C. or concerned Statutory Councils.

7.4 Compensatory Off:

If any faculty member has been asked, in writing by the competent authority, to be on duty to discharge some functions during long vacation period, 1/3 of the days on which he has been asked to work and has actually worked (Minimum 5 hours in day) will be allowed as compensatory off. Compensatory offs so earned and accumulated during a period of 30 days cannot be carried forward and has to be availed within 30 days from the date the same was earned i.e. the maximum period within which the compensatory off has to be availed is 30 days.

Compensatory holidays can be prefixed or suffixed or both to leave due or holidays.

7.5 Compensatory Holiday for Extra Work:

The Teaching Staff, if asked to work in writing by the competent authority, on Sundays or holidays shall be entitled to have compensatory holiday equal to one day for each Sunday or holiday so worked. The teaching staff has to avail the compensatory holiday so permitted within 30. Compensatory holidays shall not be allowed to be accumulated for more than 30 days and shall not be allowed to be carried forward to the next calendar year.

Compensatory holidays can be prefixed or suffixed or both to leave due or holidays.

7.6 Non-Vacation Teaching Staff:

The Non-Vacation Teaching Staff shall have working hours, 40 hours per week i.e. 5/6 days (chosen from Monday to Sunday). Such teaching staff will be eligible for additional earned leave @ 1 for every 11 days of vacation.

7.7 Holidays:

Holidays will be determined by the Management of VES Business School

7.8 Vacation Salary:

The benefit of vacation salary will be available to the members of the regularly appointed teaching staff whether on a fixed pay scale or on a consolidated salary, except for Part time & Visiting faculty, provided that he has worked for at least 2/3rd of the academic year preceding vacation.

Permissible Leave to Teaching Staff – at a glance

S. No.	Type of Leave	Duration	Period	Remarks
1.	Casual Leave (Can't be combined with any other leave other than few exceptions)	8 days per year	Personal or any work	Allowed to prefix and suffix Sundays and holidays. Intervening Sundays and holidays are not to be counted as leave.
2.	Special Casual Leave	15 days	Specified activities	
3.	Half Pay Leave	20 days in a year OR 10 days full pay	Up to 2 days full pay without medical certificate More with medical certificate	Accumulation permitted without any ceiling
4.	Earned Leave (For non-vacation staff only)	33 days in a year. 1 day for every 11 days of 365 days after reducing the leave availed other than Casual/Special/duty leave.		Accumulation permitted upto 300 days.
5.	Study Leave	Max. 24 months in total service	Higher studies and Specialized training	Max. absence after adding the permission to combine the leave due
6.	Maternity Leave	180 days for maternity		As per the terms specified
7.	Paternity Leave	15 days		As per the terms specified

Chapter - 8 Pay and allowances

All the regular Teaching staff will be paid monthly salary as per the scale mentioned in the letters of appointment. The scales of pay will be as per the guidelines of the state government/UGC and approved by VES Business School Management from time to time. A Teaching staff will be to get other allowances and benefits approved by VES Business School Management from time to time

8.1 Allowance to cease, unauthorized absence and leaving job:

a. Pay and allowances shall cease to accrue from the day a Teaching staff ceases to be in service of VES Business School

b. In the case of a Teaching staff dismissed, removed or compulsorily retired from VES Business School service, the pay and allowances shall cease from the date of his dismissal, retirement. In the case of a Teaching staff who dies while in service, he shall cease from the day following that on which the death occurs.

c. If any Teaching Staff remains absent from his regular duties without prior permission or without obtaining sanction for a leave, his absence will be treated as leave pay. The leave Teaching Staff with retrospective effect in the deserving cases.

d. If a Teaching staff leaves his job without intimation to the Institution and without obtaining sanction for his resignation, he will not be entitled to get his pay and allowances from the day from which he has remained absent.

8.2 Increments

a. In an incremental scale, the increment shall accrue on an annual basis at each stage Of that scale, whether such service be probationary, officiating or substantive, on completion of a year of service or with effect from any other date declared by the Competent Authority.

Provided that the benefit of increment shall be admissible from the first day of the month in which it accrues, irrespective of the actual date of its accrual except when it has been changed due to the unauthorized leave on loss of pay.

b. In the case of Leave without Pay during the said period, the date of increment will be postponed by the number of days for which leave without pay is enjoyed.

c. No increment may be withheld except as a disciplinary action. Every order withholding an increment shall state the period for which it is withheld and whether the postponement shall have the effect of postponing future increments.

d. If in an incremental scale there is an efficiency bar, an employee shall not draw increments above that bar until he has been certified fit to do so by the Competent Authority. On each occasion on which a Teaching staff is allowed to cross an efficiency bar which has previously been enforced against him, he shall be placed in the incremental scale at such stage as the authority competent to remove the bar may fix provided that such stage shall not be higher than that at which he would

draw his pay if the bar had not been enforced against him and further that no increments granted on the removal of a bar shall have a retrospective effect.

e. To remove stagnation, increments may be granted to a Teaching Staff who has reached the maximum of the scale at the rate of one increment equivalent to the last increment drawn for every two years spent at that level.

8.3 Re-fixation of pay On Promotion:

The pay of a Teaching Staff promoted from one grade to another shall be initially fixed at the minimum in the scale of higher scale of pay or at the stage next above the pay notionally arrived at by increasing his pay in the lower post by at-least one increment at the stage at which such pay is accrued, whichever is more.

Travelling Expenses

9.1 Travelling and halting allowances

Teaching Staff travelling on official duty will be reimbursed travel expenses on the following basis:

9.2 Local Travel:

- Taxi/Auto/ First class train fare expenses at actuals
- Those using personal car and two wheeler for official work will be reimbursed expenses as per the rates prescribed by the Institute from time to time.

9.3 Outstation Travel:

Teaching Staff of the Institute traveling on official outstation duty will be reimbursed travel expenses on the following basis subject to approval by the Director.

