



Maj Gen (Dr) SC Jain, VSM(Retd)**
Director

Army Institute of Management, Kolkata

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0037/IIC/NAAC/AIM

06 Dec 14

Prof. A. N. Rai
Director
National Assessment and Accreditation Council
P. O. Box No. 1075, Nagarbhavi
Bangalore – 560072, Karnataka

SUBMISSION OF SSR FOR NAAC ACCREDITATION (CYCLE 1)

Track ID: WBCOGN22224.

Sir,

Ref: Your letter no. **NAAC/E&NE/ASR/CYCLE-1/SSR/WBCOGN22224/2014** dated 08 July, 2014

1. We would like to thank you for accepting our Letter of Intent (LOI) vide your above mentioned letter.
2. Please find enclosed the following documents towards Accreditation (Cycle 1) for your necessary action:
 - (a) Demand Draft No. 233181 dt. 02.12.2014 of Rs.3,37,080/- (Rupees Three lacs thirty seven thousand eighty only) drawn in favour of "The Director, NAAC"
 - (b) Self-Study Report, 5 copies, each copy consisting of:
 - Executive Summary
 - Profile of the Institution
 - Criteria-wise Analytical Report (for Criteria I to VII)
 - Evaluative Report of the Department
 - Copy of latest approval letter from Regulatory Authority, AICTE
 - Copy of Certificate of Compliance (original submitted with LOI)
 - Declaration by the Head of the Institution
3. NAAC peer team is cordially invited to visit the campus on any day as per its convenience. However, the University semester examinations are scheduled in May – June and December, 2015. The students have their semester break for Summer Internship Project in June – July every year.
4. Please acknowledge receipt.

Encl: As above


(Dr. SC Jain)
Maj Gen (Retd)
Director

Maj Gen (Dr) SC Jain (Retd)
Director
Army Institute of Management
Kolkata - 700 027

**NATIONAL ASSESSMENT AND ACCREDITATION
COUNCIL**

**SELF-STUDY REPORT (SSR)
for
ACCREDITATION
(Cycle 1)**



ARMY INSTITUTE OF MANAGEMENT
Judges Court Road, Alipore, Kolkata – 700027
www.aim.ac.in

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EXECUTIVE SUMMARY

Army Institute of Management (AIM), Kolkata, established in 1997, conducts two-year full time **MBA program** for the wards of Army personnel with an opportunity for the general candidates as well. The program is approved by All India Council for Technical Education (AICTE). The Institute is affiliated to West Bengal University of Technology (WBUT).

AIM Kolkata is looked upon as a centre of excellence in management education under the aegis of Army Welfare Education Society (AWES), which, in keeping with the rich heritage of India, endeavors to create compassionate, responsible and innovative global citizens with commitments to the development of India. The aim of the Institute is to be a leader in management education by preparing dynamic and caring citizens to meet challenges of global society while retaining the traditional Indian values.

In the current academic year, the Institute has been conferred with three awards, namely, '**Educational Excellence**' by The Indus Foundation, '**Education Leadership Award**' by the Star of the Industry, and the prestigious '**Golden Peacock National Training Award**' by the Institute of Directors for its excellence in training and management system.

The SWOC (Strengths-Weaknesses-Opportunities-Challenges) analysis of the Institute is as follows:

STRENGTHS

- (a) 'A++' ranked B-School in the country.
- (b) Provides quality management education at an affordable cost.
- (c) Fully residential in an eco-friendly campus.
- (d) Admission through CAT.
- (e) Excellent placement in reputed companies.
- (f) Reputed and dynamic faculty members with work experience in industries and best B-Schools.
- (g) Army discipline
- (h) Cosmopolitan student profile ensuring adaptability and mobility – pre-requisites by industry for placement.
- (i) Strong Institute-Industry interface, facilitating placement and ensuring speakers for seminars, workshops, colloquia etc.



- (j) Adequate and appropriate infrastructure including state-of-the art air-conditioned class rooms, seminar hall, conference room, exclusive faculty block etc.
- (k) Air-conditioned, Wi-Fi enabled Library with access to e-journals and business database.
- (l) Effective ICT facilities within the campus.
- (m) Research facility including SPSS package
- (n) Emergency medical support provided by Command Hospital, Army Eastern Command, adjacent to the campus of the Institute.
- (o) Application oriented pedagogy with curriculum enrichment programs.
- (p) Structured mentoring system.
- (q) Special remedial sessions for slow learners.
- (r) Orientation Course every year for the new batch of students.
- (s) Induction program for new faculty members.
- (t) Different Workshops conducted at various levels.
- (u) Strong alumni base.
- (v) Availability of various scholarships for students.
- (w) Proper documentation/SOPs for all activities.
- (x) Opportunities for inter and intra B-school competitions / activities, which encourage students' aesthetic and creative potentials.
- (y) Emphasis on extracurricular activities organized by in-house clubs.
- (z) Subsidized healthy food for all.

WEAKNESSES

- (a) Course structure including choice of specialization is bound by the affiliating University.
- (b) Current campus is on Defence land and has little scope for modernization and no scope for expansion. State-of-the-art hostel facilities could not be provided because of old building structures.
- (c) Accommodation for teaching staff cannot be provided within the campus.
- (d) Fixed laid down procedures sometimes hamper quick decision making.



OPPORTUNITIES

- (a) Provision of new state-of-the-art campus at Rajarhat, Kolkata in the academic hub facilitating the following:
 - Better residential provisions.
 - Introduction of more specializations.
 - Introduction of more courses.
 - Organizing conferences – national and international, running on-campus MDPs, etc. which is not possible in the current campus.
 - National and international exchange programs.
 - Residential facilities for teaching and non-teaching staff.
- (b) Captive student base, hence less competition in admission.
- (c) Collaborative / tie-up programs with national and foreign institutes / universities.
- (d) Opportunity for research by faculty members and students through funds from external agencies.
- (e) Creation and development of Entrepreneurship Development Cell for creating job opportunities.
- (f) Use of Cloud Storage and Knowledge Networks to enrich the knowledge base.

CHALLENGES

- (a) Dwindling interest in pursuing MBA Degree in India.
- (b) Expectation of higher pay package by students and multiple job offerings.
- (c) Developing an appropriate Research Culture within the institute.
- (d) Holistic improvement of students with weak academic background (admitted to fulfill the wider welfare objectives of AWES) to make them employable.
- (e) More competition including that from institutes under the aegis of AWES.
- (f) Involving more speakers and guest faculty from abroad.
- (g) To establish the brand of AIM beyond India.



1. Profile of the Affiliated / Constituent College

1. Name and Address of the College:

Name :	ARMY INSTITUTE OF MANAGEMENT	
Address :	JUDGES COURT ROAD, ALIPORE	
City : KOLKATA	Pin : 700027	State : WEST BENGAL
Website :	www.aim.ac.in	

2. For Communication:

Designation	Name	Telephone with STD	Mobile	Fax	Email
Director	Maj Gen (Dr) SC Jain, VSM ** (Retd)	O:033-24398335	9836682118	24794929 24794495	scjain555@gmail.com
Registrar & Head of Adm	Col (Retd) BL Das	O:033-24398335	9433014001	24794929 24794495	bldas1954@gmail.com
Steering Committee Coordinator	Mr. Protik Basu	O:033-24398335	9831190934	24794929 24794495	protik.basu@aim.ac.in

3. Status of the Institution:

Affiliated College	<input checked="" type="checkbox"/>
Constituent College	<input type="checkbox"/>
Any other (specify)	<input type="checkbox"/>

4. Type of Institution:

a. By Gender

i. For Men	<input type="checkbox"/>
ii. For Women	<input type="checkbox"/>
iii. Co-education	<input checked="" type="checkbox"/>

b. By Shift

i. Regular	<input checked="" type="checkbox"/>
ii. Day	<input type="checkbox"/>
iii. Evening	<input type="checkbox"/>



5. It is a recognized minority institution?

Yes ☐
No ☒

If yes specify the minority status (Religious/linguistic/ any other) and provide documentary evidence.

Not Applicable

6. Sources of funding:

Government ☐
Grant-in-aid ☐
Self-financing ☒
Any other ☐

7. a. Date of establishment of the college: 28/07/1997

b. University to which the college is affiliated /or which governs the college (If it is a constituent college)

West Bengal University of Technology (WBUT)

c. Details of UGC recognition: Not Applicable

Under Section	Date, Month & Year (dd-mm-yyyy)	Remarks(If any)
i. 2 (f)	Not Applicable	Not Applicable
ii. 12 (B)	Not Applicable	Not Applicable

(Enclose the Certificate of recognition u/s 2 (f) and 12 (B) of the UGC Act): Not Applicable



Self-Study Report
Army Institute of Management, Kolkata

- d. Details of recognition/approval by statutory/regulatory bodies other than UGC (AICTE, NCTE, MCI, DCI, PCI, RCI etc.)

Under Section/ clause	Recognition/ Approval details Institution/Department Programme	Day, Month and Year (dd-mm-yyyy)	Validity	Re-marks
AICTE Regulations 2012 vide Notification No. F. No. 37-3/Legal/2012 dt. 27.09.2012	Approval by All India Council for Technical Education (AICTE) for MBA program of AIM Kolkata.	04-06-2014 (latest)	One year	-

(Enclose the recognition/approval letter) **Attached** (pages 241 – 243).

8. Does the affiliating university Act provide for conferment of autonomy (as recognized by the UGC), on its affiliated colleges?

Yes ☒

No ☐

If yes, has the College applied for availing the autonomous status?

Yes ☐

No ☒

9. Is the college recognized

- a. by UGC as a College with Potential for Excellence (CPE)?

Yes ☐

No ☒

If yes, date of recognition: (dd/mm/yyyy)

- b. for its performance by any other governmental agency?

☐

Yes

☒

No

If yes, Name of the agency and

Date of recognition: (dd/mm/yyyy)



10. Location of the campus and area in sq.mts:

Location *	Urban
Campus area in sq. mts.	37450
Built up area in sq. mts.	8850

(* Urban, Semi-urban, Rural, Tribal, Hilly Area, Any others specify)

11. Facilities available on the campus (Tick the available facility and provide numbers or other details at appropriate places) or in case the institute has an agreement with other agencies in using any of the listed facilities provide information on the facilities covered under the agreement.

Facility	Availability
Auditorium/seminar complex with infrastructural facilities	Available
Sports facilities – play ground	Available
Sports facilities – swimming pool	Available on request
Sports facilities – gymnasium	Available
Hostel – Boys’ Hostel	Available
Hostel – Boys’ Hostel – No. of rooms	58
Hostel – Boys’ Hostel – Number of inmates	160
Hostel – Boys’ Hostel – Facilities	Bed & Bedding, Furniture, Lights & Fans, Internet connectivity, Aquaguards, Washing machine, Ironing facility, Toilets
Hostel – Girls’ Hostel – No. of rooms	36
Hostel – Girls’ Hostel – Number of inmates	90
Hostel – Girls’ Hostel – Facilities	Bed & Bedding, Furniture, Lights & Fans, Internet connectivity, Aquaguards, Washing machine, Ironing facility, Toilets
Hostel – Working women’s hostel	Not Applicable
Residential facilities for teaching and non-teaching staff (give numbers available— cadre wise)	Residential facilities available for male and female wardens.



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Facility	Availability
Cafeteria	Available
Health centre	Available The Institute is sharing the campus of Command Hospital, Indian Army, Eastern Command. Hence, all necessary facilities including first aid, inpatient, outpatient, emergency care facilities, qualified doctors and nurses are available round the clock. In addition, Sick Room is available in the Institute.
Facilities like banking, post office, book shops	All available
Transport facilities to cater to the needs of students and staff	Available
Animal house	Available in the station Army units.
Biological waste disposal	Available in the adjacent Command Hospital.
Generator or other facility for management/regulation of electricity and voltage	Available
Solid waste management facility	Available
Waste water management	Available
Water harvesting	Available



12. Details of programmes offered by the college (Give data for current academic year)

Sl. No.	Program Level	Name of the Program/Course	Duration	Entry Qualification	Medium of instruction	Sanctioned/ approved Student strength	No. of students admitted
1.	Post-Graduate	MBA	2 years	Graduate	English	120	120

13. Does the college offer self-financed Programmes?

Yes ☒ No ☐

If yes, how many?

