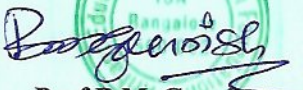






INDUS BUSINESS ACADEMY

Bangalore-560062

Human Resource Policy Manual

| Prepared by | Recommended by | Approved by |
|---|---|--|
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Contents

| | |
|--|----|
| CHAPTER I | 7 |
| ABOUT IBA..... | 7 |
| IBA Bangalore Campus..... | 7 |
| IBA Mission Statement..... | 8 |
| IBA Vision Statement..... | 8 |
| IBA Values..... | 8 |
| IBA commitment towards..... | 8 |
| Students..... | 8 |
| Colleagues..... | 9 |
| Practicing Managers..... | 9 |
| Society & Nation..... | 9 |
| Management Knowledge..... | 9 |
| IBA's logo..... | 9 |
| CHAPTER II..... | 14 |
| INTERPRETATION..... | 14 |
| Applicability..... | 14 |
| Definitions..... | 14 |
| CHAPTER III..... | 16 |
| ORAGNIZATION CHART..... | 16 |
| CHAPTER IV..... | 17 |
| CODE OF CONDUCT..... | 17 |
| Introduction..... | 17 |
| Code of Ethical Business Conduct..... | 17 |
| Respect for the Law..... | 19 |
| Respect and Courtesy..... | 19 |
| Drugs and Alcohol..... | 19 |
| Conflicts of Interest..... | 20 |
| Use of Privileges and IBA Property..... | 20 |
| Entertainment Expenditure and Working Meals..... | 20 |
| Security..... | 21 |
| Implementation..... | 21 |
| Reporting Breaches..... | 21 |
| CHAPTER V..... | 22 |
| CODE OF CONDUCT – OVERSEAS TOUR..... | 22 |
| Introduction..... | 22 |
| Respect for the Law..... | 22 |



| | |
|---|-----------|
| Cultural Sensitivity | 22 |
| Appropriate Personal Behaviour..... | 23 |
| Household Members | 23 |
| Respect for Others and Tolerance of their Opinions..... | 24 |
| Implementation | 24 |
| CHAPTER VI | 25 |
| CODE OF CONDUCT - Public & Private | 25 |
| Introduction..... | 25 |
| Disclosure of interests..... | 26 |
| Submission of declaration..... | 26 |
| Change in circumstances of conflict | 26 |
| Acceptance of gifts | 26 |
| Declaration of gifts | 27 |
| Description of the gift | 27 |
| Disposal of Gifts | 27 |
| PART II..... | 28 |
| HUMAN RESOURCES POLICY MANUAL | 28 |
| CHAPTER – 1 | 29 |
| RECRUITMENT & SELECTION | 29 |
| Introduction..... | 29 |
| Equal Employment Opportunity | 29 |
| Vacancies / Openings..... | 29 |
| Manpower requirement..... | 29 |
| Job description | 29 |
| Advertisement | 29 |
| Recruitment Process..... | 30 |
| Invitation of Application..... | 30 |
| Application Pre-screening and Shortlisting | 30 |
| Campus Visit..... | 31 |
| Assessment and Recommendation to Chief Mentor..... | 31 |
| Recruitment..... | 31 |
| Appointment Letters | 33 |
| Probation..... | 33 |
| Terms & conditions of Appointment letter | 33 |
| Temporary Vacancies | 33 |
| General..... | 33 |
| Criteria for filling temporary vacancies..... | 33 |
| Communications with Staff | 34 |



| | |
|--|-----------|
| CHAPTER II..... | 35 |
| NEW HIRE ORIENTATION..... | 35 |
| On the Day of Joining..... | 35 |
| Joining Documents..... | 35 |
| Employee ID..... | 35 |
| Seating arrangement..... | 35 |
| Laptop/Computer..... | 35 |
| CHAPTER III..... | 36 |
| PERFORMANCE MANAGEMENT & APPRAISAL POLICY..... | 36 |
| Annual Performance Review..... | 36 |
| Performance Planning..... | 37 |
| Performance Interview/ Feedback..... | 37 |
| Increment Strategy..... | 37 |
| CHAPTER IV..... | 38 |
| LEAVE, HOLIDAYS, WEEKLY OFFS..... | 38 |
| Introduction..... | 38 |
| Prior Approval and Notification of Absences..... | 38 |
| Earned Leave (EL) / Privilege Leave (PL)..... | 38 |
| Entitlements and accrual..... | 38 |
| Casual Leave..... | 38 |
| Entitlements and accrual..... | 38 |
| Maternity Leave..... | 39 |
| Leave without Pay..... | 39 |
| Vacation Leave..... | 39 |
| Weekly Off..... | 39 |
| Compensatory Off..... | 39 |
| Holidays..... | 39 |
| CHAPTER V..... | 40 |
| GRIEVANCE REDRESSAL POLICY..... | 40 |
| ANTI-SEXUAL HARASSMENT POLICY..... | 40 |
| CHAPTER VI..... | 42 |
| EMPLOYEE WELLNESS (BENEFITS & FACILITIES)..... | 42 |
| Accommodation..... | 42 |
| Leaving the Accommodation..... | 42 |
| Transport..... | 42 |
| Educational Benefits..... | 42 |
| Knowledge Management Centre..... | 42 |
| IT & Internet Facilities..... | 43 |



| | |
|--|----|
| Language Lab..... | 43 |
| Photocopying Facility | 43 |
| On Campus Banking & ATM Facilities | 43 |
| Medical Care/Clinic..... | 43 |
| Sports, Cultural & Recreational Facilities | 43 |
| Auditorium & Amphitheatre..... | 43 |
| Parking Services..... | 44 |
| Security Services..... | 44 |
| Employee Communications..... | 44 |
| Canteen | 44 |
| Modern Gymnasium | 45 |
| Health Insurance | 45 |
| CHAPTER VII..... | 46 |
| WORKING DAYS AND WORKING HOURS..... | 46 |
| Lunch Break..... | 46 |
| Login System | 46 |
| Dress Code..... | 46 |
| During Week Days..... | 46 |
| For Men..... | 46 |
| For Women | 46 |
| Week Ends | 46 |
| CHAPTER VIII | 47 |
| SEPERATION/ EXIT POLICY..... | 47 |
| Objective..... | 47 |
| Resignation | 47 |



Section I

Code of Conduct



CHAPTER 1

ABOUT IBA

Established in 2001 under the aegis of Arihant Education & Research Foundation, IBA was conceptualized as a centre of excellence in teaching training and research in business and management. Today, IBA stands tall in the comity of B-Schools. Step-by-step in mere thirteen years' time, it has made significant contributions to the field of management and management education. The success of IBA is rooted in the nurturing academic environment, use of latest technologies, creative curriculum design and excellent industry interface and placements.

IBA was established in Bangalore by Late Shri. B.M.L Jain, an alumnus of IIT Kanpur along with professionals and practitioners with IIT and IIM background with the primary objective of providing World Class management education in tune with the contemporary requirements. Late Shri BML Jain had been successful in achieving the objectives and targets which he set for its students, faculty and alumni.

IBA established its reputation for academic excellence, quality research, and industry interface and is a leading Business School offering two years full –time PGDM (Post Graduate Diploma in Management) Programme approved by AICTE and the Ministry of Education (GOI). IBA is internationally accredited by IACBE, USA.

IBA Bangalore Campus

Set in the city of technocrats and the educational hub of South India, the IBA campus comprises of well-crafted buildings, scenic lawns and landscaping on 8.5-acre land. The total built up area is close to 1.75 lakhs square feet, probably one of the largest campuses in India dedicated to a single Academic program. The infrastructure includes the Administrative Block, Knowledge Management Centre, 3D, centre, Classroom Block, Computer Centre, Amphitheatre, Auditorium, Faculty & staff offices, Placement office, the Health Centre comprising Indoor Games and Gym, a mini-stadium, the Faculty and Staff residential quarters, the Boys' Hostels, the Girls' Hostel and the Mess (Santripti) serving 100% vegetarian breakfast & meals.