- Director/Professor Air/1st AC/2 Tier AC/3 Tier AC/ 1st Class/ AC Bus
- Associate Professor Air /2Tier AC/3Tier AC/I Class/AC ChairCar/AC Bus
- Assistant/PT. Professor Air/2Tier AC/3Tier AC/I Class/AC ChairCar/AC Bus

9.4 Visit to Pune/Nasik:

- Amount towards conveyance charges for travel from the residence to station/taxi stand/place of training programme/back to residence and incidental expenses will be reimbursed on actual basis with a maximum of Rs.1,500/- only.
- The Director may permit teaching staff members, depending on circumstances, to travel by higher class/ mode than the staff is entitled.
- When Teaching Staff of VES Business School are required to perform outstation duties will be entitled to halting/ daily allowances for the days spent on official duty and for intervening holidays/ Sundays on the following basis as per the rates mentioned above.

9.5 Boarding and lodging:

‘A’ Class cities: The Teaching Staff shall be entitled as specified below towards lodging and boarding and incidental expenses subject to the submission of official receipts.

Category	Max. Amount for Lodging & Boarding per day Rs.	Max. Amount for Local Conveyance per day Rs.	Max. Amount for incidental Expenses per day Rs.	Diem Allowance per day Rs.
Director/Professor	5,000	1,500	200	1000
Associate Professor	4,000	1,500	100	750
Assistant/part time Professor	3,000	1,000	100	500

‘B’ Class and other cities: The Teaching Staff shall be entitled as specified below

towards lodging and boarding and incidental expenses subject to the submission of official receipts.

Category	Max. Amount for Lodging & Boarding per day Rs.	Max. Amount for Local Conveyance per day Rs.	Max. Amount for incidental Expenses per day Rs.	Diem Allowance per day Rs.
Director/Professor	4,000	1,000	100	500
Associate Professor	3,000	750	50	300
Assistant/part time Professor	2,000	500	50	200

For these rules 'A' Class Cities shall be Mumbai, Delhi, Calcutta, Chennai, Bangalore, Ahmedabad and Hyderabad, Pune

'B' Class Cities so defined are all cities other than the cities defined above'.

Faculty not availing the boarding and lodging facilities: A fixed amount of Rs.1000/-per day will be paid towards reimbursement of out of pocket expenses and local expenses etc.

9.6 Leave Travel Concession:

9.6.1 Home Town

- All permanent Teaching Staff of the Institute and their wholly dependent family members shall be entitled to Leave Travel Concession once in a block of two calendar years for visiting their home town and once in block of four years for traveling anywhere in India. The fare for the Kilometers travelled each way will be based on the telescopic rate fixed by the Railways.
- A Teaching Staff (including unmarried) having his/her family away from Mumbai can avail of this concession for himself/herself alone every calendar year instead of having it for both self and family once in two calendar years.
- The concession can be availed of for self and family separately on different occasions during the block years.

9.7 Family means-

- Teaching Staff's wife or husband and two surviving unmarried children or stepchildren wholly dependent irrespective of whether they are residing with the Teaching Staff or not.
- Married daughter divorced, abandoned or separated from her husband and widowed daughter and is residing with the Teaching Staff and are wholly dependent on the Teaching Staff.
- Parents and/or stepmother residing with and wholly dependent on Teaching Staff
- Unmarried minor brother as well as unmarried, divorced, abandoned, separated from her husband or widowed sister residing with and wholly dependent on the Teaching Staff

provided their parents are either not alive or are themselves wholly dependent on the Teaching Staff.

- e. A person is said to be wholly dependent if his income from all sources does not exceed Rs. 10,000/- p.m.
- f. If a Teaching Staff's spouse is not dependent and is employed elsewhere, then to claim the LTC, the Teaching Staff will have to support his or her claim with the letter from the spouse's employer that he/she has not claimed LTC for that calendar year.
- g. If the Teaching Staff's spouse is working in the same organization then either of them can claim LTC for the family for that block year.

9.8 General norms

- a. Submission of Original tickets
- b. One can claim their Leave Travel concession if, the documents are submitted within one month from their date of travel.
- c. Can be availed of during any leave including study leave, casual leave, Compensatory holiday and special casual leave.
- d. In case of travel by road then the rates as per kms/destination approved by the state Transport Corporation and Transport services run by the government will be taken into consideration for eligibility of LTC.
- e. Journeys by taxi, auto rickshaw, etc, are permissible only between places not connected by rail. For use of own vehicle for travel, prior permission of the competent authority is necessary.
- f. Between places not connected by rail, if more than one State Roadways Corporation operate on the route, the lowest fare applicable on the route is reimbursable.
- g. The entitlement of LTC is as follows; except for Director, Deans and Registrar who shall be entitled to travel by Air.

By Rail

Basic Pay Range Rs.	Entitlement		
	Ordinary Trains	Rajdhani Express Trains	Shatabdi Express
18,400 & Above	First Class by train	AC First Class	Executive Class
6,400 & above but below 18,400	II AC two Tier Sleeper	II AC Tier Two Sleeper	AC Chair
8,000 & above but below 16,400	II AC 2 Tier Sleeper	II AC 2-Tier Sleeper	AC Chair Car

By Road/Sea

Basic Pay Range Rs.	Entitlement	
	Road	
18,400 and Above	Actual fare by any type of public bus (A/C or Non A/C)	
16,400 and above but below 18,400	Actual fare by any type of public bus (A/C or Non A/C)	
8,000 and above but below 16,400	Actual fare by any type of public bus (A/C or Non A/C)	

Basic Pay Range Rs.	Entitlement
	Sea
16,400 and above	Deluxe Class
Below 16,400	First/'A' Cabin Class

9.9 Definition of block year:

The block of two years will consist of two calendar years beginning with the calendar year in which the Teaching Staff joined the Institute on a regular basis (scale).

Foreign Travel

Foreign travel for purposes of exploration of international collaborations and other opportunities, participation in intellectual events, research etc. The VES Business School, to provide an opportunity for intellectual enlightenment may consider sanctioning of foreign travel.

