

**MINUTES OF ACADEMIC COUNCIL MEETING HELD AT ARMY INSTITUTE OF
MANAGEMENT & TECHNOLOGY GREATER NOIDA ON 25 FEBRUARY 2014**

General

1. The Director- on behalf of the Chairman, extended warm welcome and expressed his gratitude to the members of Academic Council.

2. The Director observed that since August 2011- when he assumed office, it is the third AAC meeting in succession. Most of the key members (Shri R P Agarwal, Prof C V Baxi, Dr Shruti Gupta, Dr Sanjeev Tandon) have been present in all the three deliberations. This has been a major achievement. The Institute has gained immensely from the vast and illustrious experiences of Shri R P Agarwal and Prof C V Baxi. The presence of members from the industry has added to the immense potential of the AAC. The Director expressed his gratitude to Shri Deepak Bharara – Chief of Human Resource Officer Lanco Infrastructure, and Brig Anuj Bhalla BGS HQ Delhi Area to make it convenient to be part of the discussions.

3. Following members attended the Meeting on 25th February 2014 (Tuesday) in Conference Room from 1530 hrs to 1810 hrs:-

- (a) Shri R P Agrawal, IAS (Retd) Chairman Board of Governors Delhi Technical University
- (b) Prof C V Baxi, Ex Director Management Development Institute Gurgaon
- (c) Mr Deepak Bharara, Chief Human Resource Officer at Lanco Infratech Limited.
- (d) Brig Anuj Bhalla, BGS, HQ Delhi Area
- (e) Brig (Dr) A K Pathak, Director, AIMT Greater Noida
- (f) Col RK Borker, Col Trg & Colleges, HQ, Delhi Area
- (g) Dr Sanjeev Tandon, Associate Professor, Marketing, AIMT
- (h) Dr Preeti Kulshretha, Associate Professor, Finance, AIMT
- (i) Dr Shruti Gupta, Assistant Professor, HR, AIMT

(j) Prof S Mohanty, Offg. Registrar & Assistant Professor (IT), AIMT

PRESENTATION AND DISCUSSIONS

4. The conference was conducted as an interactive session in the form of presentation by the director AIMT with interjections, discussions and recommendations by the members of academic council during the presentation. The director covered the following aspects in his presentation.

- (a) Actions taken during the meeting held on 16 Apr 13
- (b) Annual Report by the Director
- (c) Proposed HR Policy
- (d) Accreditation
- (e) General Discussion.

ACTIONS TAKEN ON DECISIONS DURING THE METING HELD ON 16 APRIL 13

5. Following major decisions were taken during the above meeting:-

- (a) **HR Policy.** Need to formulate a comprehensive , transparent and enabling HR policy.
- (b) **Conduct of FDP.** More FDPs on contextual and relevant topics must be conducted.
- (c) **Finance committee.** A finance committee should be formed with one member from the AAC to plan future projects and expenditure
- (d) **Maintenance of cadre ratio.** Adequate number of senior faculty members should be recruited to maintain appropriate cadre ratio.
- (e) **Industry tie up.** Long term industry interface should be established to ensure better placements.
- (f) **Incentives to students and faculty members.** There should be provision in the HR policy for performance based incentives to the faculty members.

(g) **Other Improvements.** There should be improvements in sports and related facilities in the campus.

(h) **Character building and leadership.** Emphasis must be laid on character building and leadership.

HR Policy.

6. The Director informed the AAC that issues related to terms and conditions and compensation are decided by the apex body in the oversight organization - AWES. However he has discussed the subject with the MD AWES and has been told that institute specific academic issues related to the HR policy can be discussed in the AAC meeting. Consequently the Director brought out the following aspects related to the HR Policy:-