The campus is Wi-Fi enabled, providing 24 X 7, high speed internet connectivity to all IBAians through a 100+ Mbps dedicated 11 Leased Line. All the students are provided with high powered laptops to do their academic research work and assignments.



IBA Mission Statement

To be an Institute of Excellence in creating and nurturing research orientated academics, entrepreneurship and Leadership with sensitivity towards society.

IBA Vision Statement

To be a globally respect ted Business School nurturing innovative entrepreneurs & business leaders who would produce wealth for the Nation.

IBA Values

The effectiveness and impact of IBA as an organization is magnified if its people share and work to a common set of corporate work values. IBA has enunciated such a set of values. They are a fundamental guide to ethical behaviour in maintaining the highest standards of probity, integrity and conduct, and are enshrined in IBA's Corporate Plan. For IBA to carry out its mission effectively, it is highly desirable that its staff be self-motivated and empowered to act with a large measure of their own initiative within a broad framework of acceptable behaviour. That framework is defined in terms of four values wherein employees need to adhere

Serving our clients and responding quickly to their requests with advice, information and access to our services.

Promoting and operating effective networks, especially within IBA, which should always be seen as a single coherent organization, and also externally with allies and clients.

Helping all our people develop to their full potential while expecting their commitment and a fair degree of cohesion to the ways of the organization.

Applying the highest standards of ethical behaviour and paying due regard to community standards in India and all overseas countries where we operate.

IBA commitment towards

Students

- Our relationship with students is based on respect, fairness, and caring. IBA is committed to teaching excellence and to the subject matter it teaches. IBA expect of every one of our students' dedication to learning, along with honesty & punctuality in completing & submitting the work assigned to them.



Colleagues

- We recognize the dignity and personal worth of our colleagues in the teaching profession and strive to build closer cooperation among persons interested in promoting the science and practice of management.

Practicing Managers

- We are convinced that the exchange of ideas and information between academics and managers is essential, and has the potential to enrich the teaching and practice of management, to translate theory into practice, and to further research and community service. To maximize such potential benefits, we are guided by the ideals of competence, integrity, & objectivity, particularly when consulting with client organizations.

Society & Nation

- In our teaching, research, and service, we shall show sensitivity to people, to diverse cultures, to the needs of the poor and disadvantaged, to ethical values, and to the newly emerging ethical dilemmas.

Management Knowledge

- Our research and teaching will be done with honesty and integrity, have a clear purpose, safeguard confidentiality, respect the rights of all individuals and organizations, use resources efficiently, duly acknowledge management as evolving profession in the service of the society.

IBA's logo

Has three components in itself and there is a deep thought process which went behind the making of this Logo



“I” indicates the width of the ideas and the clarity of subject knowledge. The bottom of ‘I’ is narrow and dark at bottom and gradually gets lighter and wider as it moves up. There is a green color at the bottom of ‘I’ which depicts continuous nurturing. As the students learn, they get clarity on Management subject fundamentals/applications and their thinking horizons gets wider hence the ‘I’ gets wider and lighter. It also depicts that instead of having fixed mind-set, they develop flexible and practical approach towards the problems & look for solutions, exploring different approaches. The Bold “B” emphasizes on the Business. It conveys that IBA and its personnel are serious about pedagogy and delivery of Management Programme to all its stakeholders i.e. Faculty, Staff, Students, Alumni and Employers.



The small “a” implies the Academy which has different colours. This depicts that academy provides various opportunities to its students to develop their personality by way of organising Management Fests, organising Festivals, sports meet, developing soft and interpersonal skills etc. which are essential for their success in professional and personal life.

The composition of the Governing Council is as follows

| S. No. | Name | Designation | Position in the GC |
|--------|-----------------------------|---|--------------------|
| 1 | Dr Subhash Sharma | Former Director & Senior Professor, Indus Business Academy | Chairman |
| 2 | Dr Ramaswamy Nandagopal | President, Association of Indian Management Schools | Member |
| 3 | Dr Alka Prakash | Associate Lecturer in School of Applied Science, Republic Polytechnic, Singapore | Member |
| 4 | Shri Anshuman Bhatnagar | Regional Director Finance - Middle East, Africa & Turkey - Accor Hotels, Dubai | Member |
| 5 | Shri Ashok Kumar | Advisor, Adani Power, Mundra | Member |
| 6 | Ambassador Dr. Deepak Vohra | Ambassador of India, Special Advisor to PM for Africa | Member |
| 7 | Shri Harsh V Trehan | People Services Lead, GSK Global Capability Centre, Bangalore | Member |
| 8 | Shri Hriday Mohan Jain | Chairman, H.M. Foundation; Ex-Chairman, Samrat Ashok Technologies Institute | Member |
| 9 | Shri Jay R Goel | Business Head - SahiPay, Gurgaon | Member |
| 10 | Dr Manish Jain | Founder and Chairman, Indus Business Academy; Trustee, Arihant Education & Research Foundation; and Director, MUHEPL, New Delhi | Member |
| 11 | Dr Manu Shivpuri Sharma | Brand Ambassador, Beti Bachao Beti Padhao, Haridwar (Uttarakhand) | Member |

| | | | |
|----|-----------------------|--|--------|
| 12 | Shri Narendra Nahata | Hon'ble Minister (Ex), Govt of Madhya Pradesh | Member |
| 13 | Dr Nidhi Bhardwaj | Manager - Cactus Garden, Panchkula, Haryana | Member |
| 14 | Shri P. Thiruvengadam | Senior Director, Deloitte Touche Tohmatsu India Pvt. Ltd. | Member |
| 15 | Shri Ritesh Jain | Member, Board of Trustees, Arihant Education & Research Foundation New Delhi, India and ex-CEO, Indus Business Academy (formerly Indian Business Academy) Greater Noida, India | Member |
| 16 | Ms Susan Verghese | Former Advisor, World Bank | Member |
| 17 | Dr Swapna Abraham | World Record Holder, Singer, Songwriter, Author Mentor, Actor, Interior Designer, Marketing & Branding Enthusiast | Member |
| 18 | Shri Tushar Makkar | Group Chief Communications Officer, GMR Group - New Delhi | Member |
| 19 | Shri Vijay A G | Head – HR Process Excellence, Alghanim Industries | Member |
| 20 | Shri Vinod Kumar | Director, Sri Sri Rural Development programme; The Art of Living - Director, Corporate Workshops | Member |

The composition of the Academic Advisory Council is as follows

| S. No. | Name | Designation | Position in AAC |
|--------|-----------------------------|---|-----------------|
| 1 | Dr Subhash Sharma | Former Director & Senior Professor, Indus Business Academy | Chairman |
| 2 | Dr Ramaswamy Nandagopal | President, Association of Indian Management Schools | Member |
| 3 | Shri A Thothathri Raman | Chairman, SEAA Trust, New Delhi | Member |
| 4 | Shri Amit Warwatkar | MD & CEO - Pracyva Ltd., United Kingdom | Member |
| 5 | Dr Alka Prakash | Associate Lecturer in School of Applied Science, Republic Polytechnic, Singapore | Member |
| 6 | Prof Atanu Ghosh | Former Dean, School of Management & Entrepreneurship, IIT Jodhpur | Member |
| 7 | Prof Chandra Kant | Professor, Indus Business Academy; Member of BoA (Board of Advisors), Hexagon Global IT Services Pvt. Ltd. | Member |
| 8 | Ambassador Dr. Deepak Vohra | Ambassador of India, Special Advisor to PM for Africa | Member |
| 9 | Shri Dilip Kumar Jha | Sr. General Manager - Emami Ltd., Vapi (Gujarat) | Member |
| 10 | Shri Luigi Cordeiro Dsouza | Executive Director - FX Trading - Standard Chartered Bank, Dubai | Member |
| 11 | Dr Manish Jain | Founder and Chairman, Indus Business Academy; Trustee, Arihant Education & Research Foundation; and Director, MUHEPL, New Delhi | Member |
| 12 | Dr Pankaj Madan | Dean & Professor, Gurukul Kangri Vishwavidyalaya, Haridwar (Uttarakhand) | Member |

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|----|---------------------|--|--------|
| 13 | Shri Prem Prakash | Independent Management & software consultant Ex - CEO (Asia Pacific) Vmoksha Technologies | Member |
| 14 | Prof Rajen K. Gupta | Professor, MDI Gurgaon | Member |
| 15 | Dr Shiv K Tripathi | Dean of Faculty of Economics and Business, Berlin School of Business & Innovation (BSBI) | Member |
| 16 | Dr Subhendu Dey | Director, Indus Business Academy | Member |
| 17 | Dr Swapna Abraham | World Record Holder, Singer, Songwriter, Author Mentor, Actor, Interior Designer, Marketing & Branding Enthusiast | Member |

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CHAPTER II

INTERPRETATION

Applicability

These Rules will apply to all IBA employees of teaching and Non-teaching staff and shall be into force time to time as and when changes / modification take place.

