

## Consultancy Assignments & Activities

### 1.0 Introduction

1.1 This policy is based on the vision, mission and objectives of Ramaiah Institute of Management (MSRIM). This policy establishes the functional details of Consultancy assignments, initiatives and the culture within which all the faculty and students aim to conduct themselves. Further, Consultancy assignments and initiatives help and support the creation and perseverance of a platform on which improved, state-of-the-art and contemporary practices across the various domains of Management science can be applied to / used on a variety of business and related organizations, industries and the corporate sector.

1.2 It becomes essential, that the Consultancy be done in accordance within the framework of and legislations at the level of RIM and GEF (Engg & GSc) and that must guide and lead the various aspects of business management, socio-economic-cultural and behavioral sciences-based areas, its entire gamut of Consultancy assignments, ethics and ethos and that is applicable to the faculty and students at RIM.

1.3 This policy has to be read along with other policies and related documents of RIM.

### 2.0 Definitions and Abbreviations

GEF: Gokula Education Foundation is the parent body and constitutes many educational entities of which RIM (MSRIM) comes under Engineering & General Science Division of the GEF.

Client: means any (Organization / Industry / Corporate / Government / Non-Government / Agency being consulted with / by MSRIM).

RIM: Ramaiah Institute of Management (MSRIM) is an autonomous AICTE approved Institution, established in 1995 to solely provide teaching, training, research and guidance in Business Management and Administration to all concerned.

Consulting Cell: The Consultancy cell is an integral part of RIM. This cell is tasked with the responsibility for initiating, mentoring and enabling the conduction of Consultancy assignments, activities and maintenance of such culture; and to ensure quality output vis-à-vis the code of ethics.

2.1 Consultancy assignment /activity: The Consultancy Cell shall encourage and support faculty to submit such proposals to various organizations / industries / corporates / agencies or official bodies / ministries of the State / Central Government. The Consultancy team must regularly intimate the entire faculty on any call for Consultancy proposals.

2.2 Institute Funded Consulting assignment / activity: The Management of GEF encourages and supports faculty in the conduct of Consultancy; which contributes to the literature and to the knowledge / skills / competency base by calling for Consultancy proposals which shall be funded by the Management upon due validation for specific areas / purposes. The Consultancy cell coordinates in executing the process with the faculty of the Institute.

2.3 Consultancy based Research Publications by Faculty: The Institute provides the support to encourage faculty to write research articles/case study/white paper and publish the same in high quality journals, (with subject to obtaining the necessary permission of the client Organization.

2.4 Calendar of Events: A Calendar of Events (CoE) which helps the faculty and students to conduct relevant, time bound and specific activities concerning all the knowledge, skill and competency upgrade and update in all areas concerned.

### 3.0 Aim and Purpose of the Policy

The primary purpose of this policy is to catalyze, usher and maintain a culture of using one's knowledge / skills / competency (in one's discipline) in order to help / support a client Organization / Industry / Corporate / Government / Non-government / Agency to further their objectives and goals. In addition, to provide a culture in which all the



stakeholders can conduct Consultancy assignments and activities and thus contribute to the literature and knowledge / skills / competency base in the Institute.

#### 4.0 Scope

The scope of this policy extends to the guiding / leading and conduction of the various aspects of social science Consultancy work with focus on business management, administration, socio-economical, and behavioral science-based research, along with its code of ethics and guidelines.

#### 5.0 Objectives of the Policy

The objectives of Consultancy assignments and activities at RIM are listed below.

5.1 To encourage and support the Consultancy culture, its activities and initiatives among RIM faculty, students of all fields and disciplines in Management Science.

5.2 To enable meaningful contribution to literature and knowledge / skills / Competency base through Consultancy activities and latter by the publication of the same by the faculty and students (upon obtaining due approval / permission from the client organization.

5.3 To initiate Consultancy assignments and activities in areas relevant to RIM and GEF vision, mission, goals and objectives.