10.1 Approvals:

- a. Prior written approval of Director/Committee will be essential, before making any commitment on foreign travel. Committee to be constituted by VES Business School management, in consultation with the Director VES Business School
- b. The applications will be considered within the norms prescribed in this regard, upto the amount approved in budget for foreign travel. If such budget is exhausted before the end of the academic year, the Institute will have to get additional budget allocation sanctioned from the relevant authorities, before the application can be taken up for consideration.
- c. The criteria on which FTAC will assess each application will include:
- d. The ranking/reputation of the foreign entity being visited by the Teaching Staff.
 - i. For the paper proposed to be presented by the employee, outcome of the peer review or review by the committee to be appointed by FTAC. In cases where the double blind review of the paper by the organizer of conference has taken place then comments given such review.
 - ii. The track record of the employee and the purpose of travel relationship with his work.
 - iii. Is there an invitation to present the paper, or it is the mere acceptance. Is it a participation on the basis of acceptance of full paper or of the abstract? The paper to be presented is a Research Paper or a Concept Paper.
 - iv. The presentation will be in the plenary session, semi plenary session or the session for poster presentation?
 - v. Have the organizers offered any financial support for the presentation.
 - vi. The efforts made by the applicant for seeking financial assistance from UGC/AICTE, the foreign entity, or any other possible source such as trusts.
 - vii. Whether the duration of journey not more than seven days.
 - viii. Employee has to be confirmed employee with a minimum two years' service with the VES Business School.
 - ix. For paper presentation or training the foreign travel will be permissible once in a financial year,

Purpose: The purposes for which foreign travel may be undertaken are:

- a. To present a paper at a conference, provided the paper meets the eligibility criteria.
- b. To attend a training programme, sponsored at least partly by the foreign entity conducting the programme.
- c. To negotiate and finalize tie-ups with foreign universities, and to execute agreements with them.
- d. To teach at an overseas university, as part of faculty exchange programme.
- e. To escort students of the Institute on educational tour.
- f. Any other purpose for institutional development that may be approved by the FTAC.

10.2 Entitlements:

The travelling employee of the University, where the travel period is less than one month, and the purpose of travel is other than to present paper, will be entitled to the following :

a. Airfare:

Travelling employee will normally be entitled to economy air fare by shortest to and fro route between Mumbai/airport nearest to the foreign destination. Other things being the same, preference will be given to the cheapest airline.

b. Visa Charges:

Visa charges will be reimbursable in full, unless otherwise stated in the approval of FTAC.

c. Health and Accident Insurance:

Minimum Health and accident insurance for the duration of the Journey will be reimbursable, unless otherwise stated in the approval of FTAC.

d. Registration Fees:

Reimbursement of actual registration fees in full or in part, as approved by FTAC, for attending a conference or a training programme, shall be made.

e. Conveyance between residence and airport:

Reimbursement of to and fro conveyance between residence and airport, by auto rickshaw or taxi, will be allowed at actuals.

f. Local Conveyance in the foreign country:

Local conveyance in the foreign country including to and fro between the foreign airport and the hotel or place of stay will be allowed at actuals. If the practice for the transporter in that place is to issue bills, the reimbursement will have to be claimed against such bills.

g. Hotel stay:

Hotel charges for stay abroad will be reimbursable at actuals, subject to limits laid down as under, for stay in a three star hotel:

- | | |
|---------------------------------|------------------------------|
| i. Payable in foreign currency: | upto USD 150 per day. |
| ii. Payable in Rupees: | upto Indian Rs.5000 per day. |

The aforesaid rates of reimbursement are subject to review by VES Business School Management. The limits laid down are for bare stay (i.e. lodging) expenses, including taxes thereon. All other items, such as boarding, room service, mini bar, laundry, telephone, internet etc. shall be governed by this policy. Adequate documentary proof like hotel bills, receipts etc., will be required to be submitted to claim the amount. If an Teaching Staff is entitled to hotel stay, but manages alternative accommodation such as the residence of the host, or of a relative or friend etc., he will be entitled to an allowance of USD 25 per day, to cover incidental expenses.

h. Food and incidental expenses:

A per day allowance will be payable for food and incidental expenses as under:

- i. Where payable in foreign currency: upto USD 70 per day.
- ii. Where payable in Rupees: upto Indian Rs.1000 per day.

The Daily allowance will normally include all expenses like tips, portorage, entertainment, etc., other than those specifically covered here. Conversion charges from one currency to another or bank commission for encashment of travelers cheques will also be a part of the per day limit.

i. Communication expenses:

- i. Where email is not possible or is costly, it shall be through other economical means like SMS, local sim card, facsimile, public landline facility etc.
- ii. Use of mobile phones is to be only for official purposes. Reimbursement of the same will be decided on case to case basis, against itemized bill and provision of details about the persons called, and duration and purpose of each call.
- iii. When the travel is for presenting a paper, the employee will be entitled to the airfare by cheapest airline on shortest route, and full registration fee, as reduced by sponsorship obtained from the organizers or any other entity and as reduced by travel grant obtained from UGC/AICT and upto the maximum ceiling prescribed in this policy.

a. Other Points: Reporting and Sharing:

- i. Foreign travel is a valuable experience, worthy of sharing, and more so in an educational institution. While some of the sharing and reporting is mandatory under the policy, the rest is recommended and encouraged.
- ii. The Teaching Staff will submit a Travel Report, along with his foreign travel expenses statement. 'Foreign travel expenses statement' will not be processed and settled, unless the Travel Report is attached to it.

b. Linkages and networking:

Every foreign visit gives the traveler a scope to personally interact with educationists from different parts of the globe. Such limited interactions may have the potential to go a long way in the years to come.

Qualifications required for appointment as faculty at VES Business School (Sub. to Mumbai University rules)

FACULTY POSITIONS

Position	Qualifications/Experience requirement
Professor	1. Consistently good academic record with first class (or an equivalent grade in a point scale wherever grading system is followed) in Master's Degree in Business Management / Administration / in a relevant discipline or in two year full time PGDM declared equivalent by AIU / recognized by the AICTE / UGC;
	OR
	First Class graduate and professionally qualified Chartered Accountant / Cost and works Accountant / Company Secretary of the concerned statutory body.
	2. Ph. D. or Fellow of Indian Institute of Management or of an Institute recognized by AICTE and declared equivalent by the AIU.
	3. A minimum of 10 years' experience of teaching / industry / research / professional out of which five years must be at the level of Associate Professor or equivalent excluding the period spent for obtaining the research degree.
	OR
	In the event the candidate is from industry and the profession, the following shall constitute as essential:
	First Class graduate and professionally qualified Chartered Accountant / Cost and works Accountant / Company Secretary of the concerned statutory body.
	1. Minimum of 13 years Teaching / Research / Industry / Professional experience in a reputed organization;
	2. Published work, such as research papers, patents filed / obtained, books and / or technical reports;
	3. Experience in Industry shall be at managerial level equal to Associate Professor of guiding the project work, supervising R&D projects in industry;
	4. Demonstrated leadership in planning and organizing academic, research, industrial and / or professional activities; and
5. Capacity to undertake / lead sponsored R&D consultancy and related activities.	
Associate Professor	1. Consistently good academic record with first class (or an