Preparing and up keeping of this HR Policy Manual is the responsibility of the Office of Chairman or any official designated by the Chairman.

The Manual is subject to modification to reflect any changes that the Institute may decide to have in its HR policies from time to time.

This manual is confidential and is for restricted circulation only.

The policies laid down in the manual and the subsequent amendments, if any, will supersede the relevant existing policies.

IBA reserves its right to interpret; alter, amend, discontinue with or without notice; all or any part of what is contained in the HR policy manual. IBA will notify accordingly for such changes, if any. Any interpretation of policies and procedures, IBA Governing Council is the final authority and is binding on all IBA employees.

Definitions

- **Institution** means Indus Business Academy and will include all present and future institution or offices of these Institutions located anywhere in India or abroad.
- **Employee means** Teaching staff & Non-Teaching staff / Administration including who are confirmed in employment and working on probation/training. Employee includes male, female and transgender.
- **Teaching staff** include faculty namely Dean, Director, Program Director, Professor/Associate Professor/Senior Assistant Professor/Assistant Professor.
- **Non-teaching staff** include all employees working in the various capacities in all non-academic departments. Non-Teaching staff shall not include casual worker, contract worker, or temporary worker.



- **Regular faculty** means full-time employee of the institute whose remuneration, and terms and conditions of service are in accordance with the IBA HR policies.
- **IBA campus** means the premises belonging to the institute.
- **Faculty Recruitment Committee / Selection Committee** means Faculty member /Subject domain experts, Director, Chief Mentor, and Chairman. The committee is for recruitment, recommendations for appointment, fixation of salaries in the prescribed scales, and other service.
- **Faculty Promotion Committee** consists of the Chairman, Chief Mentor and Director.
- **Reporting hierarchy** means a mechanism set for the reporting of work by the employees to the respective supervisors/officers.

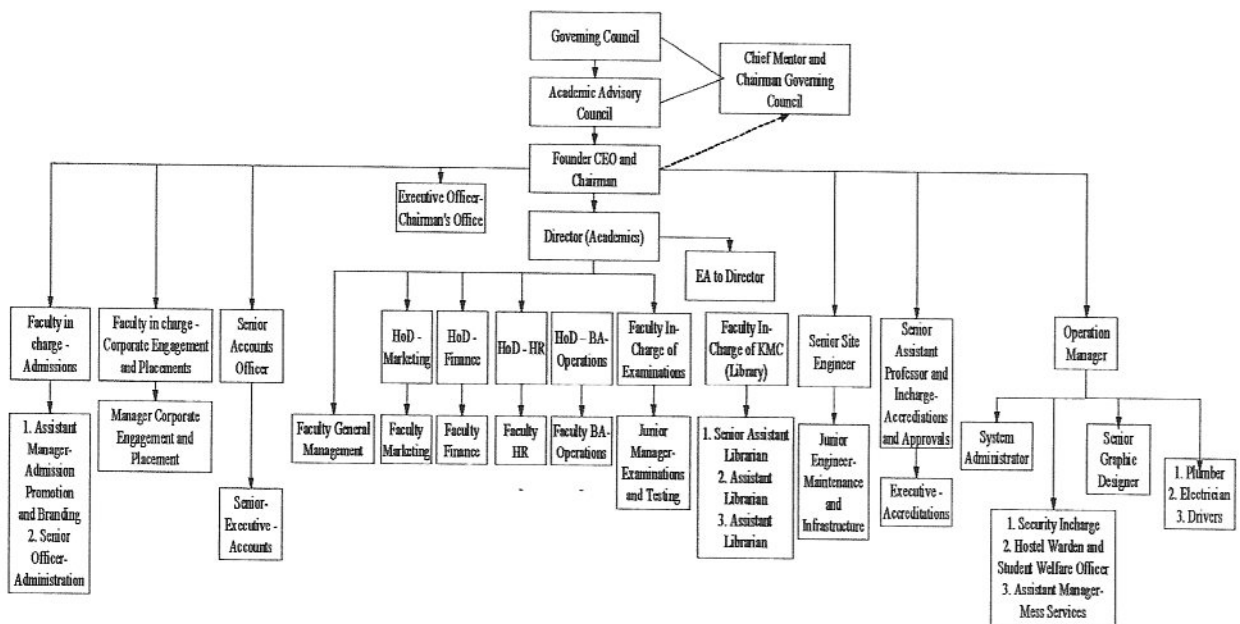
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CHAPTER III

ORAGNIZATION CHART

The chart below indicates the functioning of the organization under the guidance of the Governing Council and the Academic Advisory Council. The Governing Council and the Academic Advisory Council both derive their guidance from the Chief Mentor. The Chief Mentor functions as the Chairman of both the Governing and Academic Advisory Council. The Chairman is guided by the actions of the Governing Council and Academic Advisory Council. The strategic guidance by the board sets the path IBA would follow in its endeavour to realise its vision and mission.



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CHAPTER IV

CODE OF CONDUCT

Introduction

Public confidence in IBA is essential to its operation, and employees play an integral role in maintaining IBA's reputation, whether they work domestically or abroad. The public's perception of IBA, and the trust others place in us, are both highly reliant on the conduct of IBA employees. IBA's mission is to be an Institute of Excellence in creating and nurturing research orientated academics, entrepreneurship and Leadership with sensitivity towards society

IBA acknowledges that the highest standards of ethical behaviour are essential in fulfilling its mission.

This Code of Conduct has been developed to provide directions for the conduct of IBA employees in the performance of their duties, and to ensure that their conduct enhances IBA's reputation for professionalism and integrity and does not adversely affect the reputation of IBA. Each employee of IBA has to be familiar with the IBA Code of Conduct a copy of which will always be available in the KMC. It is the responsibility of each employee to read the Code, be familiar with its contents and to formally undertake to comply with its provisions. In accordance with the Code, employees are required to seek guidance from Administration department if they are uncertain as to the Code's meaning or application and particularly to discuss whether suspected breaches of the Code should be reported and formally investigated.

Code of Ethical Business Conduct

IBA's Code of Ethical Business Conduct regulates the behavior of IBA employees and provides employees with guidelines for dealing with ethical questions and a basis from which the public may assess IBA's integrity.

Deal honestly and in good faith with those within and outside IBA who are affected by our actions.

Respect the dignity and privacy of our fellow employees.

Pursue no business opportunity that requires violation of law or of these principles.

Undertake only those business activities that we are willing to submit to public scrutiny and debate.

Disclose any conflict of interest we may have regarding our responsibility to IBA and remove the conflict where appropriate.

Treat each other with mutual trust and respect and provide an environment where individuals may question an IBA practice without suffering any disadvantage.

Protect and preserve IBA's assets and use them in a cost effective and prudent manner.