14. New programmes introduced in the college during the last five years if any?

Yes	<input type="text"/>	No	<input checked="" type="checkbox"/>	Number	<input type="text"/>
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15. List the departments: (respond if applicable only and do not list facilities like Library, Physical Education as departments, unless they are also offering academic degree awarding programmes. Similarly, do not list the departments offering common compulsory subjects for all the programmes like English, regional languages etc.)

Not Applicable

16. Number of Programmes offered under (Programme means a degree course like BA, BSc, MA, M.Com...)

a. annual system	<input type="text"/>
b. semester system	<input type="text" value="One"/>
c. trimester system	<input type="text"/>

17. Number of Programmes with

a. Choice Based Credit System	<input type="text" value="One"/>
b. Inter/Multidisciplinary Approach	<input type="text"/>
c. Any other (specify and provide details)	<input type="text"/>



18. Does the college offer UG and/or PG programmes in Teacher Education?

Yes ☐ No ☒

19. Does the college offer UG or PG programme in Physical Education?

Yes ☐ No ☒

20. Number of teaching and non-teaching positions in the Institution

Teaching Staff:

Positions	Teaching faculty					
	Professor		Associate Professor		Assistant Professor	
	*M	*F	*M	*F	*M	*F
Sanctioned by the Management/ society or other authorized bodies <i>Recruited</i>	1	0	1	2	8	4
<i>Yet to recruit</i>	0	0	0	0	0	0

***M-Male *F-Female**

Non-Teaching Staff:

Positions	Non-teaching staff		Technical staff	
	*M	*F	*M	*F
Sanctioned by the Management/ society or other authorized bodies <i>Recruited</i>	38	4	2	0
<i>Yet to recruit</i>	0	0	0	0

***M-Male *F-Female**



21. Qualifications of the teaching staff:

Highest Qualification	Professor		Associate Professor		Assistant Professor		Total
	Male	Female	Male	Female	Male	Female	
Permanent teachers							
D.Sc./D.Litt.							
Ph.D.	01			02	01	02	06
M.Phil.					01	01	02
PG			01		06	01	08
Temporary teachers – NIL							
Part-time teachers – NIL							

22. Number of Visiting Faculty /Guest Faculty engaged with the College.

15

23. Furnish the number of the students admitted to the college during the last four academic years.

Categories	Year 1 (2011-13)		Year 2 (2012-14)		Year 3 (2013-15)		Year 4 (2014-16)	
	Male	Female	Male	Female	Male	Female	Male	Female
General	18	6	15	9	18	6	18	7
Others (Army)	63	33	65	31	62	34	63	32

24. Details on students enrollment in the college during the current academic year:

Type of students	PG	Total
Students from the same state where the college is located	30	30
Students from other states of India	90	90
Total	120	120

25. Dropout rate in UG and PG (average of the last two batches)

PG

5



26. Unit Cost of Education

(Unit cost = total annual recurring expenditure (actual) divided by total number of students enrolled)

(a) including the salary component

Rs. 1,19,650/-

(b) excluding the salary component

Rs. 31,194/-

27. Does the college offer any programme/s in distance education mode (DEP)?

Yes

☐

No

☒

28. Provide Teacher-student ratio for each of the programme/course offered

1:15

29. Is the college applying for

Accreditation : Cycle 1

☒

Cycle 2

☐

Cycle 3

☐

Cycle 4

☐

Re-Assessment:

☐

(Cycle 1 refers to first accreditation and Cycle 2, Cycle 3 and Cycle 4 refers to re- accreditation)

30. Date of accreditation* (applicable for Cycle 2, Cycle 3, Cycle 4 and re-assessment only) – **Not Applicable**

** Kindly enclose copy of accreditation certificate(s) and peer team report(s) as an annexure. **Not Applicable***

31. Number of working days during the last academic year.

256

32. Number of teaching days during the last academic year

150

(Teaching days means days on which lectures were engaged excluding the examination days)

33. Date of establishment of Internal Quality Assurance Cell (IQAC)

IQAC 22/04/2014 (dd/mm/yyyy)



34. Details regarding submission of Annual Quality Assurance Reports (AQAR) to NAAC.

Not Applicable

35. Any other relevant data (not covered above) the college would like to include. (Do not include explanatory/descriptive information)

In the recent past, Army Institute of Management (AIM), Kolkata has received three awards, namely, '**Educational Excellence**' by The Indus Foundation, '**Education Leadership Award**' by the Star of the Industry and the prestigious "**Golden Peacock National Training Award (GPNTA) 2014** for its excellence in training and management system.

The Hon'ble President of India has nominated Maj Gen (Dr) SC Jain, VSM** (Retd), Director, as member of the Court of Assam University, Silchar w.e.f. 30 January, 2014.



CRITERIA - WISE INPUTS

CRITERION I: CURRICULAR ASPECTS

1.1. Curriculum Planning and Implementation

- 1.1.1. State the vision, mission and objectives of the institution, and describe how these are communicated to the students, teachers, staff and other stakeholders.

Vision, mission and objectives of **Army Institute of Management (AIM), Kolkata** are stated below:

Vision

To become a premier business school recognized internationally for professional excellence in management education.

Mission

- (a) Promote excellence in all dimensions of management.
- (b) Empower students by offering practical, innovative and technology-driven management programmes.
- (c) Prepare management professionals with a global mindset.
- (d) Focus on building intellectual capital and foster an interactive learning environment through faculty development, interaction with industry, research and publications.

Objectives

- (a) To inculcate state-of-the-art management concepts and its applications.
- (b) To develop managerial acumen and personality.
- (c) To synthesize management education with information technology.
- (d) To prepare the students for Global Market.

Vision, Mission and Objectives are communicated to the students, teachers, staff and other stakeholders through:

- Website: www.aim.ac.in
- Prospectus / Admission Brochure
- Placement Brochure
- Newsletter
- Notice Board



- Admission Kit
- Page in social media

1.1.2. How does the institution develop and deploy action plans for effective implementation of the curriculum? Give details of the process and substantiate through specific example(s).

At the beginning of each Semester, the following actions are taken:

- The Academic Coordinator, in association with the Subject Coordinators for Marketing, Finance, Human Resource Management and General Management, drafts the subject allocation plan for the upcoming semester.
- Subsequently, a faculty meeting, chaired by the Director, is held prior to the beginning of the semester to finalize the class load allocations.
- External subject experts are shortlisted and invited for providing input in special areas of emphasis in select papers.
- Institutional Academic Calendar is prepared in line with that of the affiliating University, West Bengal University of Technology (WBUT).
- Class Schedule is generated every fortnight and circulated through email to all faculty members and students and all departments. The same is also displayed on students' notice board.
- Activity Calendar for all curricular and extra-curricular activities is prepared at the beginning of the semester and circulated to all faculty members and all departments. The same is also sent to Chairman, Institute Managing Committee (IMC), at Army Head Quarters Bengal Area (HQ BA) for information.
- Each faculty member is required to prepare a Lesson Plan in his/her area of delivery. The same is archived and maintained at the Academic Office.
- Each faculty member is also required to prepare a detailed hour-wise Lecture Plan in his/her area of delivery. The same is archived and maintained at the Academic Office.

Examples:

- Documents received from WBUT:
 - ✓ Academic Calendar
 - ✓ Holiday List
 - ✓ Schedule for Registration of new batch
 - ✓ Schedules of Examination and related activities, as and when published



- Internal documents of AIM Kolkata:
 - ✓ Load Allocation Schedule
 - ✓ Academic Calendar
 - ✓ Class Schedule
 - ✓ Activity Calendar
 - ✓ Lesson Plan
 - ✓ Lecture Plan

1.1.3. What type of support (procedural and practical) do the teachers receive (from the University and/or institution) for effectively translating the curriculum and improving teaching practices?

For effectively translating the curriculum and improving teaching practices, the teachers receive the following support from the Institute:

- All necessary infrastructure including state-of-the art class rooms, seminar hall, conference room, exclusive faculty block etc.
- ICT – Information and Communications Technology
- Refresher Courses conducted by external experts
- Orientation Course chaired by the Director of the Institute
- Different Workshops conducted at various levels
- Induction program for new faculty members

1.1.4. Specify the initiatives taken up or contribution made by the institution for effective curriculum delivery and transaction on the Curriculum provided by the affiliating University or other Statutory agency.

Initiatives taken up or contribution made by the Institute for effective curriculum delivery and transaction on the Curriculum provided by the affiliating University:

- Meeting of Academic Advisory Committee at frequent intervals.
- Semester Planning including Academic Calendar, Activity Calendar etc.
- Periodical meetings amongst teaching and non-teaching staff, chaired by the Director of the Institute.
- Review meetings conducted by Academic Coordinator intermittently.
- Effective time table and modifications as and when required.
- Feedback from students, parents and companies offering jobs.
- Surprise tests, quiz and assignments in each semester.
- Internal class tests as per WBUT schedule.
- End semester examination, conducted by WBUT.



- Summer Internship Projects (SIPs).
- Evaluation of SIP reports through Viva-voce.
- Conducting Grand Viva at the end of the two-year program.
- Analysis of semester results.

1.1.5. How does the institution network and interact with beneficiaries such as industry, research bodies and the university in effective operationalisation of the curriculum?

To network and interact with beneficiaries such as industry, research bodies and the university in effective operationalisation of the curriculum, the following departments are entrusted with their respective responsibilities:

- Director's office: for communication with WBUT, AICTE and other professional bodies
- Placement office: for liaison with industry through conducting special sessions by representatives from the industry at regular intervals
- Academic office: for running of the entire academic program in liaison with the University
- Admission office: invitation to industry representatives as experts in the Panel for screening of students for admission

1.1.6. What are the contributions of the institution and/or its staff members to the development of the curriculum by the University? (number of staff members/departments represented on the Board of Studies, student feedback, teacher feedback, stakeholder feedback provided, specific suggestions etc.)

The affiliating University, WBUT, has not reviewed the syllabus in the last four years. However, in 2008, when the last revision in syllabus was conducted by WBUT, the then Director and select faculty members were members of the Syllabus Review Committee.

Since the curriculum is designed by the University, the Institute has no scope to alter the same. However, certain measures are taken by the Institute beyond the scope of the University curriculum. In this respect, informal feedback is regularly taken by the Director from the Student Council and additional courses are designed and implemented accordingly.

In the IMC meeting, members of the committee suggest varied ideas towards development of such additional courses. The same are implemented.



- 1.1.7. Does the institution develop curriculum for any of the courses offered (other than those under the purview of the affiliating university) by it? If 'yes', give details on the process ('Needs Assessment', design, development and planning) and the courses for which the curriculum has been developed.

The Institute develops course curricula for courses beyond the University syllabus, as detailed below:

- **Orientation program for new batch**
As new students come from varied backgrounds with graduation in different fields, there is a need to bring them to a level playing field. This is the objective of the Orientation program. The course runs for about two weeks prior to the commencement of the actual University program. The plan includes student profiling, English language assessment, Values & Ethics, Life Management Skills, Leadership, Teamwork and various other workshops.
- **Special program on Advanced Excel**
This program is conducted once in a year with the objective of hands-on skill development in association with NIIT, Alipore, Kolkata and certificates are issued to participating students.
- **Special tutorial sessions in Accountancy and Mathematics**
This program is intended for the students weak in Accountancy and Mathematics. Special tutorial classes are organized beyond the scheduled class hours by external faculty members / senior students.
- **Spoken English classes**
Students weak in English conversation identified during the Orientation program, are exposed to special classes on spoken English by external faculty members to make them employable. They also access the communicative English software available in the Institute.
- **Reliance NSDC course**
Reliance Money Infrastructure Limited in association with NSDC (National Skill Development Corporation) conducts a 25 hour course on Business Correspondent in BFSI (Banking, Financial Services and Insurance). Certificates are issued to all successful candidates at the end of the program. On successful clearing of the assessment, each student gets Rs. 3000/- as reward from NSDC.