	equivalent grade in a point scale wherever grading system is followed) in Master’s Degree in Business Management / Administration / in a relevant management related discipline or first class in two years full time PGDM declared equivalent by AIU / recognized by the AICTE / UGC;
	OR
	First Class graduate and professionally qualified Chartered Accountant/ Cost and works Accountant / Company Secretary of the concerned statutory body.
	2. Ph.D. or Fellow of Indian Institute of Management or of an Institute recognized by AICTE and declared equivalent by the AIU.
	3. A minimum of 5 years’ experience of teaching / industry / research / professional at managerial level of which 2 years post PhD and excluding the period spent for obtaining the research degree.
	OR
	In the event the candidate is from industry and the profession, the Following requirements shall constitute as essential requirements:
	A minimum of 10 years’ experience of teaching and / OR research / industry / profession, or equivalent excluding the period spent for obtaining research degree. The candidate should have Professional work experience, which is significant and can be recognized at national / international level as equivalent to Ph.D. and 10 years managerial experience in industry / profession of which at least 5 years should be at the level comparable to that of lecturer / assistant professor.
	Without prejudice to the above, the following conditions may be considered desirable:
	Teaching, research industrial and / or professional experience in a reputed organization;
	Published work, such as research papers, Teaching, research industrial and / or professional experience in a reputed organization; b) Published work, such as research papers, patents filed / obtained, books and / or technical reports; and
	Experience of guiding the project work /dissertation of PG / Research Students or supervising R&D projects in industry.
	A minimum score as stipulated in the Academic Performance Indicator (API) based Performance Based Appraisal System (PBAS), set out in this Regulation in
Assistant Professor	Essential:

	First Class Master's Degree in Business Management / Administration / in a relevant management related discipline or first class in two year full time PGDM declared equivalent by AIU / accredited by the AICTE / UGC;
	OR
	First Class graduate and professionally qualified Chartered Accountant / Cost and Works Accountant / Company Secretary of the concerned statutory bodies.
	Desirable:
	Teaching, research, industrial and / or professional experience of 2 years in a reputed organization;
	Papers presented at Conferences and / or published in refereed journals.
	Notwithstanding anything contained in sub-clauses mentioned above, candidates, who are, or have been awarded a Ph. D. Degree in accordance with the University Grants Commission (Minimum Standards and Procedure for Award of Ph.D. Degree) Regulations, 2009, shall be exempted from requirement of the minimum eligibility condition of NET/SLET/SET for recruitment and appointment of Assistant Professor or equivalent positions.
	NET/SLET/SET shall also not be required for such Masters Programmes in disciplines for which NET/SLET/SET is not conducted.
	MBA or equivalent in related discipline. 2 years of relevant experience in Teaching/Industry/Research is desirable. PhD. Shall be preferable.
Part Time Faculty	Part Time Faculty are persons whose appointment to the VES Business School will enhance the academic and research programmes of the School and contribute to the intellectual life of the VES Business School. Adjunct Faculty position will be offered to an academician, professional having significant industry experience or other creative person whose primary employment is with other non-academic organization.
Librarian	A Master's degree with first class in Library Science / Information Science / Documentation or its equivalent grade 'B' in the UGC 7 point scale and a consistently good academic record.
	Ph.D. degree in Library Science / Information Science / Documentation / Archives and Manuscript-Keeping.
	At least 10 years of experience as a Librarian in a University Library or 15 years of experience as a College Librarian.
	Evidence of innovative library service and organization of published work.
Assistant Librarian	

	Master's degree with first class in Library Science / Information Science / Documentation or its equivalent grade B in the UGC 7 point scale and consistently good academic record.
	5 years' experience as an Assistant Institute Librarian. Evidence of innovative library services, published work and professional commitment, computerization of library.
	Desirable M.Phil. / Ph.D. degree in Library Science / Information Science / Documentation / archives and manuscript-keeping

1. Equivalence for PhD is based on publication of 5 International Journal papers, each Journal having a cumulative impact index of not less than 2.0, with incumbent as the main author and all 5 publications being in the authors' area of specialization.
2. PhD shall be from a recognized University.
3. For an incumbent Assistant Professor, experience at the level of Assistant Professor will be considered equivalent to experience at the level of Associate Professor, provided the incumbent Assistant Professor has acquired or acquires Ph. D Degree in the relevant discipline.
4. Experience at Diploma Institutions is also considered equivalent to experience in degree level Institutions at appropriate level and as applicable. However, qualifications as above shall be mandatory.
5. If a class/ division is not awarded, minimum of 60% marks in aggregate shall be considered equivalent to first class division. If a Grade Point System is adopted the CGPA will be converted into equivalent marks as below:

PERCENTAGE EQUIVALENCE OF GRADE POINTS FOR A SEVEN POINTS SCALE:

It is hereby clarified that where the University/College/Institution declare results in grade points which is on a scale of seven, the following mechanism shall be referred to ascertain equivalent marks in percentage:

Grade	Grade Point	% Equivalent	Grade point	% equivalent	Revised Grading & equivalent marks System for PGDM - VES Business School		
					Grade	Grade Point	% equivalent
'O' – Outstanding	5.50-6.00	75-100	8.25	75%	'A' – Excellent	3.5-4.00	75-100
'A' – Very Good	4.50-5.49	65-74	7.75	70%	'B' – Very Good	2.75-less than 3.5	60-74
'B' – Good	3.50-4.49	55-64	7.25	65%	'C' - Good	2.00-less than 2.75	50-59
'C' – Average	2.50-3.49	45-54	6.75	60%	'D' - Average	1.5-less than 2	40-49
'D' – Below Average	1.50-2.49	35-44	6.25	55%	'F' - Fail	Less than 1.5	39 and below
'E' – Poor	0.50-1.49	25-34			Note: 'A' includes A +, A, A -, 'B' includes B +, B, B -, and 'C' includes C +, C, C – for calculating letter grades for the students.		
'F' – Fail	0-0.49	0-24					