In pursuing the Code of Ethical Business Conduct, employees will



- Work in the public interest. Employees and staff of IBA must at all times safeguard the interest of their clients, provided that they do not conflict with the duties and loyalties owed to the community, its laws and social and political institutions.
- Work with honesty and integrity. Employees must not breach the public trust or the specific trust of IBA clients. In dealing with fellow staff members or IBA's clients, employees should at all times act in good faith and deal honestly.
- Work with objectivity. Employees must be objective, impartial and free of conflict of interest in the conduct of their duties and responsibilities.
- Work competently. Employees must bring due care and diligence to bear upon the conduct of their duties and responsibilities to both clients and IBA. They must not undertake tasks which they cannot reasonably expect to complete with due care and diligence; when in doubt they must obtain such advice and assistance as will enable them to carry out the work competently.
- Respect the confidentiality of the information we are given. Employees must be prudent in the use of the information acquired in the course of their duties. They must not use such information (confidential or otherwise) for their personal gain or that of a third party, nor shall the information be used in a manner that may be a breach of law or harmful to IBA or other clients. Disciplinary action would be initiated against any employee disclosing information acquired in the course of his or her official duty, except for the purpose of conducting IBA business.
- Strive for continuous improvement. Employees must aim to ensure our services and service delivery methods remain current and relevant to client firms in working towards the IBA mission.
- Be conscious of IBA's image. Employees must refrain from knowingly engaging in acts or activities, which may discredit IBA.
- Be conscious of the perception to others of accepting gifts and other benefits. Employees must not solicit or accept anything of value from a client or associate which might interfere with the conduct of their duties and responsibilities. The very acceptance of a gift may create the perception that the employee's integrity has been compromised and this should be avoided.
- Act in compliance with IBA policies. Employees must comply with all policies, procedures, guidance and laws set by IBA.



Respect for the Law

All IBA employees must, in the performance of their duties, comply with applicable Indian laws and the laws of any foreign jurisdiction in which we may find ourselves.

Where an employee becomes aware that he or she, or another employee, may have breached an Indian law (other than minor traffic infringements) during the course of their employment, that employee should report the alleged breach to the Legal Counsel. The Legal Counsel will retain the communication in strict confidence and provide advice and reasonable direction for further action.

Respect and Courtesy

IBA is committed to providing a workplace environment free from unlawful discrimination or harassment.

Employees must not do anything during the course of their employment which could reasonably be considered harassment of another employee or discrimination against others on the grounds of sex, marital status, ethnicity, age, sexual orientation, disability, religious or ethical beliefs, or any other ground prohibited by law. As with any potential breach of the law, employees should report suspected incidents of harassment or discrimination to the Chairman/ICC for necessary action.

Employees must treat colleagues and the public with courtesy and respect and be sensitive to the cultural background of colleagues and members of the public.

Drugs and Alcohol

Drugs and Alcohol significantly affects the work performance of the employee or of another colleague, or adversely affects the safety of the employee or another person, or occurs in circumstances where the employee is identifiable as an IBA representative and the use of the drug is likely to adversely affect the reputation of IBA.

Therefore, employees of IBA are strictly prohibited from consumption of alcohol or any other drug in office or come to office after consuming alcohol or drugs. Further IBA employees are strictly advised not to consume drugs outside the IBA campus. Any use of banned substances will invite strict actions from the IBA management.



Conflicts of Interest

Employees must not allow the pursuit of private interests¹ to interfere with the proper discharge of their public duties. Employees must take reasonable steps to avoid any relationship, situation or activity that could

Affect their independent judgement or influence decisions made during the course of their employment, or

Conflict with IBA's interest or policies, or

Reasonably give the appearance of affecting their judgement or decisions or conflicting with IBA's interests or policies.

Any potential or actual conflicts of interest occurring before or after the commencement of the employee's employment must be reported promptly in writing to the Chairman.

Use of Privileges and IBA Property

IBA employees must not take improper advantage of their duties, status, power or authority to gain or seek benefit or advantage for themselves or another person.

IBA employees must not use or appear to use information they possess as a result of their employment that is not known to the general public in an improper manner.

IBA employees must always use IBA resources in a proper manner. IBA resources should only be used in the performance of our functions and not otherwise. [For example, employee access to prohibited sites on the internet would be both an improper use of resources and, technically, an illegal diversion of resources to non-IBA functions.]

IBA employees must

- Not misappropriate any IBA funds or assets,
- Report any suspected fraud, theft or misappropriation of IBA funds or assets to the Chairman who will initiate necessary actions through the formation of a committee.

Entertainment Expenditure and Working Meals

Funds for representation or entertainment expenditure are provided to assist the conduct of the IBA's business. Such expenditure should not be confused with the provision of working meals, hospitality and entertainment for staff.

¹ The term "Interests" refers to pecuniary (e.g. directorships and shares) and non-pecuniary (e.g. dealings with relatives), and includes the interests of the employee's immediate family to the extent that they are known.



For expenditure in either case, the determining question in approving the use of official funds should be is this benefiting IBA and can this expenditure be defended and has it been approved in the prescribed manner.

Security

Employees must

- Familiarise themselves with security requirements.
- Comply with security directions given from time to time, and
- Report any incident or change of personal circumstances which may have implications for security or may affect the employee's security.

Implementation

IBA will provide a copy of the Code of Conduct which shall be kept in the KMC and shall be available to all employees for reference.

Reporting Breaches

Employees should report suspected breaches of the Code of Conduct to their reporting authorities, who will take it up with the Chairman based on the gravity of the breach.

IBA will make all efforts to protect the career and other interests of employees who in good faith report suspected breaches of the Code by other persons, and specifically will

As far as possible, identity of the employee should be kept confidential,

Provide at IBA's expense legal representation for the reporting employee if any legal action arises out of the report.

An employee must not make a report which is knowingly false, vexatious or malicious.

Where an employee reports his or her own breach, this will be taken into account in deciding what disciplinary action or penalty is appropriate.

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CHAPTER V

CODE OF CONDUCT – OVERSEAS TOUR

Introduction

IBA staff travelling overseas are seen as representatives of India, not only in the performance of our official functions, but in the manner in which we conduct ourselves as private individuals. Regardless of our formal roles or responsibilities, our visibility and actions will be subject to scrutiny and public interest and that an adverse perception of those actions can have an impact on IBA's and India's reputation.

Respect for the Law

IBA employees shall give particular attention to laws and directions concerning bank accounts, currency dealings, purchase and disposal of motor vehicles and traffic infringements. IBA employees must also ensure they clear all outstanding locally incurred financial debts prior to completing their posting or attachment.

Cultural Sensitivity

It is necessary to be culturally sensitive to the people of the host country and to be understanding of local customs, including those relating to personal behaviour. IBA has a responsibility to provide appropriate guidance to enable IBA employees and members of their household gain the necessary levels of knowledge and understanding. IBA employees have a responsibility to actively seek or develop an understanding of the local cultures in which they find themselves.

An IBA employee shall respect laws and customs which are protective of local cultural property, and shall not purchase or export, nor make arrangements for the purchase or export of any items of cultural property other than in accordance with local regulations, and with the knowledge and consent of the host authorities where this is required.

The term "cultural property" shall include any antiquity, artefact, document, work of art or other chattel which is of national, historical, scientific, literary or artistic importance, and also includes any property the sale or export of which is, or may be, subject to local regulations.

Where refusal of a gift is likely to give offence to an extent that could adversely affect IBA's interests, the IBA employee may accept the gift, but must promptly report it in accordance with IBA procedures and advise the Chairman. The gift is regarded as the property of IBA until the Chairman has issued

instructions to the contrary. An item classified as having little or no commercial value may be retained. Money must never be accepted as a gift.