5.4 To support and encourage collaborative Consultancy assignments and activities with other Higher Educational Institutions (HEIs), Consultancy Organizations, Governmental Organizations, that have significant impact and contribution, across local, regional, national and global arena.

5.5 To facilitate the dissemination of Consultancy findings through publications in indexed journals, books and book chapters for the subject specialist and peer reviewed conference proceedings (after obtaining all the necessary permissions from the client Organization where consulted).

5.6 To encourage the application of Consultancy assignments and activity based findings to enhance teaching, research, learning within the Institute and also in the engagement of community at large.



## 6.0 Faculty engagement in Consultancy assignments and activities

6.1 All Consultancy assignments should begin with a Consulting proposal submitted by RIM and is the basis of the work to be conducted between RIM and the client Organization.

6.2 All Consultancy assignments to be presented to the Office of CE and Office of CFO, through proper channel, for their prior approval for the proposed consulting assignment / activity.

6.3 All faculty members shall carry out Consultancy work (independently or jointly) that is appropriate to their discipline or for that matter inter / cross discipline.

6.4 A Faculty Consultant may be sought out by an organization/institution for his /her subject matter expertise.

6.5 These Consultancy assignments and activities would comprise of such opportunities obtained either from Internal sources (GEF) or Outside sources such as client Organization.

6.6 A Faculty Consultancy Assignment can be a 'Full Time' (8 or more hours per day) or a 'Part Time assignment (Less than 8 hours but at least a minimum of 1 hour per day).

6.7 Any Faculty Members of RIM may be deployed as subject Matter Expert/ consultant to external organizations as a part of the engagement RIM has entered into with such organization through an MoU / agreement furthering the core purposes, objectives of RIM. These activities undertaken shall be in furtherance and enhancement of core competence and credentials of the Institute and in line with expectation of and fulfillment of requirements of statutory bodies, accrediting agencies.

6.8 A single point of contact (SPOC) Consultancy In-charge/ Principal Consultant, who will liaise with the organization and who will be responsible for an end-to-end process ownership responsibility with timelines and deadlines for the assignment. In the event the SPOC is indisposed or redeployed for another assignment midway, another faculty shall be made responsible to ensure that the deliverables are not jeopardized.



6.9 It is the responsibility of the SPOC to ensure that all deliverables are checked for achievement of milestones and quality as per the Service Level Agreements (SLA)/MOU's signed before submitting the same to the client Organization.

6.10 The duration of such assignment may vary in duration. However, for such assignment to be recognized as a part of the Consultancy policy, the assignment shall be for a minimum of one week to a maximum of 1 year.

6.11 For durations exceeding 15 days the assignments commencement should normally coincide with the beginning of the semester as the teaching load of the Faculty Member may need to be reallocated to other fellow faculty members.

6.12 It is expected that the assignments be usually based in Bengaluru City. However, the institute would be open to deploying the faculty members to other domestic non-Bengaluru locations or international locations on a case-to-case basis. Travel to be supported to both in station and out of station projects

6.13 Depending on the nature and size of the Consultancy assignment more than one Faculty Member/Support Staff can be deployed.

6.14 The outcomes / results of such activities (read 5.1 and 5.2) have to disseminate through publishing of articles, research papers and related documents, in high quality Journals of national and international repute and standard (after obtaining the necessary permission of the organization consulted with).

6.15 All the faculty and students are required to carry out their Consultancy assignment / activity in compliance with the entire Institute's mission, vision, obligations, including ethical issues.

6.16 In case of any dispute pertaining to employees and staff the decision of Director (A, R & A) shall be final and binding

6.17 Notwithstanding anything stated above, due approval shall be sought from the management in all cases of project proposals that involve monetary considerations as well as commitment of time from the faculty and staff members of the Institute.

6.18 All such tasks will need to be cobranded and IP any generated by the institute shall stand to the credit of the Institute (OR to be discussed and settled with the client Organization).