(a) The HR practices are based on AWES Policies

(b) Institute specific policies in this respect are based on the strategic approach in pursuance with the shared vision. Formulation of strategic approach and vision, mission statements was undertaken during a series of brainstorming sessions with the faculty members and staff. The generally accepted vision statement is “To be a premier institute of management studies in GGSIPU in the NCR region. Excelling in university results, appropriate placements and attractiveness to stake holders for the next five years. Where as the mission statement in consonance with the above vision is “transform students to excel in university exam & be fully employable, motivated to contribute to the organization. Empower & enable the faculty members to contribute and grow in their chosen fields. To be known for efficient, honest processes transparent, ethical HR practices, culture of continuous pursuit of excellence. The Director explained that the vision and mission statements are limited due to the inherent SWOT framework. Should we remove the weaknesses , enhance strengths, exploit opportunities and hedge against threats the vision and mission can be upgraded to next level where the Institute can pursue knowledge or even ideas. Shri R P Agarwal, Prof C V Baxi and Shri Deepak Bharara observed that the vision and mission need to be upgraded and concept of stretch be adopted. This was agreed to. The Director will forward the HR policy with upgraded vision and mission statements. During the

discussion on the subject Shri R P Agarwal enquired about the existing terms and conditions of employment of faculty members. On being informed of the contractual system and subsequent renewal after the mandatory break he observed that if a faculty is found capable for three year of contractual employment it is advisable to retain the faculty as regular faculty with appropriate clause for termination of services. In case the faculty is not capable her/his services need to be terminated. There is no need to retain an inefficient faculty member Prof Baxi and Shri Deepak Bharara felt that given the excessive shortage of good faculty members three years period is too long a period. Decision pertaining to retention or termination needs to be taken within six months to a year.

(d) Empower the faculty to take decisions.

(e) Enable them with resources so that they can implement their decisions.

- (f) Create and sustain an ambience of 24x7 as against typical 9 to 5 mind set. While doing this maintain a realistic work –life balance. At the same time it must be made amply clear to all faculty members that teaching in AIMT is not a part time job. Faculty members are expected to display zeal and drive to contribute to the organization**
- (g) Organizational and students' interests will be kept paramount.**
- (h) Ruthlessly eliminate inertia, sloth and laid back approach. Performance must be recognized and rewarded, poor standards of teaching/mentoring, inefficiencies, disloyalty to the organization to be severely dealt with. Willful neglect and repeated acts of low performance must be curbed/penalized.**
- (i) Promote contextual, industry based research in a wide range which would enrich the teaching process. Benefit of research must be felt by the students and the Institution.**
- (j) Enhance standards of teaching in entrepreneurship, CSR, green technologies, IT.**
- (k) Minimize the organizational slack – cut down unnecessary expenditure, activities. Increase in the number of productive days per academic session and number of hours per day.**

- (l) **Culture (to function as knowledge driven enterprise) .**
- (m) **Roles and responsibilities.** The roles and responsibilities of faculty and staff need to align with the vision and mission. The faculty members must undertake additional value added academic tasks to enhance the viability and brand image of the Institute.
- (n) **Terms and Conditions(as per AWES Rules)**
- (o) **Compensation (as per AWES Rules)**
- (p) **Performance evaluation (based on AWES policy).** Besides the AWES policies the faculty members need to be evaluated on teaching, mentoring, value added academic work (workshops, seminars, FDPs etc), contextual research, projects, case studies related to their respective subjects.
- (q) **Awards and incentives.** Appropriate awards and incentives to the faculty members will be based on mentoring, teaching, case writing, research, commitment to the Institution, project execution. Details will be included in the HR policy.

Finance Committee

7. Internal finance committee has been formed.

Maintenance of Cadre Ratio

8. The director informed the committee that some improvements have been done in improving the cadre ratio. The institute has one professor (Director), three associate professors, and nine assistant professors. The details as per the scales are as under:-

Cadre	Required	Held	Deficiency/ Remarks
Prof	1/2	1#	# Director
Associate professors	4	3	1
Assistant Professors	11	9	2

9. The Director observed that there is acute requirement of faculty members in General Management subjects (Economics, entrepreneurship, CSR) and IB.

10. University Results. Though the Institute results have really improved, it was highlighted by the council members that the university results (batch wise) should also be considered for comparison. It was also pointed out that nevertheless the Institute has made commendable achievements in improving the university result of the students.

11. Intake of students in AIMT. In Admission policy, besides taking students on the basis of CAT score, the council members stressed to widen the pool of students and also consider the students who have given GMAT test. Shri RP Agrawal and Prof C V Baxi suggested keeping the CAT score cut-off to 10 percentile and the remaining seats could be filled on the basis of GMAT scores.

12. Placement. The Industry representative, Mr Deepak Bharara expressed his discontent of allowing companies who offer salaries in the range of Rs. 1.6- 1.8 lacks per annum. He stressed on the fact that for branding AIMT, the recruiters should be made aware of the fact that less than Rs. 3 lacs per annum is not acceptable.