- **Personality Development Program**
All students are exposed to soft-skills training with the objective of developing their personality so that they are well prepared for their final placements. Program is as follows:

Hour-wise Distribution for PDP on Success Skills

Topic No.	Topic	Hour
1	Self Empowerment	2
2	Self Management	4
3	Self Development	2
4	Self Projection	2
5	Career Planning	2
6	Mock GD & PI	8
	TOTAL	20

Hour-wise Distribution for PDP on Life Skills

Topic No.	Topic	Hour
1	Skills for life	4
2	Skills for relationship	4
3	Communication	4
4	Creativity	4
5	Leadership skills	4
	TOTAL	20

- 1.1.8. How does institution analyze/ensure that the stated objectives of curriculum are achieved in the course of implementation?

AIM analyzes that the stated objectives of curriculum are achieved in the course of implementation through:

- Structured Lesson and Lecture Plans
- Progress review meetings by Subject Coordinators and Academic Coordinator
- Result Analysis
- Student feedback
- Internal tests prescribed by the affiliating University
- Analysis of placements and feedback from employer
- Zero-level tests at the beginning of the semester
- Surprise tests & quiz inside the class
- Assignments



1.2. Academic Flexibility

- 1.2.1. Specifying the goals and objectives give details of the certificate/diploma/skill development courses etc., offered by the institution.

Goals and objectives of such courses are given below. Details have been provided under point no. 1.1.7 above.

Course	Goals and objectives
Orientation program for new batch	To bring the new students to a level playing field.
Special program on Advanced Excel	To have hands-on skill development on an advanced course.
Special tutorial sessions in Accountancy and Mathematics	To improve the laggards.
Spoken English classes	To improve English communication skills.
Reliance NSDC course	To gain proficiency on Business Correspondent in BFSI (Banking, Financial Services and Insurance).
Personality Development Program	To develop the personality of the students so that they are well prepared for their final placements.

- 1.2.2. Does the institution offer programmes that facilitate twinning /dual degree? If 'yes', give details.

Dual specialization is provided to students in third and fourth semesters.

- 1.2.3. Give details on the various institutional provisions with reference to academic flexibility and how it has been helpful to students in terms of skills development, academic mobility, progression to higher studies and improved potential for employability. Issues may cover the following and beyond:

- Range of Core / Elective options offered by the University and those opted by the college

Affiliating University is offering:

- ✓ Sixteen compulsory core courses in First year
- ✓ Eight courses – Six from one specialization and Two from



another specialization in Second year, apart from Four compulsory core courses

- Choice Based Credit System and range of subject options offering the following Range of Options:
 - Marketing Group:
 - ✓ Sales and Distribution Management
 - ✓ Advertising and Sales Promotion
 - ✓ Marketing Research
 - ✓ International Marketing
 - ✓ Service Marketing
 - ✓ Consumer Behavior
 - Finance Group:
 - ✓ Corporate taxation & tax planning
 - ✓ Corporate finance
 - ✓ Security analysis & portfolio management
 - ✓ Financial Institutes and markets.
 - ✓ International finance
 - ✓ Derivatives and risk management
 - HR group:
 - ✓ Employment & compensation administration
 - ✓ Human resource planning
 - ✓ Labour laws
 - ✓ Industrial relations
 - ✓ Organizational development
 - ✓ Human resource development
 - Systems group
 - ✓ Database management
 - ✓ E – business
- Courses offered in modular form
 - Advanced Excel
 - Spoken English classes
 - Reliance NSDC course
 - Personality Development Program
- Credit transfer and accumulation facility – Not Applicable
- Lateral and vertical mobility within and across programs and courses – Not Applicable
- Enrichment courses

1.2.4. Does the institution offer self-financed programmes? If 'yes', list



them and indicate how they differ from other programmes, with reference to admission, curriculum, fee structure, teacher qualification, salary etc.

The MBA program offered by the Institute is itself a self-financed program. However, the Institute receives various grants from Army Head Quarters Bengal Area (HQ BA), Head Quarters Eastern Command (HQ EC) and Army Welfare Education Society (AWES). At present, the Institute does not run any other program.

- 1.2.5. Does the college provide additional skill oriented programmes, relevant to regional and global employment markets? If 'yes' provide details of such programme and the beneficiaries.

Yes, the Institute provides additional skill oriented program as detailed below:

The Institute develops course curricula for courses beyond the University syllabus, as detailed below. Students of both years of the MBA program are the beneficiaries.

- Orientation program for new batch
- Special program on Advanced Excel
- Special tutorial sessions in Accountancy and Mathematics
- Spoken English classes
- Reliance NSDC course
- Personality Development Program

- 1.2.6. Does the University provide for the flexibility of combining the conventional face-to-face and Distance Mode of Education for students to choose the courses/combination of their choice"? If 'yes', how does the institution take advantage of such provision for the benefit of students?

The course offered by WBUT is a class room course.

1.3. Curriculum Enrichment

- 1.3.1. Describe the efforts made by the institution to supplement the University's Curriculum to ensure that the academic programmes and Institution's goals and objectives are integrated?

The goals and objectives of the Institute include inculcation of state-of-the-art management concepts and its applications, development of



managerial acumen and personality, synthesis of management education with information technology and preparation of the students for Global Market. In order to achieve these, the following efforts are made by the Institute to supplement the University's Curriculum:

- Orientation program for new batch
- Special program on Advanced Excel
- Special tutorial sessions in Accountancy and Mathematics
- Spoken English classes
- Reliance NSDC course
- Personality Development Program
- Drishtikon, the Budget analysis
- Colloquium, weekly discussions on current management topics
- Special sessions by experts from the industry and academia
- Industry visits
- Participation in seminars conducted by various professional bodies like BCC&I and AIMA.

- 1.3.2. What are the efforts made by the institution to enrich and organize the curriculum to enhance the experiences of the students so as to cope with the needs of the dynamic employment market?

Efforts made by the Institute to enrich and organize the curriculum to enhance the experiences of the students so as to cope with the needs of the dynamic employment market, in addition to:

- Orientation program for new batch
- Special program on Advanced Excel
- Special tutorial sessions in Accountancy and Mathematics
- Spoken English classes
- Reliance NSDC course
- Personality Development Program
- Drishtikon, the Budget analysis
- Colloquium, weekly discussions on current management topics
- Special sessions by experts from the industry and academia
- Industry visits
- Participation in seminars conducted by various professional bodies like BCC&I and AIMA

are:

- Case-based learning
- Application-oriented pedagogy
- Sessions on SPSS
- Summer Internship Project (SIP)



- 1.3.3. Enumerate the efforts made by the institution to integrate the cross cutting issues such as Gender, Climate Change, Environmental Education, Human Rights, ICT etc., into the curriculum?

The syllabi offer the following credit-based courses to cover the mentioned areas:

- ISS & VA:
 - ✓ **Socio-Economic Problems** - Population, Poverty, Illiteracy, Unemployment, Child Labour, Alcoholism, Narcotic addiction, Occupational Disease, Malnutrition, Insurgency, Terrorism, Crime, Project Affected Persons.
 - ✓ **Industrialism and Social Change** - Effects on Community, Impact on Family Structure and Roles of Male & Female, Family Economy, Child Care, Aged in the Family, Quality of Life.
 - ✓ **Social Stratification** - Caste System, Class Structure, Minority Groups, Scheduled Caste/Tribe, Other Backward Communities, Weaker Sections.
- MIS I and MIS II covering different aspects of ICT.
- Workshop on Values and Ethics conducted by Rabindranath Tagore Centre for Human Values (RNTCHV), a Neotia group initiative.
- Sessions on Ethical Hacking, Cyber Crime, Smart Googling, Disaster Management etc.

- 1.3.4. What are the various value-added courses/enrichment programmes offered to ensure holistic development of students?

- moral and ethical values
- employable and life skills
- better career options
- community orientation

AIM organizes special lectures and various programs from time to time to ensure holistic development of students, as given under:

- **Moral & Ethical Values**
For ethical, moral and spiritual development of the students, regular sessions are being arranged on ethics, yoga and self management skills, apart from engaging a counselor for problem areas.

The following sessions were organized:



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- ✓ Raj Jog Meditation by Sister Kanan, Brahma Kumari Spiritual University on 30 July, 2013.
 - ✓ Self Management by Capt K. Chatterjee of Command Hospital, EC on 31 July, 2013.
 - ✓ Meditation for Human Integration by Mr. Ajay Bhatte & others, Sri Ram Chandra Mission on 17 August, 2013.
 - ✓ 3-Day Workshop on Values, Ethics and Culture for Holistic Excellence” conducted by Rabindranath Tagore Centre for Human Values (RNTCHV), a Neotia group initiative.
- Employable and Life Skills
The following lectures were organized:
 - ✓ Value based education and personality development on 3 Sep, 2013 by Mr. Raj Ganguly, a leading consultant in the fields of Finance and Marketing.
 - ✓ EI (Emotional Intelligence) : EI Components & Self-Directed Learning by Col. Mukteshwar Prasad on 31 January 2014
 - ✓ Interviewing Skills, Group Discussion and Competency Based Interviewing by Mr. Suman Banerjee on 21 February, 2014
 - ✓ Soft Skills Development by Ms. Swati Sharma on 22 February, 2014
 - ✓ Business Communication by Mr. Prithwish Bose, India Skill Bridge on 4 March, 2014

All students are exposed to soft-skills training with the objective of developing their personality so that they are well prepared for their final placements. Program is mentioned under para 1.1.7 above.

- Better Career Options
The following programs were organized:
 - ✓ Special program on Advanced Excel
 - ✓ Spoken English classes
 - ✓ Reliance NSDC course
 - ✓ Special sessions by experts from the industry and academia
 - ✓ Industry visits
 - ✓ Participation in seminars conducted by various professional bodies like BCC&I and AIMA
 - ✓ Sessions on SPSS
 - ✓ Aptitude Tests, Mock GD & PI organized by Academic and Placement Cells
 - ✓ Competitive aptitude tests for increasing employability through skill development, conducted by VistaMind, Kolkata



- Community orientation programs
AIM Kolkata has well formed Clubs, like Sampark – HR Club, Vikreta - Marketing Club, Kuber – Finance Club, etc. Like-wise, Community Development Program is taken over by Awaaz Club. It is compulsory for students to participate in various Club activities. Students of AIM actively take part in CSR initiatives with a view to identify and link academic and research interventions to the academic and co-curricular framework.

Awaaz had organized the following, to cite a few:

✓ Blood Donation Camp

Students of AIM generally organize Blood Donation programs. Carrying on with the tradition, students of MBA 16 organized a blood donation camp on 12 September, 2013 in association with Command Hospital. Around 56 people, inclusive of faculty, staff and students donated blood.

✓ Green Plantation

A ‘Go Green’ campaign was launched at the Maidan, near Victoria Memorial at the initiative of HQ Bengal Area on 28 July, 2013. The event was graced by Lt Gen Dalbir Singh, UYSM, AVSM, VSM, GOC-in-C Eastern Command and Lt Gen AK Choudhary, AVSM**, SM, VSM, GOC Bengal Area. The Director along with Adm Officer and 89 students participated in the campaign. An article was published in Times of India, Kolkata on 29 July, 2013.

- 1.3.5. Citing a few examples enumerate on the extent of use of the feedback from stakeholders in enriching the curriculum?

AIM uses feedback from different stakeholders for enriching the quality of the students beyond University curriculum. Use of the following feedback forms is in practice:

- Sample formats for feedback from students and companies are provided below:



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Programme : MBA
Semester : I
Period : Aug - Nov 2013

Army Institute of Management, Kolkata

STUDENT'S FEEDBACK

DO NOT SIGN

Please feel free to give your **UNBIASED** opinion. The information will remain confidential.