Appropriate Personal Behaviour

In general, the personal behaviour of an IBA employee outside working hours is no concern of IBA. However, an IBA employee shall not engage in behaviour at any time which is likely to affect adversely an IBA employee's ability to perform his or her duties, or the ability of his or her IBA office to achieve its objectives, or which is likely to bring the IBA office into disrepute. Sexual activity and the use of alcohol or other substances, including prescription and non-prescription drugs, are particular areas of sensitivity where conduct may more easily be seen as offensive or be misinterpreted, and where particular attention to appropriate personal behaviour in the local context is therefore required. Where an IBA employee, including the Director, is in any doubt as to the applicability of this principle, he or she should seek advice from the Chairman.

Where an IBA employee is engaged in any relationship which might have any of the adverse effects set out in the section on cultural sensitivity, he or she also has an obligation to inform the Chairman. It is fundamental that the Chairman understands the need to ensure they give due respect to the privacy of individual IBA employees where they receive such information. Except for the purposes of the implementation of the Overseas Code, any disclosure of such information may be an unlawful act.

Household Members

Accompanying household members are of course private persons not covered directly by the Overseas Code or subject to any formal obligations under IBA directions in relation to conduct. It is nonetheless the case that because of their visibility and identifiability as part of an IBA official community, the actions of the household members can have an impact on the IBA office and on the ability of IBA employees to perform their duties.

An IBA employee shall take all reasonable steps to ensure that members of his or her household are aware of local laws, culture and customs. In the event of behaviour by a household member violating the local cultural sensitivity, the IBA employee shall take all reasonable steps to ensure that the behaviour ceases. If the behaviour persists, the IBA employee must report the matter to the Chairman immediately for advice.



Respect for Others and Tolerance of their Opinions

IBA employees have a duty to contribute to the effective functioning of the workplace by treating their colleagues and the public with respect. This will require particular attention to the possibly very different cultural backgrounds, religious beliefs and opinions of the people encountered in the workplace and outside it. This principle is central to good relations with IBA employees and domestic staff, and is important to effective performance in all overseas environments.

IBA employees shall respect the cultural background of colleagues in the workplace, clients and domestic staff; not discriminate against, or harass, such persons or any other people because of their sex, marital status, ethnicity, age, sexual orientation, disability or religious beliefs, or any other ground; and respect the privacy of individuals when dealing with personal information.

Implementation

A signed undertaking indicating knowledge of and willingness to comply with this Overseas Code will be a precondition of approval for travel overseas, whether on short or long-term assignment, for all IBA employees.

IBA employees have an obligation to report apparent or alleged breaches of this Code to the Chairman.

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CHAPTER VI

CODE OF CONDUCT - Public & Private

Introduction

Public confidence in the integrity and probity of IBA is essential to its operation. Staff should therefore be aware of certain situations that may develop which have potential to breach ethical standards.

Public duty and private interest The guiding principles for the Code of Conduct in IBA require employees to

- Perform their duties impartially, and not be influenced by fear or favour;
- Be frank and honest in official dealings with colleagues;
- Avoid situations in which their private interest, whether pecuniary or otherwise, conflicts or might reasonably be thought to conflict with their official duty;
- Disclose any interest which directly or indirectly, conflicts or might reasonably be thought to conflict with their official duty, or improperly influence their conduct in the discharge of their responsibilities in respect of some matter with which they are concerned. Should circumstances change so that new or additional facts become relevant, staff members should disclose those facts;
- Disclose those interests, where members of their immediate family are involved, to the extent that they are known to them;
- Divest themselves of any interest which conflicts with the duties of their office (provided such interest is not prescribed as a qualification for that office) or secure their removal from the duties in question or obtain the authorisation from senior management to continue to discharge the duties;
- Not use information obtained in the course of official duties to gain directly or indirectly a pecuniary advantage for themselves or for any other person;
- Employees not to solicit or accept from any person any remuneration or benefit for the discharge of their duties of office over and above the official remuneration;
- Employees not to solicit or accept any benefit, advantage or promise of further advantage whether for themselves, their immediate family or any business concern or trust with which they are associated from persons who are in, or seek to be in, any contractual or special relationship with IBA; or accept any gift, hospitality or concessional travel offered in



connection with the discharge of their duties except as may be permitted under the rules applicable to their office.

- Be scrupulous in their use of public property and services, and not permit to misuse by any persons; and
- Not allow the pursuit of their private interest to interfere with the proper discharge of their public duties.

Disclosure of interests

- IBA employees are required to provide written details of any private interests, either actual or potential, which would be construed as conflicting with their official duties. 'Interests' refer to both pecuniary (holding directorships or shares etc.) and non-pecuniary (dealings with relations or other persons not at arms-length) and extends to interests of immediate families to the extent that they are known.

Submission of declaration

- Conflict of interest declarations are to be submitted in writing to the Director as soon as it comes to the staff member's notice.
- Following consultations between the Director, the Chairman and the person making the declaration, a decision will be made as to whether
- The person should be authorised to continue to deal with the matter;
- The person be requested to divest himself or herself of the interest; and
- The person's duties be re-arranged or a permanent or temporary transfer be made to an equivalent position not involved with the conflict of interest.

Change in circumstances of conflict

- Persons who have been authorised to continue their normal duties will report immediately to their reporting authority and any change in circumstances which could affect the relevance of the authorisation.

Acceptance of gifts

- Solicitation or acceptance of gifts associated with a staff member's official duties are prohibited.
- However, technical breaches may occur where there would normally be no suggestion of impropriety e.g. acceptance of a gift of nominal value (e.g. inexpensive pen) where such gifts are being generally distributed;



- Acceptance of minor hospitality considered a normal social convention such as a ‘working lunch’; and
- Acceptance of a gift where the giver is from a different cultural background and refusal may cause offence.
- In these and similar circumstances the staff member should exercise his/her discretion.
- A staff member’s supervisor should be consulted at the earliest opportunity if any doubt exists as to the propriety of the acceptance of any gift or hospitality.

Declaration of gifts

- All staff are required to provide written declarations of all gifts accepted in the performance of official duties except those of a nominal value.
- Submission of declaration
- All declarations are to be forwarded to the Chairman giving the following details

Description of the gift

- Name of the donor;
- Approximate value; and
- Circumstances of acceptance.

Disposal of Gifts

Methods of disposing of gifts would include

- Personal retention of a nominal value;
- Use or display in official buildings;
- Donation to a charity; or
- Purchase consistent with market prices.

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Section II

Human Resources Policy Manual



CHAPTER – 1

RECRUITMENT & SELECTION

Introduction

The Employee selection procedures outlined below are to be used to ensure that selections reflect IBA's commitment to open competition based on merit and equal employment opportunity. Faculty recruitments are made against required positions from time to time as accorded by Director and Chairman with the knowledge of the Governing Council.

Equal Employment Opportunity

IBA is an equal opportunity employer and all selection will be based on the procedures that are fair to all applicants. Selection decisions are to be made on the basis of efficiency judged against selection criteria. Selection Committee must ensure that there is no discrimination on grounds unrelated to the job requirements.

Vacancies / Openings

Before vacancies are advertised, the team will follow the process

Manpower requirement

Job description

- New jobs should be analysed in order to develop an accurate job description and to determine their classification and remuneration.
- Job descriptions of existing jobs should be reviewed to ensure they are current.
- In developing a job description, consideration should be given to four factors
- Job role / Position
- Primary objective of the job
- Specific accountabilities
- Reporting relationships

Advertisement

- To attract candidates for teaching and non-teaching positions from all over the country, the institute publicises and communicates through open advertisement in employment portals / leading National News Papers. The institute also considers resumes referred by employees.