13. Workshop on CSR. It was discussed that there is a huge scope for organizing workshops on CSR as companies like Coal India, BHEL etc have tremendous money allotted to these initiatives. Majority of the times the allotted funds in these companies are not fully utilized. Hence a workshop on CSR involving Tata Institute of Social Science, NGOs members of public sector, faculty from TISS Mumbai, reputed NGOs and faculty members of AIMT to be organised. This would provide exposure to the students regarding various CSR initiatives. The Industry representative of Lanco Group also shared interest to institutionalize such a project.

14. Conduct of Faculty Development Programs. It was shared that the Institute would be organizing extensive FDPs between 01 May 2014 to 15 Jul 2014 in the area of case writing in Indian Corporate Environment, Research Methodology, Sustainable Development, Cloud Computing, and Business Analytics. The council members also suggested FDP's on Disaster Management and Library Management. Prof C V Baxi extended his support to organise such an FDP in collaboration with MDI, Gurgaon.

15. Accreditation. It was resolved that the institute should proceed for an accreditation either from NAAC or NBA. Shri RP Agrawal also suggested going for 12 B from UGC to be made eligible for any government funding in future.

16. Institute as a Research Centre. The council members stressed the importance of research papers published by the faculty members and it should go upto 2 to 3 research papers per faculty per year. The aim of the Institute should be to become Research Centre wherein PhD courses could be offered at later stage.

17. Sports Facilities. Shri RP Agrawal stressed upon the need to build tennis court and indoor badminton court for the students. To plan a one hole chipping and putting facility for golf within AIMT was also suggested. He stressed that the wards of Army personnel are expected to enjoy quality sports facilities. This will help them in building team spirit and character. Further, it was reinforced that yoga should be taken as a regular activity for the well being of the students.

18. Library/ IT Lab Research Work. The council members expressed their concern for the reading habits of the students which are gradually dying out. Appropriate weightage has to be given to Library Assignments. They expressed that students should be positively reinforced to visit library by changing the name of Library (as learning cafe), installing Tea/Coffee Vending Machines etc in the library. These motivations will encourage students to visit Library/ IT Lab regularly.

19. Value Addition Activities. Shri RP Agrawal insisted on some value addition courses to be offered by the Institute which distinguishes AIMT from other Institutes (offering similar courses). These value addition activities could involve giving more practical assignments (outdoor assignments, live projects etc) to students, organizing frequent Industrial Visits, Training on Logistics and the like. The Director emphasized that work is already going on for conducting weekend/ executive MBA Programs. To develop the oral communication skills of students, more individual presentations of students should be conducted. Quiz / debate competition needs to be organized on a regular basis to encourage students.

20. Glow Signs. Shri RP Agrawal said that Glow Sign boards play an important role in increasing the visibility of the Institute. Glow Sign Board of AIMT should be installed on the roof top for a clear visibility from a distant location.

Points from the Controlling HQ (HQ Delhi Area)

21. Members from HQ Delhi Area also realized the importance of widening the student intake base and also considering GMAT scores. However, a guideline for comparing the CAT and the GMAT Scores need to be worked on.

22. Members of HQ Delhi Area also endorsed the fact that a faculty member should be given an appropriate environment to grow in the Institute. However such policy decisions need to be addressed by HQ AWES.

23. Brig Anuj Bhalla shared his expertise in conducting Disaster Management Sessions for the corporate MDP's. He extended his support to the Institute for designing/ conducting MDP on Disaster Management.

24. Brig Anuj Bhalla stressed that details of sessions conducted in Manekshaw Hall and other places will be shared to AIMT. Accordingly selected students (rotation wise) can be sent to the venue to attend the session. This will enable a group of students to get exposed to the sessions in the area of current affairs and leadership.

25. Certificate Programs on Information Technology, Presentation Skills, Communication Skills and the like could be developed by AIMT faculty members for the students of AIE, Greater Noida. The students can be appropriately charged. This will result in enhancing the knowledge wealth within the AWES run institutes.

Vote of Thanks.

26. Dr. Sanjeev Tandon - on behalf of AIMT, thanked all the guests and members for sparing their valuable time for the meeting. He expressed gratitude for the precious input by the participants.