Sl. No.	Paper Code →	MB101	MB102	MB102	MB103	MB103	MB104	MB104	MB105	MB106	MB106	MB107	MB108
	Faculty Code →	RB	MK	PAA	SR	JC	MN	MK	SDK	SRC	MB	MN	SKR
1	Regularity & Punctuality												
2	Coverage of Subject												
3	Communication ability												
4	Treatment of subject												
5	Handling of Questions												

Rate all above items in a scale of 1 - 5

1 = Not-Satisfactory; 2 = Satisfactory; 3 = Good; 4 = Excellent; 5 = Outstanding

Legend:

MB101 : Business Economics - I
MB102 : Business Communication
MB103 : Management Information Systems - I
MB104 : Organizational Behaviour – I
MB105 : Quantitative Methods – I
MB106 : Fundamentals of Accounting
MB107 : ISS and Values & Ethics in Business
MB108 : Business Laws

JC : Dr. Jayasri Chaudhuri
MB : Dr. M. Bhattacharya
MK : Prof. M. Karmakar
MK : Prof. M. Karmakar
PAA : Prof. P. A. Alam
RB : Prof. Raka Banerji
SDK : Prof. Swapna Datta Khan
SKR : Mr. Subrata Kumar Roy
SR : Prof. Sandip Rakshit
SRC : Prof. S. Roy Choudhury

STUDENT FEEDBACK FORM (FROM AIM)

Ser No	Parameters	Rating (1-5)
1.	Academic Performance	
2.	Attitude	
3.	Mentoring Skills	
4.	Punctuality	
5.	Discipline	
6.	Overall Rating	

Rating Scale: 5= Outstanding 4= Excellent 3=Good
2=Satisfactory 1= Unsatisfactory

1



EMPLOYER EVALUATION FORM

Ser No	Criteria (i.e. 1-5 scoring)	Rating
1.	Domain Knowledge	
2.	Technical Skills	
3.	Planning and Overall Quality of Work	
4.	Ability to apply Knowledge in Solving Problems	
5.	Communication	
6.	Independent/Creative Thinking	

EMPLOYER EVALUATION FORM (Contd.)

Ser No	Criteria (i.e. 1-5 scoring)	Rating
7.	Attitude	
8.	Accountability	
9.	Discipline	
10.	Overall Rating	

**Rating Scale: 5= Outstanding 4= Excellent 3=Good
2=Satisfactory 1= Unsatisfactory**

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- 1.3.6. How does the institution monitor and evaluate the quality of its enrichment programmes?

The Director and Academic committee regularly monitor, evaluate and provide suggestions for qualitative improvement of the enrichment programs.

1.4. Feedback System

- 1.4.1. What are the contributions of the institution in the design and development of the curriculum prepared by the University?

The Institute develops course curricula for courses beyond the University syllabus. The University has not made any revision in the curriculum since 2008. However, prior to 2008, the then Director and



few select faculty members were part of the syllabus review committee.

- 1.4.2. Is there a formal mechanism to obtain feedback from students and stakeholders on Curriculum? If 'yes', how is it communicated to the University and made use internally for curriculum enrichment and introducing changes/new programmes?

The Institute conducts regular review meetings and collects the opinion of all stakeholders. The University has not made any revision in the curriculum since 2008. However, based on the feedback collected the Institute arranges for additional value enrichment courses/programs for the students.

- 1.4.3. How many new programmes/courses were introduced by the institution during the last four years? What was the rationale for introducing new courses/programmes?

List of programs/courses introduced by the Institute during the last four years is given below:

- Orientation program for new batch
- Personality Development Program
- Special program on Advanced Excel
- Workshop on Values and Ethics
- Course on Spoken English
- Reliance NSDC course

The rationale for introducing the above mentioned courses/programs is facilitating overall development of the students. The programs are designed based on the feedback as described in para 1.4.2 above.

Any other relevant information regarding curricular aspects which the college would like to include.

The Institute has also conducted special sessions on Environment Management, Disaster Management, Ethical Hacking etc.



CRITERION II: TEACHING - LEARNING AND EVALUATION

2.1. Student Enrollment and Profile

2.1.1. How does the college ensure publicity and transparency in the admission process?

- There is 100% transparency in the admission process.
- Admission notice for the MBA program is given in national daily newspaper. The same is also given in the Institute website www.aim.ac.in.
- The admission to AIM Kolkata is through the Common Admission Test (CAT) conducted by the Indian Institutes of Management.
- Final merit list is drawn up based on the candidate's performance in CAT-50 (50% of the CAT percentile), GD-20 and PI- 30 Total -100 Marks.
- A committee is detained by the Institute for smooth conduct of the admission process. The GD & PI process is conducted through a panel of members having representatives from the corporates, Army and the Institute's faculty members.
- The result is displayed on the notice board of the Institute and in the website www.aim.ac.in

2.1.2. Explain in detail the criteria adopted and process of admission (Ex. (i) merit (ii) common admission test conducted by state agencies and national agencies (iii) combination of merit and entrance test or merit, entrance test and interview (iv) any other) to various programs of the Institution.

The Institute conducts two-year full time residential MBA program with 120 students per batch out of which 80% (96) seats are reserved for Army wards and balance 20% (24) seats are for General category. The criteria adopted and process of admission to the MBA program is detailed below:

- The minimum qualification for admission to MBA program is 3 years Bachelor's Degree in any discipline from any university recognized by the Association of Indian Universities with 50% marks. Candidates of current batch who would be completing all requirements for the Bachelor's Degree by 30 June of the year of admission may also apply. Such candidates, if selected, will be admitted provisionally and will be required to produce evidence



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to establish their eligibility by 31 August of the year of admission, failing which they will be dropped from the program.

- CAT is the first step in the process for seeking admission to AIM Kolkata. Based on the performance in CAT, candidates are called for Group Discussion & Personal Interview (GD/PI) to be conducted by AIM at Kolkata. Admission Calendar is as follows:

May/Jun	MOU is signed between IIM and AIM
Sep (4 th week) (Sunday)	Advertisement is published in all leading Newspapers by the HQ AWES, New Delhi
Oct (1 st week) (Monday)	Sale of Prospectus begins
Nov (3 rd week) (Sunday)	Examination of CAT is held.
Dec (1 st week)	Last date of submission of completed application form.
Dec (2 nd week)	'List of Candidates' along with a DD of Rs. 200/- per candidate to be sent to IIM as processing fee for obtaining CAT results as per their instructions.
Jan (2 nd week)	IIM mails CAT score to AIM Kolkata.
Feb (1 st week)	1. Soft copy of the shortlisted candidates for GD/PI to be sent to HQ AWES (New Delhi). 2. Declaration of name of the shortlisted candidates to be called for GD/PI in the Institute website. 3. Hard copy to be sent to all Command HQ.
Feb (1 st week)	Issue of call letter to the candidates for GD/PI.
Mar (2 nd week)	Dates scheduled for GD/PI
Mar (4 th week)	Declaration of final result
Apr (1 st week)	Issue of joining letters to selected candidates.
Apr (1 st week)	Issue of letters to Reserve candidates.
Apr (2 nd week)	Confirmation on payment of Rs.10,000/- by the selected and reserve candidates.
May (1 st week)	Issue of joining letters to reserve candidates (2 nd list).
May (3 rd week)	Acceptance letter from reserve candidates (2 nd list).
May (3 rd week)	Issue of joining letters to reserve candidates (3 rd list)
May (4 th week)	Acceptance letter from reserve candidates (3 rd list).



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July (2 nd week)	Reporting / Registration.
July (2 nd week)	Inauguration.

- 2.1.3. Give the minimum and maximum percentage of marks for admission at entry level for each of the programs offered by the college and provide a comparison with other colleges of the affiliating university within the city/district.

The minimum percentage of marks for admission at entry level is 50% at the MBA program of the Institute. Maximum percentage of marks for the last four years is 81.42% (2014), 85.38% (2013), 83.25% (2012) and 81.77% (2011).

West Bengal University of Technology conducts JEMAT for admission to MBA Courses in West Bengal and the minimum percentage of marks at the entry level is 50%. The Indian Institute of Management conducts CAT every year as a prerequisite for admission to various management programs of IIMs. The candidate must hold a bachelor's degree with at least 50% marks or equivalent CGPA which is however 45% in case of scheduled caste (SC), scheduled tribe (ST) and differently-abled (DA) applicants.

- 2.1.4. Is there a mechanism in the institution to review the admission process and student profiles annually? If 'yes' what is the outcome of such an effort and how has it contributed to the improvement of the process?

- Yes, there is an Admission Committee for the course offered by the Institute comprising senior faculty members, as a result of which there is 100% transparency. Therefore, lot of trust is gained in the stakeholders.
- A starter kit is given to the students on the day of registration which includes (a) Instructions for new MBA students (b) Study Material on Human Values and Ethics (c) A write up on Union Budget (d) MBA syllabus (e) Scientific calculator (f) A book of quotations titled 'Vessel of Knowledge'.
- A coordinating conference is held every year before the registration process of the new batch in order to determine the duties and responsibilities of the individual faculty and staff involved in the registration process.
- On the day of registration, presentations on the Institute are shown to the parents.



- Discussion is going on to review the eligibility criteria for taking admission in AIM Kolkata. The minimum eligibility criteria for MBA admission is proposed to be raised to 60%, so that better students take admission and they get good placements and come out with good results.

2.1.5. Reflecting on the strategies adopted to increase/improve access for following categories of students, enumerate on how the admission policy of the institution and its student profiles demonstrate/reflect the National commitment to diversity and inclusion

- SC/ST
 - OBC
 - Women
 - Differently abled
 - Economically weaker sections
 - Minority community
 - Any other
- The Institute admits students 80% from army wards and 20% from General Category. Indian Army is not maintaining SC/ST/OBC/Minorities/economically weaker sections category specifically at the time of enrolment. Therefore admission in this Institute covers all categories.
 - The ratio of boys and girls among 120 students every year ranges from 60:40 to 40:60.
 - There are certain weightages given for admission to wards of Gallantry Award Winners and War Widows as under:

<u>Gallantry Award</u>	<u>Weightage</u>
Param Vir Chakra	5%
Ashok Chakra	5%
Mahavir Chakra	4%
Kirti Chakra	4%
Vir Chakra	3%
Shaurya Chakra	3%
Sena Medal (Gallantry only)	1%

<u>Distinguished Service in War/Conflict/Hostilities</u>	<u>Weightage</u>
Sarvottam Yudh Seva Medal (SYSM)	3%
Uttam Yudh Seva Medal (UYSM)	2%
Yudh Seva Medal (YSM)	1%

<u>Mention in Dispatches</u>	1%
<u>War Widows</u>	5%



- 2.1.6. Provide the following details for various programmes offered by the institution during the last four years and comment on the trends. i.e. reasons for increase / decrease and actions initiated for improvement.

Program offered by the Institute: **MBA**

Demand ratio:

Year	2011	2012	2013	2014
No. of applications	673	491	505	394
No. of students admitted	120	120	120	120
Demand Ratio	1:5.6	1:4.1	1:4.2	1:3.3

There is a decline in the number of applications over the four years due to the decline in the demand for MBA in the market countrywide. However, we had been able to fill up the 120 sanctioned seats every year.

2.2. Catering to Student Diversity

- 2.2.1. How does the institution cater to the needs of differently-abled students and ensure adherence to government policies in this regard?

AIM is located in an eco-friendly campus at Alipore, Kolkata in the heart of the City of Joy. Most of the classrooms, Admission, Academic, Administrative, Accounts, Placement and other departments, Students' Mess, Common Rooms, Multi Gym, sports areas and other infrastructure are located in the ground floor of the campus. All the places are well connected through concrete path.

Though there is no differently-abled student in the Institute, there will be no problem for any such student to stay in the campus. For attending one class room and one computer lab in the 1st floor, provision of wheel chairs has been made with supporting staff to help such student, if any.

- 2.2.2. Does the institution assess the students' needs in terms of knowledge and skills before the commencement of the programme? If 'yes', give details on the process.

Yes, the Institute assesses the students' needs in terms of knowledge and skills before the commencement of the program.

Need-assessment is done through FIRO-B. Level of English knowledge is assessed through a structured test. Preparedness to undergo the course is assessed through a 'Zero Level Test'.



