

APPROVED MINUTES

MINUTES OF THE 103rd BOARD OF GOVERNORS MEETING OF INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE HELD ON 22 JULY 2023 AT 16:00 HRS IN WAYANAD

BGM 103.11 Proposal to adopt Consultancy Norms at the Institute

Consultancy assignments form one of the major and integral activities of IIM Kozhikode. In addition to generating revenue, consultancy projects contribute to the professional development of the faculty and the Institute's understanding of the practical aspects of management. Therefore, the Institute encourages faculty members to undertake consultancy projects that enable application of academic frameworks and concepts into business practices. Consultancy Proposals received from Government, Public Sector Undertakings, Corporate Sector or Social Service Groups not only provide the academic community with an opportunity to transform these organizations but also enhances the academic/professional discipline, which is derived through knowledge transfer, practical application and experience.

In order to streamline the process of undertaking and assigning consulting projects, it is proposed to adopt the following consultancy norms.

Consultancy Norms

A consultancy project is a kind of contract assignment where the Project Coordinators, on behalf of the Institute, provide their knowledge, experience and research to the Industry/Government/Other Organizations on well-defined terms for a certain pre-fixed fee, where the ownership of the resultant output belongs to the proposer/funding agency.

A. Proposal

1. Proposals for consultancy services received either by the Institute or by the individual faculty members have to be forwarded to Dean (Faculty Administration & Development) whose office will act as a Liaison Office between the Institute and the client/funding agencies.

2. Proposals received directly by the Institute will be circulated among faculty members for expression of interest (EOI) to undertake the assignment.

3. On receipt of EOI, Dean (FA&D) will initiate the process of formation of the consultancy team. In case EOI is received from multiple faculty members, the Project Coordinator will be nominated as per priority indicated below.

(a) The faculty from the relevant area.

(b) If more than one faculty member from the relevant area have shown interest in the consultancy proposal or the consultancy proposal

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is area-neutral, the Project Coordinator will be nominated based on seniority in the position and/or based on the number of completed/ongoing consultancy projects supervised/being supervised by concerned Project Coordinator.

(c) If a faculty member receives a consultancy proposal directly, he/she can apply for nominating himself/as the Project Coordinator.

4. Once the Project Coordinator is nominated, s/he will form his/her consultancy team, estimate the faculty hours/days needed for completion of the project, subject to the rules of the Institute.

5. As per the extant rules, faculty members can avail a total of 52 days of leave for doing Consultancy/International Research Projects/sponsored MDPs etc. The Leave for consultancy is limited to 5 days per month for work within India and 15 days per month for International projects. Saturdays/Sundays/Public Holidays can be prefixed or suffixed to Consultancy and Research Leave. However, intervening holidays will be considered as leave.

6. The Project Coordinator in consultation with his/her team will submit the proposal document containing the project budget. The proposal document should explain the nature of the assignment, the consultancy road map for achieving the intended result.

7. The budget portion of the proposal should include the amount to be charged as professional fee, the amount to be paid to external consultants, charges for data collection, salary of research/support staff, charges for secretarial and administrative assistance, cost of travel and hospitality, cost of consumables and allied services, cost of equipment, miscellaneous, overhead charges and GST. The professional fee per day per person should not be less than Rs. 50,000/-, with no upper limit.

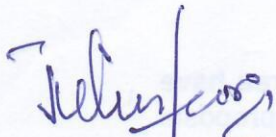
8. After obtaining acceptance of the consultancy proposal from the funding agency, the proposal is to be submitted to the Director (through the office of Dean (FA&D) for final approval.

9. Once the Director's approval is obtained, an agreement shall be executed by the Project Coordinator with the funding agency with details of deliverables, time limit, budget, payment terms, conditions for closure of project, termination of agreement etc. Work on a consultancy project shall be undertaken only after the prior approval of the competent authority.

B. Fund Management

1. At least 25% of the total project cost should be deposited in advance by the client for initiating the project work. However, the Director has the discretion to waive off this condition in deserving cases.

2. All receipts from the funding agency and payments from the Project Coordinators should be routed through the Institute.



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3. On completion of specific stages as per the agreement, the Project Coordinator shall inform the Dean (FA&D) Office for initiating invoice as per the agreement.

4. Dean (FA&D) office will prepare draft invoice and submit to Finance & Accounts. Invoice duly signed by Finance & Accounts Office shall be forwarded to the Funding agency by Dean (FA&D) Office.

C. Project Completion

1. On completion of the project, the Project Coordinator shall submit the final report to the funding agency.

2. A confirmation in respect of *satisfactory completion of the project* shall be obtained by the Project Coordinator from the funding agency and the same should be forwarded to Dean (FA&D) Office along with the request for closure of the project.

3. Dean (FA&D) Office will initiate action for closure of the project after receipt of all payments due from the funding agency.

4. The Director will accord approval for closure of the project upon recommendation of the Dean (FA&D).

5. After closing the project, the professional fee received from the project will be disbursed as per the budget proposal approved by the Director. Any subsequent deviation in the approved budget should have the approval of Director.

6. The professional fee received by the faculty members during a financial year will be shared with the Institute as per following formula:

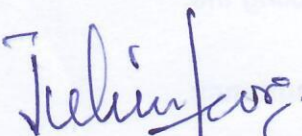
Amount	Share of IIMK	Share of faculty team
Up to 6 Lakhs	10%	90%
More than 6 Lakhs	30%	70%

7. Any amount spent by the Project Coordinator outside the approved budget will be deducted from the professional fee to be paid to the concerned consultancy team.

8. Any unspent amount in the Project after all due payments will be treated as internal revenue of the Institute.

D. General Conditions

1. Faculty members undertaking consultancy assignments should ensure that the assignments do not have any adverse impact on the ongoing academic, research and related activities. While acknowledging the


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benefits derived from consultancy, individually and institutionally, a balance must be struck and maintained to ensure that these are not gained at the expense of Institutional responsibilities and that the Institute is not exposed to unacceptable risks.

2. The services of employees of the Institute may be utilized for the execution of the consultancy projects provided it does not affect their primary functions and responsibilities to the Institute. Such work by employees may be compensated by suitable honorarium and must be a part of budget.

3. The services of external consultants may be utilized to a limit extent in order to provide comprehensive services to clients.

4. The concerned Project Coordinator who is in possession of any confidential information related to the assignment shall take due care to maintain integrity and discretion regarding confidential information received from the client, including but not limited to results, reports and identity of the client. However, this clause of confidentiality shall be applicable in an individual capacity and not on the entire Institute.

5. The concerned Faculty (Project Coordinator) from IIM Kozhikode will ensure that there is no conflict of interest in undertaking the project.

6. All the Intellectual Property generated under the project shall be exclusively owned by the Client/Company. However, IIM Kozhikode shall be free to use the intellectual property developed during the Project for its own internal teaching, and research.

7. Any faculty member proposing to engage in consultancy activity and who needs clarification on the application of the above procedures should contact the Office of Dean (FA&D) for advice and assistance.

8. Faculty members can claim the travel, accommodation and other related expenses during the pre-approval period from the miscellaneous head of the consultancy project. Leave availed for client visits during pre-approval period can be adjusted against CRL, if the leave is availed within 60 days prior to the consultancy approval.

9. The Director shall exercise his discretionary power to modify, alter or add any provisions to the policy based on contingency.

Submitted to the Board for kind information and approval for adopting the Consultancy Norms at the Institute, as proposed above.

The Board approved the proposal for adopting the Consultancy Norms at the Institute, as proposed above.

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