ANNEXURE II

List of Refereed/Approved Journals**Approved Indian Journals**

S. No.	Name of Journal
1.	Abhigyan (Foundation for Organizational Research and Education)
2.	Chartered Accountant
3.	Chartered Secretary
4.	Decision- The IIMC Journal
5.	Economic and Political Weekly
6.	Energy Journal
7.	Energy Policy
8.	Human Resource Development Quarterly
9.	IIMB Management Review
10.	Indian Economic Journal
11.	Indian Institute of Management Bangalore Management Review
12.	Indian Journal of Agricultural Economics
13.	Indian Journal of Commerce
14.	Indian journal of Industrial Relations
15.	Indian Journal of Labour Economics
16.	Indian Journal of Social Science
17.	Indian Management
18.	Journal of Accountancy
19.	Journal of Creative Communication
20.	Journal of Economic Dynamics and Control
21.	Journal of Emerging Market Finance
22.	Journal of Entrepreneurship
23.	Journal of Health Organization and Management
24.	Journal of Income and Wealth
25.	Journal of Microfinance
26.	Journal of Statistical Planning and Inference
27.	Journal of the Indian Council of Arbitration
28.	Labour and Management in Development Journal
29.	Management and Labour Studies
30.	National Institute Economic Review
31.	Paradigm
32.	Productivity
33.	Psychology and Developing Societies
34.	Public Administration Review
35.	The Indian Journal of Labour Economics
36.	The Qualitative Report
37.	Udyog Pragati
38.	Vikalpa: The Journal for Decision Makers
39.	Vision: The Journal of Business Perspective

Approved Other Journals

1.	Academy of Marketing Science
2.	ASEAN Economic Bulletin
3.	Asia Pacific Journal of Marketing and Logistics
4.	Asian Case Research Journal.
5.	Asian Journal of Marketing
6.	Business Strategy Review
7.	Entrepreneurship Theory and Practice
8.	Environment Economics and Policy Studies
9.	European Journal of Operational Research
10.	European Case Clearing House (ECCH)
11.	International Journal of Information Management
12.	International Journal of Knowledge, Culture, and Change Management
13.	International Journal of Operations and Quantitative Management
14.	International Journal of Production Economics
15.	International Journal of Retail and Distribution Management
16.	International Journal of the Humanities
17.	International Journal of Training and Development
18.	International Social Work
19.	Journal of Global Optimization
20.	Journal of Insurance and Risk Management
21.	Journal of Management Research
22.	Journal of Retailing and Consumer Research
23.	Social Change
24.	Social Science and Computer Review
25.	South Asian Journal of Management
26.	World Development
Approved Newspaper/Magazine	
1.	The Hindu
2.	Economic Times
3.	The Hindu Business Line
4.	Deccan Herald
5.	The Times of India
6.	Outlook Business
7.	DNA Money
8.	Business Standard
9.	Financial Times
10.	Business World
11.	Business Today
12.	Smart Manager
13.	The Financial Express

ANNEXURE - III
Vivekanand Education Society Business School
SCORES FOR ACADEMIC PERFORMANCE INDICATORS (APIs)

Personal Details

Date of Audit	
Name of Faculty	
Employee Number	
Name of College	
Name of Department	
Appraisal for Academic Year	

Summary

Category	Marks out of	Minimum Criteria	Marks Scored Self Appraisal	Marks Scored Appraisal by HOD/Dean/Principal	Weight	Weighted Marks
Teaching, Learning and Students Evaluation	100	35			0.3	
Research & Consultancy	100	70			0.3	
Placement	100	35			0.2	
Skills	100	15			0.05	
Institution Building	100	20			0.15	
Total	500	175			1	

Final Score

Percentage

Signature of Faculty

Signature of HOD

Signature of Principal

1. Teaching Learning & Students Evaluation		
1A	Students Feedback	
Sr No	Name of Subject Taught	Students' Feedback Points (out of 20)
1		
2		
3		
4		
5		
6		
	Total Marks	
	Average Marks	

1B	Innovative Methods in Teaching	Max Marks	10
Sr No	Name of Subject	Description of New Method	Self Appraisal Score
1			
2			
		Total	

1C	New Subject Taught	Max Marks	10
	Name of New Subject	No of hours of teaching allotted	Self Appraisal Score
1			
2			
		Total	

1D	Students Assessment	Max Marks	20
-----------	----------------------------	------------------	-----------

	Assessment Type	No of students Assessed	Self Appraisal Score	Verified API Score
1	Mentoring Meetings			
2	Internal Assessment			
3	External Assessment			
4	SIP			
5	MIP			
		Total		

	Total Marks	Min Marks	Marks Obtained
Total Marks Criterion 1 (1A+1B+1C+1D+1E)	100	75	

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Innovative Method	5	Nil	5
		Total	5

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
New Subject taught	5	1	5
		Total	5

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Mentoring Meetings	1 mark each meeting	15	15
Internal Assessment	2 marks each subject	5	10
External Assessment	3 marks each subject	5	15
SIP Evaluation	1 marks each student	10	10
MIP Evaluation	2 marks each student	10	20
		Total	70

2. Research, Consultancy & Innovation

2A	Papers presented in Conferences					Max Marks	10
Sr No	Title of Paper	Name of Conference	Organized by	National/International	Whether you are first author	Self Appraisal Score	HOD/Dean Score
1							
2							
3							

2B	Research Papers Published					Max Marks	20
Sr No	Title of Paper	Name of Journal	ISSN No	No of Authors	Whether you are first author	Self Appraisal Score	HOD/Dean Score
1							
2							
3							

2C	Chapters/Books Published					Max Marks	30
Sr No	Title of Chapter/Book	Name of Publisher	ISBN No	No of Authors	Whether you are first author	Self Appraisal Score	HOD/Dean Score
1							
2							
3							

2D	Research & Consultancy Projects				Max Marks	15	
Sr No	Name of Organization	Project Title/Area	Duration	Value of Project	Whether Payment Received	Self Appraisal Score	HOD/Dean Score
1							
2							
3							
4							
5							

2E	Start - ups Initiative				Max Marks	10	
Sr No	Name of Startup/Patents	Field/Area of Start-up	Whether Start-up Registered	Investment	Names of members	Self Appraisal Score	HOD/Dean Score
1							
2							
3							