- 2.2.3. What are the strategies adopted by the institution to bridge the knowledge gap of the enrolled students (Bridge/Remedial/ Add-on/Enrichment Courses, etc.) to enable them to cope with the programme of their choice?

Strategies adopted by the Institute to bridge the knowledge gap of the enrolled students are as follows:

- Orientation program for new batch
- Special program on Advanced Excel
- Special tutorial sessions in Accountancy and Mathematics
- Spoken English classes
- Drishtikon, the Budget analysis
- Colloquium, weekly discussions on current management topics
- Special sessions by experts from the industry and academia
- Participation in seminars conducted by various professional bodies like BCC&I and AIMA

- 2.2.4. How does the college sensitize its staff and students on issues such as gender, inclusion, environment etc.?

AIM is a co-educational management Institute with Pan-India students. Being a residential Institute, separate hostel accommodation has been catered for the boys and girls. The Army Management has taken proper care of safety and security of the students. Separate Hostel Wardens for the Boys and Girls has been appointed and strict vigilance is ensured by the Administrative Staff. Till now, AIM is a ragging-free campus. Periodical counseling is done by the Hostel Wardens during their regular attendance as well as by the Registrar & Head of Administration from time to time. The Campus Rules has been framed covering all aspects of administration. The Institute has formed separate committees on Redressal of Grievances, Sexual Harassment, Anti-Ragging etc. to handle any kind of odd untoward incident. Students' Council has also been formed to look after various issues of the students and act as a bridge between the students and the management. A faculty member, along with a few students, has been deputed to attend a Conference on Sexual Harassment Redressal to sensitize them on the issue.

- 2.2.5. How does the institution identify and respond to special educational/learning needs of advanced learners?

The Institute identifies advanced learners through surprise tests, quizzes, impromptu presentations on subject-related topics and their



needs are assessed through mentoring sessions.

Special assignments and cases are provided to prepare them better. Special classes are held on Advanced Excel, SPSS, Data Analytics, Business Correspondent Course conducted by Reliance NSDC, etc.

- 2.2.6. How does the Institute collect, analyze and use the data and information on the academic performance (through the program duration) of the students at risk of drop out (students from the disadvantaged sections of society, physically challenged, slow learners, economically weaker sections etc. who may discontinue their studies if some sort of support is not provided)?

The Institute does not have any record of drop-outs so far of the students from the disadvantaged sections of society, physically challenged, slow learners, economically weaker sections, etc. There have been some cases of withdrawals as the concerned students have joined the Defence services.

Financial assistance is provided in the form of different scholarships for students from the disadvantaged and economically weaker sections of the society. For slow-learners, special remedial classes by external faculty members and senior batch students in English, Mathematics and Accountancy are arranged.

2.3. Teaching-Learning Process

- 2.3.1. How does the college plan and organize the teaching, learning and evaluation schedules? (Academic calendar, teaching plan, evaluation blue print, etc.)

At the beginning of each Semester, the following are prepared:

- Academic Calendar
- Class schedule
- Activity Calendar
- Lesson Plan
- Lecture Plan
- Subject Allocations coordinated by Subject Coordinators

Examination and Evaluation schedules are provided by affiliating University.

Evaluation Blueprint: Total 100 marks

- End-semester Theory Examination: 70 marks



- Mid-semester Internal Test: 15 marks
- Surprise tests and Class Performance: 5 marks
- Assignments: 5 marks
- Attendance and participation: 5 marks

2.3.2. How does IQAC contribute to improve the teaching–learning process?

IQAC always supports the faculty and students in academic and research activities.

All academic staff is expected to be familiar with the academic rules and regulations. The Institute has a strong quality assurance policy, one of its primary objectives is to monitor and enhance academic standards and the quality of output. Quality enhancement remains the responsibility of all academic staff.

2.3.3. How learning is made more student-centric? Give details on the support structures and systems available for teachers to develop skills like interactive learning, collaborative learning and independent learning among the students?

Learning is made more student-centric by:

- Tutorial classes
- Case study
- Availability of online Library database
- Availability of SPSS
- Availability of Corporate Database

The teachers use group presentations and case study analyses to facilitate development of interactive, collaborative and independent learning skills.

2.3.4. How does the institution nurture critical thinking, creativity and scientific temper among the students to transform them into life-long learners and innovators?

The Institute provides infrastructural support to the students in the form of access to online library database and corporate database for scientific research. The library also subscribes to a considerable number of renowned national and international journals. Students are encouraged to participate in conferences/seminars/poster exhibitions, management fests/competitions and publish research papers in refereed journals including the Institute's journal, 'Kindler'.

- 2.3.5. What are the technologies and facilities available and used by the faculty for effective teaching? Eg: Virtual laboratories, e-learning - resources from National Program on Technology Enhanced Learning (NPTEL) and National Mission on Education through Information and Communication Technology (NME-ICT), open educational resources, mobile education, etc.

Technologies and facilities available and used by the faculty are as follows:

- Broadband 24-hr internet connectivity (7 and 2 Mbps dedicated leased lines)
- Access to online library database
- Access to corporate database
- Availability of a considerable number of renowned national and international journals in the Institute's library
- Institutional membership with American Library and British Council Library

- 2.3.6. How are the students and faculty exposed to advanced level of knowledge and skills (blended learning, expert lectures, seminars, workshops etc.)?

Students are exposed to the following for developing advanced level of knowledge and skills:

- Special program on Advanced Excel
- Reliance NSDC course
- Industry visits
- Participation in seminars conducted by various professional bodies like BCC&I and AIMA
- Sessions on SPSS
- Special sessions by experts from the industry and academia
- ✓ Personality Development Program-related held in 2014:
 - "Sharpening GD and Interviewing Skills" by Mr. Suman Banerjee
 - "EI (Emotional Intelligence): EI Components & Self-Directed Learning" by Col. Mukteshwar Prasad
 - "Why they should do what they are doing: a take on ROI for the course" by Col (Retd) Prabir Sengupta
 - "Interviewing Skills, Group Discussion and Competency Based Interviewing" by Mr. Suman Banerjee
 - "Soft Skills Development" by Ms. Swati Sharma



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- “Business Communication” by Mr. Prithwish Bose, India Skill Bridge
- ✓ Expert Lectures by eminent faculty from IIM held in 2013:
 - Management Education in India by Dr. PK Ghosh, IIMA
 - Motivational Speech by Dr. KK Chaudhuri, IIMC
 - Breakthrough Management by Mr. AK Chaudhuri, IIMC
- ✓ Other exposures
 - Overview of a Stock Exchange Mr. Avik Shankar Dasgupta of National Stock Exchange - The students were so encouraged by the lecture that in their annual fest Inferno, the Kuber Club organized a competition which involved a virtual stock market.
 - Interaction with cricketer Mr. Bishen Singh Bedi and Mr. Aswin at Tollygunge Club.
- ✓ Other Skill Development Programs:
 - Linkages with Professional Bodies in 2013 – Collaborative programs with Calcutta Management Association (AMA), All India Management Association (AIMA), Federation of Indian Chambers of Commerce and Industry (FICCI), Bengal Chambers of Commerce and Industry (BCCI).
 - ‘Global Economy – The Risk Factors and Outlook for India’ (organized at CMA) by Dr. Anirban Banerjee.
 - ‘Shaping Young Mind’ (organized at National Library by AIMA and CMA) by Dr. J.J. Irani and 07 Speakers.
 - ‘Business Leadership & Ethical Values’ (organized at AIM Kolkata by CMA) by Dr. D.N. Ghosh, Former Chairman, SBI.

Faculty members also attend the above-mentioned programs with the students. In addition, they are exposed to the following for developing advanced level of knowledge and skills:

- Faculty Development Program on “Commitment to Quality in Management Education” conducted by Dr. N. R. Banerjee, Former VC, Bengal Engineering & Science University (presently, IIST), Shibpur, West Bengal
- Faculty Development Program on “Decision Making: its Art and Craft” by Mr. Sandip Bhatia, Executive Director, GMM Net Services Pvt. Ltd., Principal Consultant Octopus Systems India, CEO Kumar Techno Refractories, President ARTS, an NGO.



- Faculty Development Program on “Train the Trainers” by Dr. Archana Kalra.
- The HR & IR Committee of the BCC&I in association with Socio Legal Aid Research & Training Centre had organized a Workshop on Prevention of Sexual Harassment at Work Place - Act, 2013. Faculty member of AIM attended the same.
- Sessions on SPSS

2.3.7. Detail (process and the number of students benefitted) on the academic, personal and psycho-social support and guidance services (professional counseling/mentoring/academic advise) provided to students?

Before the commencement of the course, all students go through FIRO-B psychometric test. The analyses are made available to all respective mentors for customizing the mentoring program as per individual requirements.

The Institute has a structured mentoring system for all students of both years following the guidelines detailed below:

- Duration, frequency and form of Mentoring sessions are detailed below:
 - ✓ Duration: 20 to 30 minutes (session is allotted in the class schedule, mentioning the allotted classroom)
 - ✓ Frequency: once/twice in a week
 - ✓ Form: in Group, complemented with one-to-one mentoring as and when required, to be decided according to mutual convenience.
- Areas of Intervention:
 - ✓ Attendance
 - ✓ Motivation
 - ✓ Adherence to rules and regulations
 - ✓ Compliance to deadlines for different activities
 - ✓ Academic Performance
 - ✓ Grooming and Etiquette
 - ✓ Personality
 - ✓ Ethical Orientation
 - ✓ Relationship with peers, teachers and staff of the Institute
 - ✓ Identification of strengths and weaknesses through Self-introspection and Self-evaluation by the mentees
 - ✓ Preparation and guidance during SIP
 - ✓ Preparation and guidance for Placements



✓ Discipline

- Modus operandi of identifying the strengths and weaknesses of mentees:
 - ✓ Self-Assessment by the Mentee
 - ✓ Re-Evaluation by the Mentor in the due process
- Process of Mentoring: through open discussions and in-depth interactions as required

• Recording of the Mentoring Session:

✓ Session-wise Report

One Register is to be maintained with the Mentor (to be supplied from Academic Office) having the following format:

- Date
- Mentees present and signature
- Activity taken up in the session
- Assignment given, if any
- Signature of Mentor
- Comments

✓ End-of-Semester Report:

An Individual report to record the extent of improvement:

Parameters	Initial score (on a 7 pt. scale) To be judged only after completion of four sessions	Final score (on a 7 pt. scale) To be evaluated after completion of all sessions in a semester
Attendance		
Academic Performance		
Grooming and Etiquette		
Personality		
Ethical Orientation		
Relationship with peers, teachers and staff of the Institute		

Extremely poor: 1

Poor: 3

Good: 5

Outstanding: 7

Moderately poor: 2

Average: 4

Excellent: 6



It is to be noted that the difference in the initial and final scores for an individual will be a representation of his/her efforts, sincerity and interest to improve.

Professional counseling, mentoring and academic advices are regularly provided to the students by faculty members and external soft skills professionals.

The Institute is in the process of appointing a trained Counselor for providing the personal and psycho-social support and guidance services.

- 2.3.8. Provide details of innovative teaching approaches/methods adopted by the faculty during the last four years? What are the efforts made by the institution to encourage the faculty to adopt new and innovative approaches and the impact of such innovative practices on student learning?

All lectures given by the faculty members are supported by audio-visual presentations. The students are exposed to case-based learning and application-oriented pedagogy. Faculty members are exposed to sessions on SPSS. The students are encouraged to do all data analysis for their SIP reports by using SPSS.

The Institute provides infrastructural support to the faculty and students in the form of access to online library database and corporate database for scientific research. The library also subscribes to a considerable number of renowned national and international journals. The impact on student learning is that students get motivated to participate in conferences and seminars and publish research papers in refereed journals including the Institute's journal, 'Kindler'.

- 2.3.9. How are library resources used to augment the teaching-learning process?