Recruitment Process

The recruitment/selection of new faculty members is an important activity at the institute. A robust and systematic selection policy and procedure is followed for faculty recruitment. The process of recruitment is usually initiated before the commencement of an Academic Year. However, selections are also done as and when CVs are received at careers@iba.ac.in. The vacancies are advertised in a leading English daily, and the process of recruitment includes

- Invitations of applications;
- Application pre-screening for the suitability of the candidates;
- Invitation to applicants for a campus visit/zoom meeting;
- Assessment by Director along with few Senior Faculty and recommendation to the Chief Mentor;
- Assessment by Chief Mentor & Chairman-IBA;
- Decision on recruitment by panel comprising of Director, Chief Mentor & Chairman-IBA

Invitation of Application

The search for prospective candidates is made in several ways. Advertisements are placed in leading newspapers inviting applications when needed. Also, many a times reference through sources are considered as deemed fit. The list and profile of candidates for consideration for recruitment may also include those who write to the institute making enquiries for suitable opportunities. For some positions, particularly for the appointment of Senior Professors, we also invite distinguished individuals to send their bio-data for consideration of the selection committee. The candidates have to satisfy the eligibility criteria (as per AICTE norms) to facilitate further consideration of their candidature.

Application Pre-screening and Shortlisting

All the applications in case of requirement is sent to the Director. The purpose of this is to decide on those applications which should be considered for further processing. Usually, primary concerns at this stage are the educational background (suitability as per AICTE norms), previous experience and research activities done by the candidate.



Campus Visit

During the visit, the candidate gives a seminar, generally on a topic of his/her choice, which is attended by the Director, and a panel of senior faculty members. The seminar provides the candidates an opportunity to present and defend their research/topic. The candidates may also sometimes be asked to teach a class and this helps in demonstrating skills in teaching.

During the visit, the Director gets an opportunity to assess the candidate better and the candidate gets an opportunity to visit campus and have a sense of the Academic environment.

Assessment and Recommendation to Chief Mentor

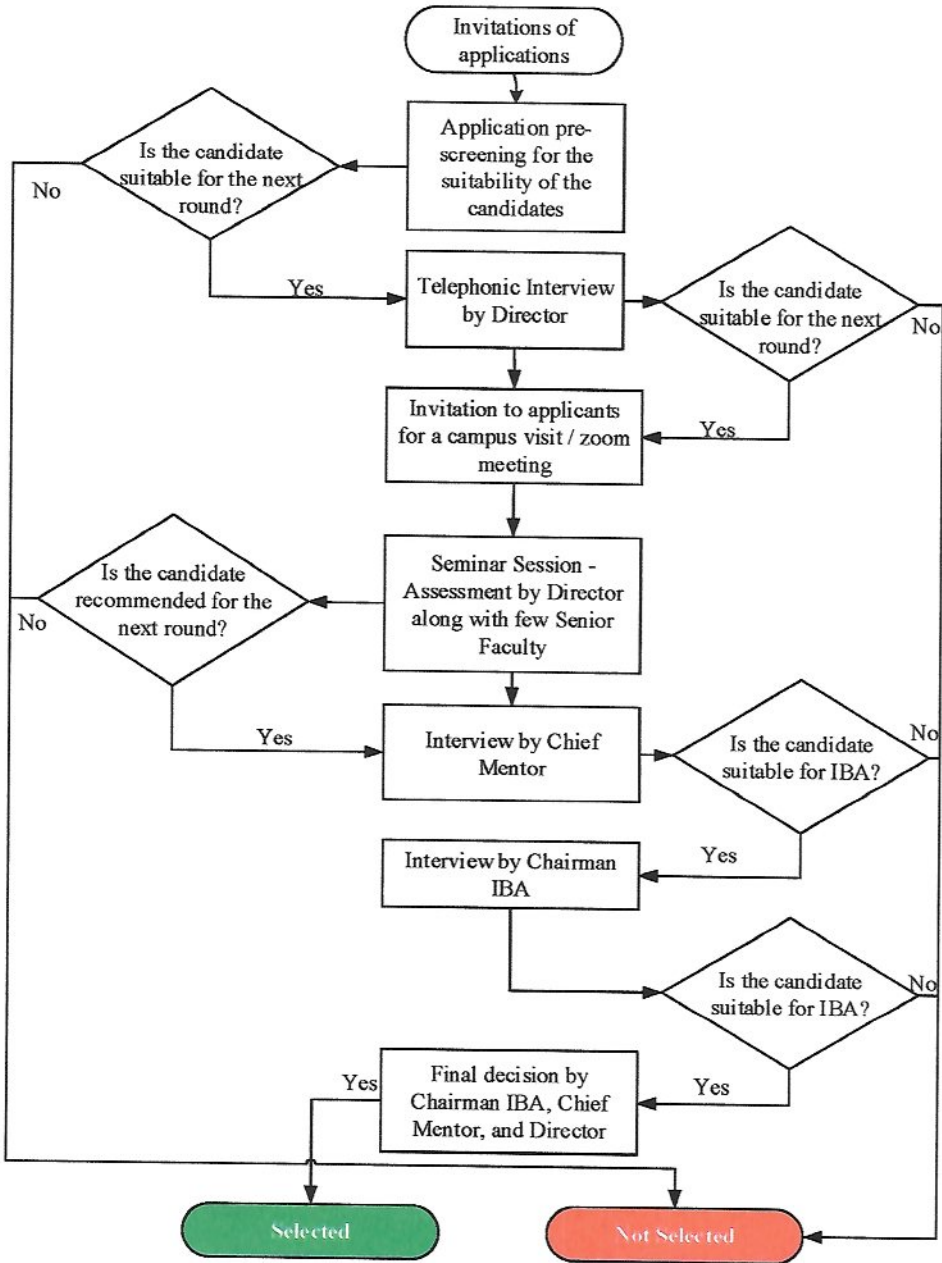
The Director gets the feedback on session from select senior faculty. The feedback is sought in terms of the candidate's suitability for the area, his ability to handle classes and his potential to undertake independent research. The Director makes a judgement on the suitability of the candidate for recruitment as a faculty member and if found suitable, recommends the position (Professor, Associate Professor, Assistant Professor) at which the candidate should be recruited. The Director sends his/her recommendations to the Chief mentor.

Recruitment

The Chairman-IBA then meets the candidate for an interview/interaction and decides on the recruitment. The Chairman-IBA, then along with the Chief Mentor & Director meets the candidate for a final decision. The committee makes the final offer to the candidate after taking into consideration his/her experience, last drawn salary and other achievements.



Faculty Recruitment at IBA



Appointment Letters

Probation

Appointment letters are generally subject to a probation period.

The purpose of probation is to ascertain whether the conduct, diligence and efficiency of the appointee meets the standards expected. The duration of the probation period should be consistent with the category, level and term of employment.

Continuing employees or employees on term contracts of three years or more are usually employed with a minimum period of 6 months' probation. Employees at more junior levels or on shorter term contracts are usually appointed on 6 months' probation.

Following a review process, a faculty will be confirmed in the service. However, where a faculty fails to meet the performance requirement of the Institute, his/her probation may either be extended, or the Director may decide any other course of action

Although staff can be appointed without probation, such action would only be considered appropriate in exceptional circumstances (e.g. appointments of a short-term or specialized, high level nature). After the probation is over, if employee is not asked to leave then the letter of appointment automatically is considered as confirmed appointment.

Terms & conditions of Appointment letter

Where an appointment is made as a term appointment, it is the responsibility of the Chairman to ensure that the contract of employment is finalized and signed before the appointee commences duty.

Temporary Vacancies

General

Chairman has the flexibility to employ temporary employees within the constraints imposed by overall budgetary allocations.

Criteria for filling temporary vacancies

The decision to fill a temporary vacancy should take account of

Expected duration of vacancy

Level, workload and priorities

Capacity for additional responsibility to be taken at more senior levels

Capacity to reallocate duties to other staff

Average staff levels

Disruption to staffing in the work area which may occur if action is taken to fill The temporary vacancy from within the work area.



Communications with Staff

It is important that staff members be kept fully informed of arrangements to fill temporary vacancies.