2F	Participation in Ideation Lab			Max Marks	10
Sr No	Description of idea you are working	Number of students you are guiding	Number of sessions conducted	Self Appraisal Score	HOD/Dean Score
1					
2					
3					

2G	Ph.D Students Guided		Max Marks	5
Sr No	Number of students you are guiding	Number of students completed Ph.D. under your guidance	Self Appraisal Score	HOD/Dean Score
1				
2				
3				

	Total Marks	Min Marks	Marks Obtained
Total Marks Criterion 2	100	60	
(2A+2B+2C+2D+2E+2F+2G)			

Note: Attach separate sheets if required

3. Placement & Mentoring**3A. Internship Placement**

				Max Marks	40
Year	Total Students	SIP	Number of students mentored and placed	Self Appraisal Marks	Marks by HOD/Dean
First Year					

3B Final Placement

				Max Marks	60
Year	Total Students	Final Placement	Number of students mentored and placed	Self Appraisal Marks	Marks by HOD/Dean
Second Year					

	Total Marks	Min Marks	Marks Obtained
Total Marks Criterion 3	100	70	
(3A+3B)			

Marking System	
10 students	4 marks per student
10 students	6 marks per student

4. Skills Enhancement

4A. No of conferences/workshops/FDPs/Seminars Attended

			Max Marks	50
Sr No	Name of Conference/Workshop/FDP	National/ International	Self Appraisal score	HOD/Dean Score
1				
2				
3				
4				
5				

4B. No of conferences/workshops/FDPs/Seminars/Events Organized

			Max Marks	50
Sr No	Name of Conference/Workshop/FDP/Online Courses	National/ International	Self Appraisal score	HOD/Dean Score
1				
2				
3				
4				
5				

	Total Marks	Min Marks	Marks Obtained
Total Marks Criterion 4	100	60	
(4A+4B)			

Note: Attach separate sheets if required

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
National Conference Attended	5 marks each	1	5
International Conference Attended	10 marks each	1	10
Workshops Attended	15 marks each	1	15
FDP Attended	5 marks each	2	10
		Total	40

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
National Conference	5 marks	1	5
International Conference	10 marks	1	10
Workshops	10 marks	1	10
FDP	5 marks	3	15
MDP	10 marks	1	10
Online Course	5 marks	2	10
		Total	60

5. Institution Building			
5A. Awards Won		Max Marks	20
Sr No	Description of Award	Self Appraisal Score	HOD/Dean Score
1			
2			
3			

5B. Representation on Boards	Max Marks	35
-------------------------------------	------------------	-----------

Sr No	Description of Board/Institution	Self Appraisal Score	HOD/Dean Score
1			
2			
3			

5C. Events Conducted/participation in accreditation process		Max Marks	20
Sr No	Description of Events	Self Appraisal Score	HOD/Dean Score
1			
2			
3			

5D. Administrative Responsibility		Max Marks	15
Administrative responsibility (including Dean, Principal, Chairperson, Convenor, Cell-in-charge or similar duties that require regular office hours for its discharge)	Description	Self Appraisal Score	HOD/Dean Score
1			
2			
3			

5E		Max Marks	10
Extension and dissemination activities (public lectures, talks, blog writings)	Description	Self Appraisal Score	HOD/Dean Score
1			
2			
3			

	Total Marks	Min Marks	Marks Obtained
Total Marks Criterion 5	100		
(5A+5B+5C+5D+5E)			

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Local Award	5 marks each	1	5
National Award	5 marks each	1	5
International Award	10 marks each	1	10
		Total	20

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Board of Studies Other College	3 marks	1	3
Member of LLP	7 marks	1	7
Director of Pvt Ltd Company	10 marks	1	10
Director of Public Ltd Company	15 marks	1	15
		Total	35

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Events	5 marks each	2	10
Participation in Accreditation	10 marks	1	10
		Total	20

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Administrative Tasks	2.5 marks each	4	10

		Total	10
--	--	--------------	-----------

Reference Table for Marking			
Head	Marks	Max Number	Max Marks
Blogs Writing	2.5 marks each	2	5
Guest lectures	2.5 marks each	2	5
		Total	10

Guidelines for Implementation of Increments through Performance Appraisal		
Sr No	Description	
1	Performance Appraisal shall be done for each academic year starting from 1 July to 30th June next year	
2	The entire process of Performance Appraisal should be done in July of the current academic year for previous academic year	
3	Rules for increments	Number of Increments
	Criteria	Increments
	Top 10%	3 increment
	Next 10%	2 increments
	Next 10%	1 increment
	Below 70%	No Increment
	Bottom 10%	Counselling
4	The bottom 10% faculty shall be counselled by a committee. Two chances shall be provided for improvement	
5	The increments shall be applicable if all 180 seats are filled for two consecutive academic years	

ANNEXURE - IV

Consulting / Training, MDP / FDP Policy

These policies are intended to:

- Ensure proper utilization of Institute resources
- Ensure that outside Training and MD/FDP activities are consistent with the objectives of the Institute, including safeguarding faculty members' ability to do academic work without external restrictions or legal encumbrances; and to provide the clarity about the industry needs and the benefits to be drawn by the Industry from such activities.

It is necessary that:

1. In general, Consultancy, Training and MDP/FDP is defined as professional activity related to the person's field or discipline, where a person agrees to use his or her professional capabilities to further the agenda of a third party, for a fee.
2. The faculty has to obtain prior approval of the Director for Consultancy, Training and MDP/FDP activity to be offered to the outside organization.
3. Consultancy, Training and MDP/FDP activity should be beneficial to VES Business School
4. The nature of the Consultancy, Training and MDP/FDP activity should not result in disruption from the regular teaching work of the faculty and should confirm to the objective of the Institute.
5. Conducting workshop, identifying the target audience, topic and Internal/External faculty is the discretion of faculty undertaking the Consultancy, Training and MDP/FDP activity.
6. Proposed Consultancy, Training and MDP/FDP activities ensure that such activity will not diminish the quality and quantity of professional/academic services rendered by the faculty to the institute as part of normal duties and responsibilities.
7. Non-compensated Consultancy, Training and MDP/FDP (i.e., public service in one's area of professional expertise) must also receive prior approval where-ever the potential for a conflict of interest exists.
8. Prior approval must be obtained for use of institute's Infrastructure, facilities, resources, manpower, faculty, staff, and students.
9. The inconsequential use of office-based computing equipment and telephone equipment (e.g. Exchange of e-mails or local phone calls with a consulting client) will be permissible.