Over the years, AIM Kolkata has developed its library as an outstanding learning resource centre, catering to the ever-growing and uncompromising information and intellectual requirements of students and faculty. It has a rich collection of print and digital resources in terms of quality and quantity. The air-conditioned library is built over an area of around 341 sq. metres and it has a seating capacity of approximately 60 students. Students are offered all-round support throughout the year for their academic and professional development.



AIM Library provides access to more than 9200 books, including advanced reference materials, on areas like Marketing, Finance, Systems, Human Resources, Operations, Economics, Quantitative Techniques, Social Sciences, Business Law, etc. Several reputed foreign and national journals and magazines have been subscribed. A reputed database of e-journal viz., 'EBSCO Business Source Elite', which contains more than 2800 peer-reviewed foreign and national journals, is also available in the library and accessible throughout the Institute.

'Capitaline Plus', a highly informative corporate database of around 24,000 companies, enriches the research projects of the students and faculty. The entire library operation is computerized with the help of LibSys, an integrated library management software, which enables the library to serve its clientele in a better, faster and more efficient manner. Students can also access the web at the library, while search for books and journals is made easy through open access catalogue. Reprographic facilities can be conveniently availed of at the library.

Book Bank system has been introduced for all students with the books costing Rs.6.35 Lakhs so far.

AIM is an institutional member of British Council Library, Kolkata and American Centre Library, Kolkata. Students can avail this facility to use these learning resource centres.

- 2.3.10. Does the institution face any challenges in completing the curriculum within the planned time frame and calendar? If 'yes', elaborate on the challenges encountered and the institutional approaches to overcome these.

The Institute follows the University curriculum and time schedules and does not face any challenges in completing the curriculum within the planned time frame and calendar.

- 2.3.11. How does the Institute monitor and evaluate the quality of teaching learning?

To monitor the quality of teaching learning, the Director attends lecture sessions intermittently and gives informal feedback. The Director and the Academic Coordinator also regularly collect informal feedback from the students regarding the quality of teaching.

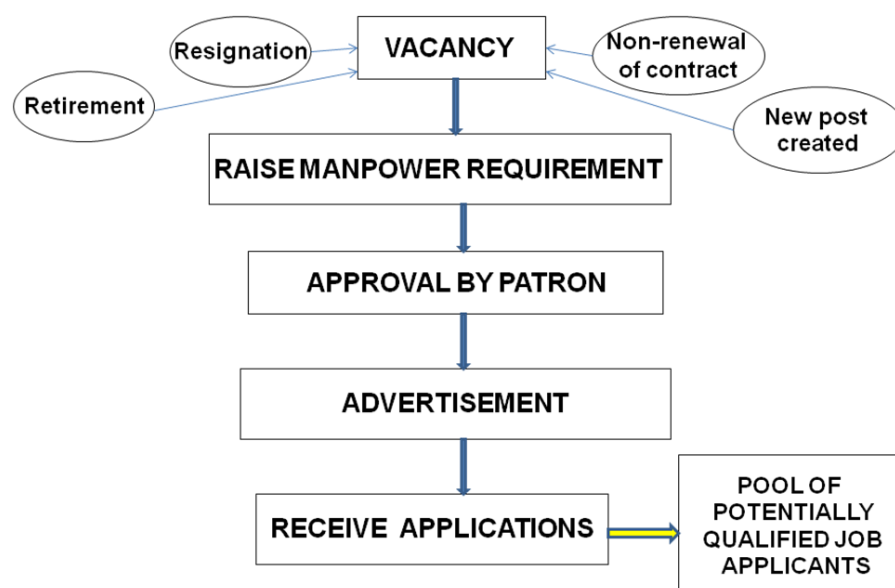
The Institute also has a formal structured feedback system to collect data from students about the quality of teaching by each faculty member. The Director gives individual feedback to the faculty members.

2.4. Teacher Quality

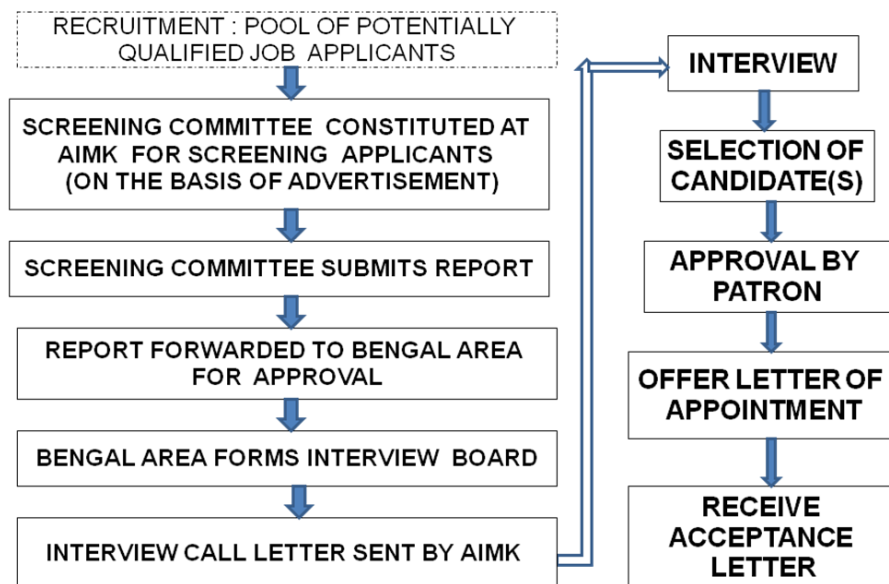
- 2.4.1. Provide the following details and elaborate on the strategies adopted by the college in planning and management (recruitment and retention) of its human resource (qualified and competent teachers) to meet the changing requirements of the curriculum.

Highest Qualification	Professor		Associate Professor		Assistant Professor		Total
	Male	Female	Male	Female	Male	Female	
Permanent teachers							
D.Sc./D.Litt.							
Ph.D.	01			02	01	02	06
M.Phil.					01	01	02
PG			01		06	01	08
Temporary teachers – NIL							
Part-time teachers – NIL							

The Recruitment Process is as under:



The Selection Process is as under:



In order to meet the changing requirements of the curriculum, the Institute encourages the faculty members to participate in various FDPs, conferences and seminars. An amount of Rs.15,000/- per annum has been earmarked for each faculty member including leave for attending/participating in FDPs and seminars/conferences. In addition to this, in-house FDPs are organized on a regular basis.

- 2.4.2. How does the institution cope with the growing demand/ scarcity of qualified senior faculty to teach new programmes/ modern areas (emerging areas) of study being introduced (Biotechnology, IT, Bioinformatics etc.)? Provide details on the efforts made by the institution in this direction and the outcome during the last three years.

The University has not introduced any new programs since 2008. However, to cope with the growing demand of teaching modern/emerging areas, the Institute takes the initiative to invite special lectures by industry experts and eminent academicians. It also has a scheduled regular forum for such discussions.

The Institute has run courses of Advanced Excel for students.

An SPSS Demo session was held for students and faculty members by SPSS South Asia Pvt. Ltd. on 04 Jan, 2014.



2.4.3. Providing details on staff development programmes during the last four years elaborate on the strategies adopted by the institution in enhancing the teacher quality.

a) Nomination to staff development programmes

Academic Staff Development Programmes	Number of faculty nominated
Refresher courses	15
HRD programmes	1
Orientation programmes	7
Staff training conducted by the university	3
Staff training conducted by other institutions	3
Summer / winter schools, workshops, etc.	3

b) Faculty Training programmes organized by the institution to empower and enable the use of various tools and technology for improved teaching-learning

- ❖ Teaching learning methods/approaches
- ❖ Handling new curriculum
- ❖ Content/knowledge management
- ❖ Selection, development and use of enrichment materials
- ❖ Assessment
- ❖ Cross cutting issues
- ❖ Audio Visual Aids/multimedia
- ❖ OER's
- ❖ Teaching learning material development, selection and use

Faculty members were exposed to the following for developing advanced level of knowledge and skills:

- Faculty Development Program on “Commitment to Quality in Management Education” conducted by Dr. N. R. Banerjea, Former VC, Bengal Engineering & Science University (presently, IIST), Shibpur, West Bengal
- Faculty Development Program on “Decision Making: its Art and Craft” by Mr. Sandip Bhatia, Executive Director, GMM Net



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Services Pvt. Ltd., Principal Consultant Octopus Systems India, CEO Kumar Techno Refractories, President ARTS, an NGO.

- Faculty Development Program on “Train the Trainers” by Dr. Archana Kalra.
- The HR & IR Committee of the BCC&I in association with Socio Legal Aid Research & Training Centre had organized a Workshop on Prevention of Sexual Harassment at Work Place – Act, 2013. Faculty member of AIM attended the same.
- Workshop on Online Marks submission and online examination forms submission attended by faculty members at WBUT.
- Workshop on SPSS

c) Percentage of faculty

- * invited as resource persons in Workshops / Seminars / Conferences organized by external professional agencies

Year	No. of faculty members	Percentage of faculty members
2011-12	07	44%
2013-14	01	6%

- * participated in external Workshops / Seminars / Conferences recognized by national / international professional bodies

Year	No. of faculty members	Percentage of faculty members
2010-11	11	69%
2011-12	07	44%
2012-13	10	63%
2013-14	08	50%

- * presented papers in Workshops / Seminars / Conferences conducted or recognized by professional agencies

Year	No. of faculty members	Percentage of faculty members
2010-11	11	69%
2011-12	07	44%
2012-13	10	63%
2013-14	04	25%

2.4.4. What policies/systems are in place to recharge teachers? (eg:



providing research grants, study leave, support for research and academic publications, teaching experience in other national institutions and specialized programmes industrial engagement etc.)

The Institute encourages the faculty members to participate in various FDPs, conferences and seminars. An amount of Rs.15,000/- per annum has been earmarked for each faculty member including leave for attending/participating in FDPs and seminars/conferences.

- 2.4.5. Give the number of faculty who received awards / recognition at the state, national and international level for excellence in teaching during the last four years.

The present Director received “Education Leadership Award” from World Education Congress on 27 June 2014.

This Award was conferred to the Director because of his leadership and contribution to the field of Education. The collaborative culture and academic environment of the Institute has helped him to develop himself into a thinker, a doer, a role model and a believer in change. The Institute has provided him the freedom of innovation and creativity. Regular interactions with the Chairman (GOC, Bengal Area, Indian Army) and eminent speakers from the industry and academia and different Chambers of Commerce have widened his knowledge base and helped him envision new areas of development. The Director has also represented the Institute in various forums like BCC&I, CMA, etc. Under his able leadership the Institute has earned two awards, namely, ‘Educational Excellence’ by The Indus Foundation and ‘Education Leadership Award’ by the Star of the Industry. Recently, the Institute has also been conferred with the prestigious ‘Golden Peacock National Training Award’ (GPNTA) 2014 for its excellence in training and management system.

Mr. Robin Sen Gupta received the following on 9th February 2013 in New Delhi:

'Shiksha Rattan Puraskar' 'for Meritorious Services, Outstanding Performance & Remarkable Role' from the India International Friendship Society' at a Seminar on 'Economic Growth & Integration'.

'Glory of India Gold Medal' for 'Individual Excellence in Recognition of Sterling Merit Performance and Outstanding Contribution for the Progress of the Nation and Worldwide' from the International



Institute of Success Awareness.

- 2.4.6. Has the institution introduced evaluation of teachers by the students and external Peers? If yes, how is the evaluation used for improving the quality of the teaching-learning process?

The Institute conducts regular review meetings and collects the opinion of students. There is a structured form to collect the feedback from students. The format of the same is provided under point no. 1.3.5 above.

Based on the feedback collected, the Director directly informs the concerned faculty members about their areas of improvement and the Academic Office looks after the infrastructural developments as per the feedback.

2.5. Evaluation Process and Reforms

- 2.5.1. How does the institution ensure that the stakeholders of the institution especially students and faculty are aware of the evaluation processes?

The detailed evaluation process is displayed during the admission of the students. The same is repeated during the Orientation program. Faculty members are briefed by the Academic Coordinator about the evaluation process.

The detailed schedule of the internal and external evaluation process is provided in the Academic Calendar published at the beginning of the semester. The Academic Calendar is also duly uploaded onto the Institute website and displayed on Notice Boards.