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CHAPTER II

NEW HIRE ORIENTATION

On the Day of Joining

The following is a list of action items to be taken care on the day of an employee's joining IBA

Joining Documents

- Faculty will be required to submit following documents/ certificates
- A copy of appointment letter
- A copy of joining Letter
- Attested copies of educational certificates from Class X onwards
- A copy of experience certificates from the first employment.
- A salary certificate from the previous employer with copies of past 3 months' salary slips.
- A copy of the relieving certificate from all the previous organizations worked earlier.
- Reference letters from the Gazetted officers
- Aadhar card
- Pan card
- Any other documents

Employee ID

- IBA will be issued a unique employment identification number which will be used for all IBA processes and communication.

Seating arrangement

- The Administration staff is responsible for making the seating arrangement of all employees.

Laptop/Computer

- These will be handed over to the new joiners within 10 days of joining
- The concerned Officer from Operations department will introduce the new employee to all the staff & faculty member



CHAPTER III

PERFORMANCE MANAGEMENT & APPRAISAL POLICY

Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management at IBA focuses on performance of the institute, its departments and processes to deliver quality educational services develop efficient and effective staff to achieve organizational goals and objectives.

Performance reviews are a critical component of performance management at IBA. Job performance expectations are clearly defined, individual accomplishments recognized, and specific areas for staff development identified.

Annual Performance Review

- Departments are responsible for ensuring that performance reviews are completed at least once, every twelve months for administrative and teaching staff. The timing of reviews may vary based on departmental and institutional needs.
- Performance review for faculty members is done on the basis of the feedback from self, students, Director, and top management of the institution. Apart from their academic work, other areas such as research orientation, consultancy assignments, involvement in co-curricular activities, community services, contribution to centre of excellence and administration are also considered as input for the review.
- **Performance appraisal of teaching Staff**

| S No. | Feedback From | Weightage |
|-------|---------------|-----------|
| 1 | Students | 45% |
| 2 | Management | 25% |
| 3 | Director | 20% |
| 5 | Self | 10% |



Performance Planning

The Director, Chairman-GC and Chairman -IBA define the performance goals and objectives at the beginning of an academic year. The performance appraisal is done on the basis of KRA which is well defined in the employee Offer/Appointment Letter. In case of any amendments, it is communicated either through mail from Director's /Chairman's Office is discussed and communicated in Faculty meeting which happens from time to time.

Performance Interview/ Feedback

- After the appraisal activity is completed, the Chairman IBA, Chairman GC and the Director meet with the employee to review. This is a two-way conversation starting with the discussion of the position description and ending with the employee's comments.
- This meeting also includes
- Discussion of expectations for the upcoming year
- Joint determination of the performance development plan

Increment Strategy

Increments will be sanctioned only on satisfactory report of performance of the employee. An increment may be withheld to an employee if the performance/conduct has not been satisfactory.

All the appraisals and increment decisions are collectively made by a panel comprising of Chairman IBA, Chairman GC, and Director.

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CHAPTER IV

LEAVE, HOLIDAYS, WEEKLY OFFS

Introduction

This policy provides guidelines on absences from duty and availability of various types of leave for IBA staff employed on a temporary, continuing or term appointment basis. Leave will be granted to a confirmed employee on completion of six months of service, on his or her making an application before proceeding on leave, subject to the exigencies at work. Management reserves complete right in this regard to reject any application.

Prior Approval and Notification of Absences

- Employees before proceeding to avail leave is required to apply the leave through mail addressing to their reporting authority for sanctioning leave. The approved leave from the sanctioning authority will be communicated by a return mail.
- In case of sudden sickness and or any emergency the employee needs to communicate from any other source at the earliest.

Earned Leave (EL) / Privilege Leave (PL)

Entitlements and accrual

- All employees are credited with privilege leave on January 1 of each year. Employee will be entitled for 1 day of privilege leave for every 20 working days.
- Employee can accumulate or carry forward further up to 30 days only and beyond 30 days, the PL will lapse thereafter.

Casual Leave

Entitlements and accrual

- On appointment to IBA, employees will be eligible for 5 days' casual leave in every calendar year.
- There is no carry forward and will lapse in case the employee has not availed during the year.



Maternity Leave

As per the Maternity benefit act (Amendment Act 2017), to be eligible a woman employee must have worked for a period of 80 days within the past 12 months. Women employee is eligible for ML for a period of 26 weeks. Under the Maternity Benefit Amendment Act, she can avail for a period extending of maximum of eight weeks before the expected date and remaining 18 weeks after child birth. The application of maternity leave may be granted subject to medical certificate.

The provisions are followed as per the Maternity Benefit Act.

Leave without Pay

- Applications for leave without pay are considered on a case by case basis having regard to any factors relevant to the application.

Vacation Leave

All faculty who have completed one year and above is eligible for two weeks of vacation. As per the present practice, the Vacation leave is declared only during May/June of every year and cannot be carried forward/accumulated. The vacation leave will lapse if not availed. However, during exigencies faculty called for duty will be compensated as compensatory off.

Weekly Off

- Every faculty shall be entitled to avail 2 weekly offs on Saturdays in addition to Sunday weekly holiday in a month.
- The eligibility of availing weekly off is subject to working on other alternate Saturdays. In case employee has not worked on alternate Saturdays, it will be considered as 'Leave' from the employee leave account.

Compensatory Off

- It is mandatory to attend duty by the Employee on weekly offs as and when called by IBA. Working on weekly off/holidays entitles employees for compensatory off.

Holidays

- IBA declares 15 Holidays and 3 optional holiday for its employees every year. IBA celebrates Republic Day (January 26th) and Independence Day (15th August) as a National festival.
- Employees are mandatorily required to attend the celebration of the national festivals.

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CHAPTER V

GRIEVANCE REDRESSAL POLICY

Grievance may be genuine or an imaginary feeling of dissatisfaction which an employee experiences about his job and its nature, about the policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization.

In order to address the grievances of the employees, a grievance redressal cell is being formed with the following members

There are two levels of escalation for grievance redressal in IBA. For all academic grievances, the first level is the office of the Director and the second level is the office of the Chairman. For all non-academic related grievances students approach Manager-Operations. Like the academic grievances, the final decision lies with the Office of the Chairman. For more serious offences bordering on harassment of students or colleagues, the matter is handed over to the Internal Complaint Committee (ICC). The ICC talks to the aggrieved party and the accused to ensure remedial actions.

Grievance can be submitted online on the link available on institute's website -

<https://iba.edugrievance.com/>

ANTI-SEXUAL HARASSMENT POLICY

The purpose of this policy is to create and ensure a healthy working environment where employees shall work without fear of prejudice, bias due to gender and sexual harassment. The institute is committed towards providing a discrimination/harassment free workplace where every employee is treated with dignity and respect. The ICC handles any complaints received about sexual harassment in the campus.

Sexual harassment at workplace or other than workplace involving employees is a grave offence and therefore punishable.

Sexual harassment would mean and include any of the following

- Unwelcome sexual advances, requests or demands for sexual favours, either explicitly or implicitly, in return for employment, promotion, examination or evaluation of a person towards any institutional activity;
- Unwelcome sexual advances involving verbal, non-verbal, or physical conduct such as sexually coloured remarks, jokes, letters, phone calls, e-mails, gestures, showing of pornography, lurid stares, physical contact or molestation, stalking, sounds, display of



- pictures, signs, verbal or non-verbal communication which offends the individuals' sensibilities and affect her/his performance;
- Eve teasing, innuendos and taunts, physical confinement against one's will i.e. likely to intrude upon one's privacy;
 - Act or conduct by a person in authority which creates the environment at workplace hostile or intimidating to a person belonging to the other sex;
 - Conduct of such an act at workplace or outside in relation to an employee during the course of employment;
 - Any unwelcome gesture by an employee having sexual overtones.

A committee of nine members, at least one of whom shall be a lady is constituted to consider and redress sexual harassments complaints.

The Internal Complaint Committee shall be responsible for a time bound investigation of every formal written complaint on sexual harassment and providing appropriate remedial measures to respond to any substantiated allegations of sexual harassment.