Consulting activities

Consulting assignments help the faculty to undertake research and case development and also in improving and updating their knowledge. The best known management faculty, internationally and nationally are providing valuable professional consultations to the corporate which has benefited the corporates.

VES Business School also feels to strengthen such consulting interventions by its faculty hence norms have been decided to motivate the faculty to take up these assignments and create/enhance their and VES Business School equity in corporate and non-corporate sectors.

Consulting means:

Any paid external assignment of advisory/consultations, including teaching - a part or full course at a national or international institution will be considered as a consulting assignment.

Following will not be treated as Consultancy, Training and MDP/FDP assignments:

1. Scholarly work in the form of books, articles published in Journals & Magazines, Television productions, Art works, etc., even though providing financial gains for the faculty and to other party (e.g., publisher).
2. Fees received from paper reviews for any journal or conference,
3. Honorarium received from publication of research papers.
4. Examiner ship at Doctoral level
5. Income from Guest Lectures in other institutions
6. Honorarium and prizes earned for professional accomplishment
7. Corporate/advisory/research board membership and sitting fees received due to such membership
8. Board membership and receipt of sitting fees / remuneration as Directors
9. Income from any work given by VES Business School
10. Activities or titles that constitute or imply managerial or supervisory responsibility are not permitted under VES Business School conflict of commitment policies.
11. To Serve Government agencies and Boards, functioning on agency peer-group review panels, nominations on committees or advisory groups to other universities, and on analogous bodies.

Type of consulting assignments

Following are the type of assignments that will qualify as consulting assignments.

- i. Advisory and consulting assignments from corporate
- ii. Any other institutions or individuals,
- iii. Project based assignments involving projects assigned by the client.
- iv. Retainer ships involving regular involvement with the client on a payment of fees.

Institutional and Personal Consultancy:

All assignments will be institutional in nature. While individual faculty members are encouraged to aggressively seek, negotiate and finalize the assignment, the final contract will have to be between VES Business School and the company.

Consultancy, Training and MDP/FDP Time:

- a. Generally faculty would be permitted to avail upto 40 days if eligible for vacation (excluding vacation period), and 50 days if not eligible for vacation, of Consultancy, Training and MDP/FDP work in one academic year from 1st July to 30th June.
- b. Full record of consultancy day requirements to be submitted every month to the Dean. The number of consulting days to be permitted for the assignment will be decided by the Dean subject to the ceiling of 40/50 days, as the case may be, in a year.

Financial arrangements:

- a. For the purposes of working on the cost on the consulting assignment, the professional fee for the faculty time will be minimum Rs.25,000/- per faculty per day. There is no upper limit on faculty fees. Further these rates may not be applicable to consultancy assignments received from government, semi-government or local government authorities.
- b. All expenses will have to be recovered from the clients. In case where institutional facilities are used like conference room or classroom, the rates for use of these facilities will be prescribed from time to time. All catering expenses will be recovered from the clients on actual basis. All travel, both within Mumbai and outside Mumbai, will have to be paid by the client. Same is true for boarding and lodging expenses.
 - i. In case the Infrastructure, resources, manpower, staff and facilities of the institute are used, 30% of the gross revenue shall be paid to VES Business School as a part of indirect expenses.
 - ii. In case the Infrastructure, **Licensed Software**, resources, manpower, staff and facilities of the institute are used, 40% of the gross revenue shall be paid to VES Business School as a part of indirect expenses.
 - iii. The faculty to be paid amount equal to the honorarium payable to the visiting faculty to be part of direct expenses.
 - iv. Net revenue from the assignment after deductions of all direct & indirect expenses will be the surplus to be shared between the faculty coordinator and the Director with the approval of the Director
 - v. All billings will be done by VES Business School Accounts Office.

Approval

- a. Consultancy, Training and MDP/FDP assignment approval form must be submitted and Director's approval to be obtained for each assignment every academic year. The number of days required for the proposed Consultancy, Training and MDP/FDP assignment must be mentioned along-with Tentative Estimates/budget in the form.
- b. In case of assignments involving Director, prior approval of VES Business School management will be required for both assignment and fees
- c. No consulting assignments will be taken which comes in conflict with class commitments or any other VES Business School commitments.
- d. Also there should be no conflict of interest in the assignment between the institution and the client.
- e. All requests for approval have to be made in prescribed format.
- f. Requests for approval to be processed by the administration within 15 days of submission.
- g. All accounts regarding the assignment to be submitted within 15 days after completion of the assignment and get it approved from the Director. All financial transactions will be done through institute's accounts only.

CONSULTING, TRAINING, MDP AND FDP APPROVAL FORMAT

Date:

Name of Faculty:

Designation:

Name of Company:

Contact Person:

Designation:

Contact Details: Tel:

Mobile:

Topic of Consultancy/MDP/FDP:

Period from:

To

Contract Amount Rs.

With Break-up

Amount of Overheads:

Rs. _____

Expenditure: Rs. _____

Study material: Rs. _____

Other Expenses: Rs. _____

Names of Faculty: If more than one is involved as Coordinators:

Ratio of Income to be distributed amongst the team:

Approved by:

Director (VES Business School)

Encl: Copy of proposal

ANNEXURE - V**Form of Application for Financial Assistance for presenting a paper in the Conference:**

Basic Details:	
Name of the Teaching Staff	
Employee Code No	
Institution to which the Teaching Staff belongs	
Teaching Staff's qualifications	
Teaching Staff's experience at VES Business School	
Details of training programmes already attended in the last 5 years in India and abroad, indicating the name of the institution which conducted it, the place, name of the programme, duration, subjects taught, to be annexed to the application	
Name of the Institution imparting the training	
Conference details:	
Hosting Body	
Country	
Date/s	
Type of Participants expected	
Is this one out of the Top 100 business schools Globally	Yes/No
Number of days of Conference	
Subject and topics to be covered	
Paper Related Details:	
Title of the Paper	
Names of co-authors, if any, and their details	
If there are co-authors, are you the presenter	Yes/No
Is your participation based on acceptance of the paper?	Yes/No
Type of Participants expected	
Do you have a firm invitation to present your paper at the conference? If answer is yes, enclose the invitation	Yes/No
Has there been a double-blind review of your paper, prior to invitation? If answer is yes, enclose reviewers' comments	Yes/No

Estimate of expenses and support requested for attending conference: (Amt. in Rs.)