- 2.5.2. What are the major evaluation reforms of the university that the institution has adopted and what are the reforms initiated by the institution on its own?

Major evaluation reforms of WBUT:

- Online uploading of Internal Marks since 2013
- In addition to PPS (Post Publication Scrutiny) and PPR (Post Publication Review), WBUT has introduced PPV (Post Publication Viewing) of answer scripts by concerned students.
- Every examiner is allotted a specific Identification no. as Examiner or Scrutinizer. This enables WBUT to fix the responsibility and accountability.



- The University arranges for a meeting/workshop prior to the Semester examinations to explain the responsibilities of the evaluators.
- Remuneration of the evaluators is being directly credited by the University to bank accounts through NEFT of respective evaluators.

Evaluation process as per WBUT guidelines is as under:

For theory papers:

End Semester examination conducted by WBUT: 70 marks

Internal Evaluation by Institute: 30 marks

Class Test: 15 marks

Assignment: 10 marks

Attendance: 05 marks

Total: 100 marks

For Summer Internship Project and Grand Viva Voce

Internal Evaluation by Institute:

for each 100 marks

The reforms initiated by the Institute on its own are in the area of 10 marks designated for Assignment. Class Test needs to be conducted as per WBUT schedule. In addition to the normal written Assignments, the reforms include Presentations, Case Study analysis, Surprise Tests etc.

- 2.5.3. How does the institution ensure effective implementation of the evaluation reforms of the university and those initiated by the institution on its own?

The Institute has ensured effective implementation of the evaluation reforms of the University by strictly adhering to the evaluation reforms introduced by the University. As far as those reforms initiated by the Institute on its own are concerned, faculty members are encouraged to adopt any one or more of the reformed evaluative processes.

- 2.5.4. Provide details on the formative and summative assessment approaches adopted to measure student achievement. Cite a few examples which have positively impacted the system.



The University follows the summative assessment approach to measure student performance. However, for overall development of the students, the Institute on its own has adopted certain formative approaches. A few examples which have positively impacted the system are detailed below:

- Presentation of current topics and management related issues
- Extempore speeches
- Master of Ceremony (MC) in various events
- Role plays
- Case analyses
- Research paper presentation and publication
- Book Reviews
- Critical review of films

- 2.5.5. Detail on the significant improvements made in ensuring rigor and transparency in the internal assessment during the last four years and weightages assigned for the overall development of students (weightage for behavioral aspects, independent learning, communication skills etc.)

The significant improvement made in ensuring rigor and transparency in the internal assessment during the last four years is that a centralized system has been introduced for internal assessment which is a prototype of the University end-semester examination. Earlier this test was being conducted individually by the respective faculty members in their allotted class hours. Mobile jammers have also been introduced to prevent adoption of unfair means within the premises of the examination halls.

Various awards, scholarships and prizes are conferred to students based on the following criteria:

NAME OF THE SCHOLARSHIP / AWARD	ELIGIBILITY CRITERION
TATA Merit Scholarship	<ul style="list-style-type: none">• Wards of Defence Personnel only• First Year Students• Selection based on YGPA-1
AGIF Scholarship	<ul style="list-style-type: none">• Students of Army Category• UG marks for 1st year students and YGPA1 for 2nd year students
DLF Raghvendra Scholarship	<ul style="list-style-type: none">• Students of Army Category• Admission Test Score• Income of the parent/ guardian less than Rs 3 Lakh per annum



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NAME OF THE SCHOLARSHIP / AWARD	ELIGIBILITY CRITERION
Army Commander's Meritorious Scholarship	Final Year Students <ul style="list-style-type: none"> • Topper in Marketing • Topper in Finance • Topper in HR • First position among Girl Students (w.r.t. DGPA)
Army Commander's Scholarship	<ul style="list-style-type: none"> • 1st year students • Best performers w.r.t. Admission Test Score and UG marks in the following categories in order of preference: <ul style="list-style-type: none"> ✓ Retd NCO/OR ✓ Retd JCO ✓ Serving NCO/OR ✓ Serving JCO
Chairman's Scholarship	<ul style="list-style-type: none"> • Wards of NCO/OR (serving/retd) • Best performers w.r.t. Academic performance and discipline
Army Commander's Gold Medal for Best All-Round Student	<ul style="list-style-type: none"> • Academic Performance • Overall Class Attendance • Students' Council representation • Cultural event participation • Sports event participation • Placement
Patron's Silver Medal for Second Best All-Round Student	<ul style="list-style-type: none"> • Academic Performance • Overall Class Attendance • Students' Council representation • Cultural event participation • Sports event participation • Placement
Chairman's Silver Medal for Best Student In Army OR (Other Ranks) Category	<ul style="list-style-type: none"> • Top student according to DGPA and belonging to Army OR (Other Ranks) category • Academic Performance
COAS All-Round Best Student Rolling Trophy	<ul style="list-style-type: none"> • Academic Performance • Overall Class Attendance • Co curricular event participation • Sports event participation



NAME OF THE SCHOLARSHIP / AWARD	ELIGIBILITY CRITERION
Awards of Academic Excellence • AWES Gold Medal • AWES Silver Medal • AWES Bronze Medal	• Academic Performance – Top 3 DGPA's

- 2.5.6. What are the graduate attributes specified by the college/ affiliating university? How does the college ensure the attainment of these by the students?

Graduate attributes specified by the affiliating University are as follows:

- A Nine-point grading system on base of 10 is followed in the University.
- Categorization of these grades and their correlation are as under:

Qualification	Grade	Score on 100 Percentage Points	Grade Point
Outstanding	O	90+	10
Excellent	E	80+ - 90	9
Very good	A	70+ - 80	8
Good	B	60+ - 70	7
Fair	C	50+ - 60	6
Below Average	D	40+ - 50	5
Failed	F	Below 40	2

The Institute ensures the attainment of high grades by the students by proper planning and implementation of the academic programs, including extra classes for the weak students in various subjects. Throughout the year, through the mentoring process, mentors are aware of the weaknesses of their respective mentees and remedial measures are taken accordingly.

- 2.5.7. What are the mechanisms for redressal of grievances with reference to evaluation both at the college and University level?

The mechanisms for redressal of grievances with reference to evaluation at the University level are PPS (Post Publication Scrutiny), PPR (Post Publication Review) and PPV (Post Publication Viewing) of answer scripts by aggrieved students. The Institute provides all necessary support to the students for availing the above facilities.

2.6. Student Performance and Learning Outcomes

- 2.6.1. Does the college have clearly stated learning outcomes? If 'yes', give details on how the students and staff are made aware of these.

The Institute has clearly stated learning outcomes in each and every subject, which are maintained in course files. Students are provided with a copy of the same at the beginning of the semester. Course files are archived by the Academic Office and made available to the teaching staff as and when required.

- 2.6.2. Enumerate on how the institution monitors and communicates the progress and performance of students through the duration of the course/programme? Provide an analysis of the students results/achievements (Programme/course wise for last four years) and explain the differences if any and patterns of achievement across the programmes/courses offered.

Through the duration of the course, the faculty members monitor and communicate the progress and performance of students through structured mentoring sessions. Parents are also communicated in disciplinary cases.

COURSE	UNIV EXAMINATION RESULTS (DGPA out of 10)				
	> 7.99	7.00 – 7.99	6.00 – 6.99	5.50 – 5.99	5.00 – 5.49
MBA – 13 (118) 2009-2011	10	75	33	0	0
MBA – 14 (116) 2010-2012	4	88	24	0	0
MBA – 15 (113) 2011-2013	7	70	36	0	0
MBA – 16 (117) 2012-2014	8	62	43	0	0



The Institute has been able to maintain good results consistently over the last few years. In the last four years, Ms. Swati Tiwari of 2009-11 batch was a rank holder in WBUT.

- 2.6.3. How are the teaching, learning and assessment strategies of the institution structured to facilitate the achievement of the intended learning outcomes?

To facilitate the achievement of the intended learning outcomes, the teaching, learning and assessment strategies of the Institute include identification of enabling objectives for each topic in each course, group presentations and case study analyses by students.

- 2.6.4. What are the measures/initiatives taken up by the institution to enhance the social and economic relevance (student placements, entrepreneurship, innovation and research aptitude developed among students etc.) of the courses offered?

The emphasis of the Institute has always been to place all students. In a professional course like MBA placement is the primary objective. From the inception of the course, the students are groomed to be industry-ready academically and psychologically. Moreover, they are also provided the opportunity to hone their entrepreneurship ability and innovative skills by running the Institute cafeteria and organizing mega-events like 'Bazaar' and 'Inferno'.

The Institute provides infrastructural support to the students in the form of access to online library database and corporate database for scientific research. The library also subscribes to a considerable number of renowned national and international journals. Students are encouraged to participate in conferences/seminars/poster exhibitions, management fests/competitions and publish research papers in refereed journals including the Institute's journal, Kindler.

Entrepreneur-cell (e-cell) conducts innovative programs like 'SELL FOR A CAUSE' during the college fest Inferno 2014, collaboration with 'Ankur Kala', an NGO where 3 teams competed with each other to sell specialized handicrafts made by the NGO within a given time. The event, 'Bazzare' showcased the entrepreneurship skill of the group of students where they had to sell innovative products and team with the maximum sales considered as winner.

- 2.6.5. How does the institution collect and analyze data on student



performance and learning outcomes and use it for planning and overcoming barriers of learning?

The Institute collects the results published by the University semester-wise and analyses the performance of the students paper-wise. This is also analyzed in the Governing Body meeting. Based on the analyses, remedial measures like special tutorial sessions are arranged for the needy students.

2.6.6. How does the institution monitor and ensure the achievement of learning outcomes?

The Institute monitors the University results and internal assignments and provides feedback to the students and concerned faculty members such that the learning outcomes are achieved. Moreover, remedial measures like special tutorial sessions are arranged for the needy students.

2.6.7. Does the institution and individual teachers use assessment/evaluation outcomes as an indicator for evaluating student performance, achievement of learning objectives and planning? If 'yes' provide details on the process and cite a few examples.

Yes, the Institute and individual teachers use assessment/evaluation outcomes as an indicator for evaluating student performance, achievement of learning objectives and planning. Based on the assessment/evaluation outcomes, re-evaluation of the learning objectives including pedagogy is done. Feedback is also passed on to individual mentor – faculty members in order to take necessary remedial actions. For example, students weak in communication and/or stage fright are made to enact the role of Master-of-Ceremony (MC), speak extempore, give presentations etc.

Any other relevant information regarding Teaching-Learning and Evaluation which the college would like to include.

The Institute has to follow the norms and guidelines regarding Teaching-Learning and Evaluation provided by the University. However, the faculty members of the Institute regularly participate as Paper-setters, Examiners, Head Examiners, Officer-in-Charge and Invigilators for Semester examinations.



CRITERION III: RESEARCH, CONSULTANCY AND EXTENSION

3.1. Promotion of Research

- 3.1.1. Does the institution have recognized research center/s of the affiliating University or any other agency/organization?

The Institute has a few Memorandums of Understanding (MoUs), as detailed below:

- MoU with Command Military Dental Centre (Eastern Command) to provide research and statistical assistance.
- MoU with Project UDAAN for CSR activity.
- MoU with iSolution Software Systems Pvt. Ltd. for conducting orientation and development program.
- MoU with IIT Kharagpur Alumni Association, Kolkata for lecture, guest talk, seminar, conference, workshop, training program, curriculum enrichment program and research activities.
- Agreement with National Stock Exchange of India Ltd. for conducting NCFM Examination at the Institute premises.

- 3.1.2. Does the Institution have a research committee to monitor and address the issues of research? If so, what is its composition? Mention a few recommendations made by the committee for implementation and their impact.

The Institute has a Research Committee to monitor and address the issues of research.

Its present composition is as follows:

Coordinator: Dr. Madhusudan Nandan

Members:

Dr. Swapna Dutta Khan

Prof. Pramit Sen Gupta

The Committee is flexible to accommodate one or two representatives from interested students.