#### 7.0 Internal support for Consultancy assignments and activities

To initiate the objectives of Consultancy culture, the Institute has set up the following initiatives, they are –

##### 7.1 Infrastructure, Financial and Human Resource support

7.1.1 Infrastructure / Knowledge Resource / E-resource: RIM provides the infrastructure required for Consultancy and related activities. This includes office space, library and research facilities through e-resources like EBSCO, J-Gate, Capital-Line, World E-books, memberships at IIM-B and British Council Library.

##### 7.2 Consultancy culture and mindset amongst the RIM students

7.2.1 The above-mentioned sort of culture and mindset is to be made conducive through Integrated Live Projects (ILP), Summer Internship Projects (SIP) and Empirical Research Project (ERP) spread across the four semesters of the Institute's flagship PGDM program.

7.2.2 The faculty members (of those above-mentioned allocated students) can visit such client Organizations, discuss with relevant supervisors (of those PGDM students being deputed) and offers for relevant areas of Consultancy services / activities may be made.

#### 8.0 Management of the Consultancy assignment / activity:

8.1. The Consultancy cell shall track the Call for Consultancy assignments / activities and circulates the same to the entire faculty.

8.2 The faculty to also keep track of the call for Consultancy and circulate the information to the Consultancy cell and to the entire faculty.

8.3 On receiving the call for the Consultancy assignment, a meeting is called to finalize the faculty team for the particular activity in which the faculty team evaluates the requirements of the assignment. Based on the findings of evaluation, the

Consultancy team is identified if need be faculty from the sister Institute/s (in the Ramaiah campus) would be requested to collaborate with to execute the particular assignment.

8.4 The Consultancy assignment proposal prepared by the faculty team and submitted to the client Organization being consulted with) and help the team in the final submission before the dead line.

8.5 The Consultancy cell must follow-up with the particular client and on acceptance shall call for meeting of the faculty team to Plan the execution of proposal.

8.6 The Consultancy cell shall call for a monthly progression meeting.

8.7 The Consultancy cell shall validate the final report for submission and help / support the team in the submission of final project to the client.

9 Management of the Institutional Funded Consultancy assignment / activity

9.1 Disbursement of the Funds

9.1.1 The sanctioned fund shall be received by the Institute (into a specified bank account) and then must be disbursed to the faculty / faculty team, as on approval, based on progression of work done and upon the completion of all the work done and submission of work completion / utilization certificate/s duly endorsed by the manager accounts.

9.1.2 If work assistants are appointed, then the salaries shall be paid by RIM for which the faculty members should provide details of the work done by the work assistant/s to the Institute.

9.1.3 Production of valid/reliable reports, receipts and bills for all the expenditures is mandatory.

9.1.4 Monthly round off work-done vs. fund disbursals: Monitoring report of the work done and funds utilized needs must be submitted.

9.2 Remuneration for the assignments would be as follows:

9.2.1 For any Consultancy assignment of predetermined value procured by Institute/ Faculty Member the revenue sharing would be as follows:

- i. Faculty – 70 % revenue net of taxes and expenses
- ii. Institute – 30 % revenue net of taxes and expenses



9.2.2 For all assignments Goods and Service Tax (GST) would be extra applicable. All revenue sharing shall be net of tax deductions and expenses wherever applicable as indicated below:

- i) At institute level GST and Income tax would be applicable
- ii) Individual Faculty remuneration would be subject to tax deduction at source
- iii) Student field expenses should be deducted from gross revenue.

9.2.3 For all Consulting assignments the institute would solicit a percentage as advance payment (of the total amount agreed) along with signing of the MoU and must be worked out on a case-to-case basis. Remaining payment must be obtained on a monthly invoicing basis until the assignment is completed or completion of each milestone, on a case-to-case basis, as applicable.