Corrective action on the recommendations of the Internal Complaint Committee may include any of the following

- Formal apology.
- Counselling.
- Written warning to the offender and a copy of it maintained in the employee's file.
- Suspension or termination of services of the employee found guilty of the offence.

However, in case the complaint is found to be false, the complainant shall, if deemed fit, be liable for appropriate disciplinary action by the Management.

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CHAPTER VI

EMPLOYEE WELLNESS (BENEFITS & FACILITIES)

Employee welfare encompasses a certain benefits and services that IBA offers to its employees for happiness & wellbeing.

Accommodation

- The institute provides accommodation benefits to its staff. The availability of accommodation facilities for an employee is under the sole discretion of the management.
- Institute recognizes the need of the staff and the value for accommodation. Once the requisition is made, the need is assessed by the Operations Department and forwarded to the Maintenance Department for perusal. Upon the availability, the application is forwarded to the Chairman for deciding to grant the accommodation.

The employee to whom the accommodation is allotted is responsible for any breakage, repair or maintenance work. If the accommodation is furnished, the concerned employee has to take responsibility of the furniture and fittings.

Leaving the Accommodation

- At the time of termination, resignation or retirement, the employee is required to submit the keys and belongings of the accommodation to the Institution. The institution's authorities have the right to check the condition of the accommodation and its furnishings before giving permission/clearance certificates for the same.

Transport

- For any other work related activity on duty outside, transport facility is extended for the staff on prior request. The administration reserves the right to change or cancel transport schedules as per the availability of vehicles.

Educational Benefits

- Employees who are interested to pursue higher studies are granted study leaves and sponsorships based on their performance credentials. This is under sole discretion of Director and Chairman to grant the above benefits.

Knowledge Management Centre

- IBA library houses an extensive collection of books, journals, periodicals, reference materials and electronic databases. Faculties and students can borrow books upon showing their identity



card. The library is open between 6 am and 12 am on all working days and between 6 am and 2 pm on Sundays and other holidays.

IT & Internet Facilities

- IBA has well established computer lab and the entire campus is Wi-Fi enabled with 100+ Mbps 11 symmetric system. A campus-wide local area network caters to the needs of the various departments. The computers at the labs are also connected to the library server to explore information resources.

Language Lab

- Language lab consists of computers with software through which the students and staff can improve the spoken skills and neutralize the accent.

Photocopying Facility

- An in-house photocopier is available near the library from 9 am to 6 pm. IBA staff may avail this facility at nominal charges for personal use and free of cost for official use like teaching materials etc.

On Campus Banking & ATM Facilities

- Axis Bank ATM facility is available within the campus. Hence, all the banking process is made easy for the staff and students of the institute.

Medical Care/Clinic

- A well-equipped clinic is established on the campus to facilitate medical care for the students and staff members. Doctor visits the campus at set prescribed time and the same is informed to students and staff. In case of any changes, the same is intimated to everyone through mail

Sports, Cultural & Recreational Facilities

- IBA has a Mini Stadium comprising of Volley ball court, Basketball court, indoor games like Carom, Table Tennis, Chess etc.

Auditorium & Amphitheatre

- The college auditorium and amphitheatre are extensively used for hosting various seminars, conferences, (national/international), workshops, guest lectures, MDPs/FDPs, management fests, cultural programs, movie shows, etc. for IBA students and staff.



Parking Services

- IBA has spacious parking facility in the campus for staff & students.

Security Services

- IBA has security guards on its Pay roll and ensures high degree of security inside the campus, hostels for the students and staff.

Employee Communications

- The IT infrastructure at IBA also supports easy access to information via Google services on email. This facilities information dissemination in between departments, administrative offices, faculty, staff and students.
- The institute also has well maintained notice and display boards placed at places of strategic importance in order to inform regarding various events, activities and achievements of the institute.
- The department of HR coordinates with the administrative office to constantly monitor the proper up-keeping and maintenance of these notice boards and files pertaining to preservations of the important notifications, circulars, inter office memos circulated amongst staff and students for future use and reference.

Canteen

- IBA provides Subsidized meals to its employees in the campus canteen during lunch hours on all working days to support employee well-being to, productivity and hygiene needs. in the campus canteen available
- **Festivals/ celebrations** IBA performs Ayudha Pooja celebrations. IBA extends invitation to all the employees to participate in Puja performance in the campus. On this occasion Sweet Packets is offered to all the employees personally by Chairman wishing them all prosperous. Festive food is arranged to all the employees on various festival celebration.
- IBA celebrates **Founders day** which is also called as HOPE day every year on 20th August with full of enthusiasm. Sweets are distributed to all the employees and students.
- ‘Margdarshak Diwas’ is celebrated on every 18th September, the birth anniversary of Late Sri. B.M. L. Jain, the Founding Chairman, IBA. All students and employees of IBA assemble in front of KMC to celebrate the birthday. Tree plantation is organized followed by remembering the contributions made by Founding Chairman, Late Sri. B.M. L. Jain to society and the nation. The celebrations end with cake cutting, sweets and snacks distribution.



Modern Gymnasium

- Employees can make use of modern Gymnasium to remain fit. The employees can utilize as per the timings kept opened. Gym trainer is also available to train.
- Employees can relax and get refresh by having snacks/coffee/tea in a small eatery store available in the campus on chargeable basis.
- IBA provides T-Shirts and sweat-shirts along with IBA Blazers for its employees on certain occasions.

Health Insurance

- The main purpose of health insurance is to offer monetary compensation for its employees at an affordable price in case of medical emergency and help the employee in overcoming the costs of hospitalization incurred during emergency treatments.
- IBA provides Mediclaim policy for all its employees covering their spouse and 2 children.

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CHAPTER VII

WORKING DAYS AND WORKING HOURS

Institute shall remain open for six days a week. Depending on exigencies, the Institute may remain open on Sundays as well. All employees are supposed to be available at all times for official duties. However, the normal working hours for the Institute shall be from 9.00 am to 600 pm.

The institute shall have classes six days a week for the current academic year. The faculty is expected to take the classes as scheduled by the PGP office. Delays/Rescheduling in classes is not accepted.

For Teaching staff alternate Saturday are holidays and varies for each of the staff so that Academic activities are not hampered.

Lunch Break

- Lunch Break is for 60 minutes.

Login System

- All employees are required to log in their presence in the attendance system and log out when they leave the office.
- In case, an employee is on tour, or on outside duty or has to leave for any work during the office hours, he/she is required to inform the Operations Manager along with approval from reporting authority.

Dress Code

There is a clear guideline on the IBA's definition of the attire of its employees. This helps to add a standard for our desired professional appearance.

During Week Days

For Men

- Formal Collared Long/Half Sleeved dress shirts tucked in Trousers and Leather shoes; IBA blazer or dark suit in winter Smart Casuals Collared Shirts/T-Shirt with collar/Polo type shirt (Full/Half sleeves) and Leather Shoes.

For Women

- Formal Indian Saree/Salwar Kameez Suits & Sandals Western Trousers/ Full Skirts
- Shirts & Shoes/Sandals; jacket/blazer in winters, if wearing trousers Smart Casuals Tops/Shirts, Trousers/Pants/Long skirts, Sandals/Shoes.

Week Ends

- Smart Casuals are allowed on Saturdays.

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CHAPTER VIII

SEPERATION/ EXIT POLICY

Objective

- To provide guidelines to be followed when the employee leaves the institute either due to Resignation or Termination. This is to ensure that both parties have all issues tied to mutual satisfaction in a fair manner.

Resignation

- It is not advisable to resign from the services of the Institute in the middle of the academic session. However, management may use its discretion in case of representation of extreme unavoidable circumstances by the departing employee. During non-teaching period, all employees are required to give one month's notice or salary in lieu of notice period.
- All employees are liable to give one-month notice period.
- It is the sole discretion of the reporting authority to accept the notice period served by the departing employee and decide the relieving date before expiry of such notice period.

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