Expenses Heads	Estimated Expense	UGC/AICTE Travel Grant applied for/ recd	Registration waiver from host body applied for/recd	Net Estimated Expenses (A-B-C)	Approval Sought for, from the VES Business School
Airfare					
Visa Charges					
Health & Accident Insurance					
Registration fees					
Local Conveyance India					
Local Conveyance in foreign country					
Lodging expenses					
Food, and incidental expenses					
Any other (pl. specify)					
Total					

Note:

It is mandatory to apply for travel grant scheme and registration waiver, and preferably to know the outcome of such applications, before applying to VES Business School for Financial Approval. If you have not so applied, please disclose the reasons for not doing so.

Declaration of original work:

I hereby confirm and declare that my/our paper entitled (title of paper) is my/our original work, with the exception of quotations from other persons' work which are expressly acknowledged in the paper and for the inclusion of each one of which, their prior approvals have been taken, where necessary.

I further confirm that in case it is discovered and proved later that the aforesaid paper is not my/our original work, I shall be subject to such disciplinary action as may be decided upon by VES Business School, including immediate recovery of any financial assistance that may have been given to me for presenting the paper at the conference. I also confirm that in the event of any litigation being initiated in this regard against VES Business School, I will keep VES Business School indemnified at all times.

Bond:

I hereby agree that in the event any financial assistance is granted to me, I shall, before collecting the amount, execute a bond as per VES Business School Policy, for minimum period of service and/or return of the amount of financial assistance, in the event of my leaving the service of VES Business School, for whatever reason, within two years from the date of return from the conference.

Patent/Intellectual Property Right:

I hereby confirm that in the event any Patent or Intellectual Property Right arises from the paper, the same shall be taken in the partnership of VES Business School.

Settlement of Accounts:

I hereby confirm and undertake that if I am allowed to undertake foreign travel for presentation of the paper, with full or part financial assistance by VES Business School, I shall submit the full account, with supporting, and with a travel report, within 10 working days of my return. I also undertake to lead a discussion seminar within the same time frame.

Date:

Signature:

Place:

Applicant's Name:

Form of Application for Financial Assistance to attend a training programme outside India

Basic Details:	
Name of the Employee	
Employee Code No	
Institution to which the employee belongs	
Employee's qualifications	
Employee's experience at VES Business School	
Details of training programmes already attended in the last 5 years in India and abroad, indicating the name of the institution which conducted it, the place, name of the programme, duration, subjects taught, to be annexed to the application	
Name of the Institution imparting the training	
Training related information:	
Country	
Date/s of training	
Number of days of training	
Subject of training and topics likely to be covered	
Faculty Details:	
Arrangement proposed for handling your workload, in your absence, at VES Business School	
Justification for doing the training programme in terms of self-development and in terms of advantage to VES Business School	

Estimate of expenses and support requested for training programme: (Amt. in Rs.)

Expenses Heads	Estimated Expense	UGC/AICTE Travel Grant applied for/ recd	Registration waiver from host body applied for/recd	Net Estimated Expenses (A-B-C)	Approval Sought for, from the VES Business School
.Airfare					
Visa Charges					
Health & Accident Insurance					
Registration fees					
Local Conveyance India					
Local Conveyance in the foreign country					
Lodging expenses					
Food, and incidental expenses					
Any other (pl. specify)					
Total					

Note:

It is mandatory to apply for travel grant scheme and registration waiver, and preferably to know the outcome of such applications, before applying to for Financial Approval. If you have not so applied, please disclose the reasons for not doing so.

Bond:

I hereby agree that in the event any financial assistance is granted to me, I shall, before collecting the amount, execute a bond as per VES Business School Policy, for minimum period of service and/or return of the amount of financial assistance, in the event of my leaving the service of VES Business School, for whatever reason, within two years from the date of return from the training programme.

Study Material to be VES Business School Property:

I hereby agree and confirm that I shall provide one set of study material, issued for the training programme by its conductor, to the library of VES Business School.

Conducting the training programme for other faculty / students:

I hereby confirm that I shall make a summary presentation of what I learnt at the training programme, to the faculty colleagues at VES Business School, within a month of my return, I further confirm that I shall conduct one or more full-fledged training programmes for faculty / students , if the Dean or the Director so decides.

Settlement of Accounts:

I hereby confirm and undertake that if I am allowed to undertake foreign travel for presentation of the paper, with full or part financial assistance by VES Business School, I shall submit the full account, with supporting, and with a travel report, within 10 working days of my return. I also undertake to lead a discussion seminar within the same time frame.

Date:

Signature:

Place:

Applicant's Name:

Form for expense statement and claim for foreign travel
Foreign Travel Expense Statement

Name of the Teaching Staff: Employee Code No.:

Purpose of Visit:

Itinerary: (Give on a separate sheet, if necessary)

Date	Time	From	To	Brief Description of Activity

Expenditure Details (Give on a separate sheet, if necessary)

Sr.No.	Date	Purpose/Particulars	Amt Rs.	Paid by		Bills/Receipts attached?(Y/N)
				VESBS	Self	
Total Amount						
Break up of total amount :						
Directly spent by employer						
Incurred by employee against advance received/from own sources						
Total Amount						

Summary against each budget head (Amt. in Rs)

Expense Item	Net Budget A	Actual expenses B	Variance C = (A-B)	Sl. No. ref. Of Expenditure details D
Airfare				
Visa Charges				
Registration fees				
Local Conveyance India				
Local Conveyance in the foreign country				
Lodging expenses				
Food, and incidental expenses				
Any other (pl. specify)				
Total				

Reasons for negative variance, if any (separately for each negative variance) (Amt. in Rs.)

Total claim for expense incurred by employee against advance received / from own sources	
Balance amount claimed	
Advance received from employer	

The about is true account of expenses incurred for official purpose on foreign travel by me. Tour report is enclosed

Teaching Staff Signature

Approved for Rs.

Passed for Rs.

Head of Department
Name

Accounts Officer
Name

Signature

Signature