### 9.3 Faculty Member /Staff Share of the earnings:

9.3.1 As indicated above Faculty share would be 70 % and institute's share would be 30 %.

9.3.2 In case more than one faculty member /staff is involved, they would get their share on prorata basis, and must be based on their individual contribution for the particular consulting assignment / activity. For calculating such prorata work done, each faculty members /Staff must maintain a log book of their respective work done regarding any particular assignment / activity.

9.3.3 In case of part contribution by a faculty member /staff due to redeployment/resignation/termination due to other commitments then they would get their share on prorata basis.

### 9.3.4 Travel/Commuting/Boarding/Lodging/Insurance/Miscellaneous expenses

- i. All the above expenses at actuals to be borne by the organization awarding the Consultancy assignment.
- ii. The expenses to be worked out on a case-to-case basis depending on local/domestic/international travel/boarding /lodging/commuting/Insurance etc.



#### 9.4 Closure of the Consultancy assignment / activity:

The Consultancy team / faculty concerned, on completion of the specified work shall provide the final report with final settlement bills as a process of the formal closure, within a week after completion of the specified work.

#### 9.5 Risk of not completing the Consulting assignment / activity:

The Director (A, R & A) shall validate and should make suitable arrangements in to deal suitably / appropriately with such faculty team and the consulting assignment where that actual consulting assignment / activity is not completed / is delayed and any other related reason. The Director's word is final.

#### 9.6 Failure to achieve the outcomes:

If the researcher has conducted the Consultancy work, but fails in achieving the expected outcome as per the time limit, the Director (A, R & A) shall validate the Consultancy, its work done, outcomes advise future steps. The Director's word is final.

#### 9.7 Expected outcome/s:

The Consultancy proposal must clearly define the expected outcome of the assignment / activity at the beginning of the assignment.

#### 9.8 Budget

9.8.1. The Budget of the Consulting assignment proposal shall be defined with the details of the fund requested.

9.8.2. The budget indicating any of the above components shall be approved based on the GEF Management's decision.

9.8.3. Any other components proposed in the budget, to be approved exclusively by the Management on justification (on a case-by-case basis).

#### 10.0 Management of Consulting Cell

The overall responsibility of the Consultancy cell lies with the Head of the Consultancy Cell and will report to the Director (A, R & A).

#### 11.1 To draw up the annual calendar of events for the Consultancy cell

The annual calendar of events shall be scheduled in consultation with the other committees / cells and departments (at RIM), in order to avoid clash with other cells, committees and department.



## 11.2 Primary documents in the Consultancy cell

11.2.1 Annual schedule of the meetings of Consultancy cell

11.2.2 Annual schedule of programs and activities of Consultancy cell

11.2.3 Annual Budget (for Consultancy programs and activities).

11.2.4 Annual Consultancy targets to be achieved

All the four documents shall be prepared and set in the beginning of the year and the same shall be followed up for the completion of the same.

## 11.3 Manage the Consultancy assignment / activity based funding

11.3.1 To facilitate and support internal and external Consultancy assignments

11.3.2 To monitor and report on all the Consultancy assignments applied, obtained and such details


11.3.3 All Consultancy assignment / activity-based outputs need to be evaluated and measured by inviting peer and expert reviews.

11.3.4 To store all the records in the Consultancy Cell and submit a copy of all records to the NBA Cell / Office of IQAC.

## 12. Availability and Revision of Consultancy policy

12.1 To ensure the act of transparency in all the activities of the Consultancy cell, copies of this policy be made available for study / understanding / usage. This document shall be amended periodically, to ensure that Consultancy assignments at RIM, continues to be managed well and is in line with vision, mission and quality policy. This policy becomes effective from the date on which the Management approves it.

12.2 The management reserves the right to amend, alter, revoke, and replace the policy at any time. The aforesaid policy will stand corrected as per directions of the management as from the date of amendment, alteration, revocation or replacement of the policy.

Approved and issued by	Name	: Dr. Manasa Nagabhushanam
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