Few recommendations made by the committee for implementation and their impact are as follows:

- Research committee has initiated proposal for a dedicated physical space for using the available infrastructural facilities in

the best way. The “Research Centre” has been established and has started functioning.

- Provisions for specific research requirement in terms of procuring journals, books etc. by the individual researcher.
- Provisions for small grant for books to facilitate individual research to the faculty members pursuing Ph. D, which in turn will enhance Library resources.
- Providing financial support for small research projects to the faculty members.
- Flexi-hours provisions for the Researchers.

3.1.3. What are the measures taken by the institution to facilitate smooth progress and implementation of research schemes/ projects?

- autonomy to the principal investigator
- timely availability or release of resources
- adequate infrastructure and human resources
- time-off, reduced teaching load, special leave etc. to teachers
- support in terms of technology and information needs
- facilitate timely auditing and submission of utilization certificate to the funding authorities
- any other

Since the Institute is under the process of developing an enriched Research Centre and subsequently creating an ambience for research culture, the following measures have taken to encourage research related activities:

- For internally funded research activities, researcher enjoys full autonomy. For externally funded research projects autonomy is given to the Principal Investigator(s).
- Amount received from the external funding agencies allocated to the Institute are monitored through the Accounts Department under the coordination of the Principal Investigator(s) in order to ensure timely disbursement.
- The Institute has arranged for adequate infrastructural facilities in its Research Centre. The provision for accommodating four to five researchers at a time has been made. Computer powered with updated statistical packages are available. In addition to the present subscriptions, more journals referred by researchers are being considered for subscriptions from the Library Funds.
- Flexi-hours for the faculty members for the purpose of research have been introduced. One time short leave has also been granted for academic research. Institute also encourages making intra-faculty adjustment of academic load for facilitating research.



- The library of the Institute supports research activities by providing access to various journals, publications and databases through Ebsco, Capitaline Plus, etc. Moreover, the Institute has institutional membership of British library and USIS. The Institute also has SPSS uploaded in its computers to enable the interested researchers to use it for research analysis.
- The Institute emphasizes on adequate planning of all activities and on timely completion of the same.

3.1.4. What are the efforts made by the institution in developing scientific temper and research culture and aptitude among students?

To develop scientific temper and research culture and aptitude among students numerous sessions of Multivariate Analysis are conducted on SPSS in the Institute. Students are encouraged to use the SPSS package in the analysis part of their project report. Students are also encouraged to do publications and attend conferences as detailed below:

(a) **Kindler – Journal of Army Institute of Management**

Institute publishes ‘Kindler’ – double-blind peer reviewed bi-annual journal with ISSN No. 09730-0486. A Section is dedicated to Students’ contribution in each issue, where their original contributions in the form of articles are published along with synopsis of their internship project reports.

A Special issue (Vol XII, Nos 1&2, Jan-June 2012 and July-December 2012) was published dedicated to student contributions only to encourage and develop scientific temper and research culture and aptitude among students. Students are also encouraged to participate in various competition and conferences individually or in association with their faculty members, eg.,

- Sayak Naha, Student, Batch - MBA 15 (2011-13) won the 2nd runner up at “Money Matters” essay writing competition arranged by Calcutta Management Association, 2013.
- Lavlesh Upadhyay, Rincal Kaur & Prashanth K, Students, Batch-MBA 16(2012-14) were the winners of “Money Matters” essay competition organized by Calcutta Management Association, 2014. Their topic was, “An analysis of the present Indian Financial Market and three suggested Major areas of reform”.

Both the contributions have been published in different issues of Kindler.

- A Poster was presented at International Marketing Conference (MARCON) 2012 at IIM Calcutta by Students of Batch 15 (2011-



13), W. Shalini and Perna Tyagi along with their faculty members Dr. Shovan Chowdhury and Prof. Protik Basu. Their Poster Presentation was on 'Exploring The Factors Motivating Consumers' Buying Behaviour Towards Baby Wipes And Translating Them Into Technical Requirements'.

- The poster was published in the Special Issue of Kindler.

(b) Other Publications

- Alam, Ahmed Parveen and Mukherjee, J. (2013) HR Policies and Practices: The Reality – A Case Study, International Journal of Advanced Research in Management and Social Sciences; 2(1) pp. 136-150 (ISSN: 2278-6236)
- Ahmed, Parveen & Bhattacharya, D. (2011), Competency-Based Succession Planning: An Emerging Tool In HRM; Survey; 51(1&2), pp. 105-124(ISSN: 0586-0008)

Both the co-authors, Jayanti Mukherjee and Debarchana Bhattacharya were students of Army Institute of Management and had their publications with a core faculty.

(c) Conferences

- A Poster was presented at International Marketing Conference (MARCON) 2012 at IIM Calcutta by Students of Batch 15 (2011-13), W. Shalini and Perna Tyagi along with their faculty members Dr. Shovan Chowdhury and Prof. Protik Basu.
- Paper titled "Competency-Based Succession Planning: An Emerging Tool In HRM", jointly authored by Parveen Ahmed & Debarchana Bhattacharya, was presented at the International Conference on Management & Social Welfare Issues : Contemporary Perspectives, organized by IISWBM, Kolkata at the Institute's premises on January 13-14, 2011.

Salient features of the research facilities available are as follows:

EBSCO 'Business Source Elite' Database:

- Total no of publications (journal & magazine) in Business Source Elite database is 5000+.
- There are more than 2800 academic journals in the database.
- Out of these, nearly 120 journals are from Indian publishers.
- Access is available to EBSCO database 24 hours/ 365 days a year via EBSCO host. Can be accessed from entire campus through Internet.
- Helpful for Faculty Development Program and Management Development Program.



- Faculty Research Development using EBSCO's Business and Management database.
- Immensely helpful for extensive Literature Study for the researchers.
- Encouraging students for research work based on the database. Students and faculty members can even directly get in touch with the author of a particular article for further references and research papers.
- Unlimited/unrestricted access to all students and faculty within the campus
- Provisions for setting up of user profiles and e-mail alerts.
- No royalty payments for printing, downloading or emailing of full text since all the materials are Copyright cleared (Cannot be commercially sold however).

Capitaline Plus Database:

It is a business database on Indian companies. It provides Information on companies with their financial and non-financial information with company query, industry, finance, scoreboard and projections models.

Capitaline Plus provides fundamental and market data on more than 23,000 Indian listed and unlisted companies, classified under more than 300 industries, along with powerful analytic tools.

Extensive data and analysis on every company profile, directors, more than 10-year financials (P&L, balance sheet, cash flow, consolidated financial data, segment data, forex data, R&D data, ratios, etc), quarterly results, ownership pattern, finished products, raw materials, share price data, directors' report, management discussion, notes to account, business news, corporate events, etc.

Live News: Capitaline Plus package has a Live News section, which gives a wide range of news story updates including market commentary, price movements of stocks, all market reports, corporate happenings, results, IPOs, politics, economy, quarterly performance, research reports, etc.

Fact Sheets: Powerful aggregation screens displaying scoreboards of companies classified under different catalogues like Industry, House, State, Country, Product, Stock Exchange, Index, etc. Catalogues can have sub-catalogues up to 6 levels.



- 3.1.5. Give details of the faculty involvement in active research (Guiding student research, leading Research Projects, engaged in individual/collaborative research activity, etc.)

All faculty members are compulsorily assigned with the responsibilities of guiding Summer Internship Project (SIP) on various areas for a number of students every year. The students undergo 4-8 weeks of Summer Internship as per the University curriculum. Each student is allotted to a faculty mentor who guides them at regular intervals. These projects are mainly based on primary quantitative data and involve different levels of statistical analysis and interpretation for writing the report. They also use secondary quantitative data and sometimes qualitative data of both types as well. All reports compulsorily contain a chapter on research methodology and also include other required format necessary for research paper. Good SIP reports are considered for publication in the Institute's Journal.

Besides individual faculty members are engaged in various research activities at their individual capacities leading to presentation, publication and award of research degrees. For example, seven faculty members have been awarded Ph.D degree from various important universities of India.

Students are also encouraged to participate in various competition and conferences individually or in association with their faculty members. A few examples are given in 3.1.4 (b) and (c).

- 3.1.6. Give details of workshops/ training programmes/ sensitization programmes conducted/organized by the institution with focus on capacity building in terms of research and imbibing research culture among the staff and students.

The Institute conducts regular training on Advanced Excel and SPSS with focus on capacity building in terms of research.

Some special sessions are also held for imbibing research culture among the staff and students as follows:

- Data Analytics
- Cyber Crime
- Stock Exchange
- Special class on Marketing Research for Summer Internship Project (SIP)



- 3.1.7. Provide details of prioritized research areas and the expertise available with the institution.

The Institute offers only one program and the MBA degree demands all round basic skills in every areas of the course. Therefore, the focus is on holistic research training which enables the students to undertake any research activity of their choice or according to their profile's requirement. However the faculty members are having individual specialization in various disciplines and they are clubbed under three major areas: Marketing, Finance and HRM.

- 3.1.8. Enumerate the efforts of the institution in attracting researchers of eminence to visit the campus and interact with teachers and students?

The Institute attracts researchers of eminence to visit the campus and interact with teachers and students on a regular basis. Details of a very few such sessions are given below:

- Session by: Dr. M. K. Barai
Date: 18 March, 2014
Topic: The Growing Importance of Indo-Japan Economic Relationship
Major points:
 - ✓ Japanese Need for a New Strategic Economic Partner – Backdrop China.
 - ✓ What Are the Indian Attractions?
 - ✓ Domestic variables and India's promises to Japan.
 - ✓ Positioning India for a Japanese Economic Partnership.

- Session by: Mr. Krishen Mehta from USA
Date: 28 January, 2014
Topic: Global Trade, Tax and Social Justice

Mr. Krishen is a former partner with PricewaterhouseCoopers (PwC) and currently serves on the Advisory Board of Aspen Institute's Business and Society Program and as a Senior Global Justice Fellow at Yale University, USA.

- Session by: Prof. Peter P. Mueller, a renowned management professional from Germany
Date: 12 February, 2014
Topic: Strategic Management
Major points:



IT Strategic Management

- ✓ Sales and marketing concepts
- ✓ Web-based marketing management
- ✓ HR strategy

- Session by: Prof. (Dr.) N. R. Banerjee, First Vice Chancellor, Bengal Engineering and Science University, Shibpur

Date: 29 April, 2014

Topic: Commitment to Quality in Management Education

Major points:

- ✓ Quality aspects and best practices related to management teaching.
- ✓ Documentation and Accreditation process.

- Session by: Dr. (Mrs.) Archana Kalra

Date: 07 June, 2014

Topic: Train the Trainers

Major points:

- ✓ Classroom Management in changing times
- ✓ Integrative approach to being a 'teacher'
- ✓ Communication and how it should be exercised
- ✓ Effective and efficient management of students through molding, motivation, reinforcing and rejuvenation style.

Partial list of similar sessions in 2013:

DATE	SPEAKER	TOPIC
08 Jun	Mr. Sumit Surolia	Advance Excel
12 Jul	Dr. Anirban Banerjee (CMA)	Global Economy -The Risk Factors and Outlook for India
13 Jul	Prof. Ambujaksha Mohanty, MTPL Group	Advanced and Basic Excel
16 Jul	Dr. BK Mukherjee	Strategic Management
22 Jul	Dr. PK Ghosh, IIMA	Management Education in India
25 Jul	Dr. KK Chaudhuri Former Director, AIM	Motivational Speech



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DATE	SPEAKER	TOPIC
31 Jul	Dr JJ Irani and 07 Speakers	Shaping Young Mind
02 Aug	Mr. AK Chaudhuri, IIMC	Breakthrough Management
07 Aug	Dr. DN Ghosh, Former Chairman, SBI	Business Leadership & Ethical Values
12 Aug	Ms. Aneesha, Organic Tree Global	What make good Manager
14 Aug	Mr. Ananda Das, NIIT Alipore	Advanced Excel and SAS

Such sessions have been a regular feature of the academic program for the last many years.

- 3.1.9. What percentage of the faculty has utilized Sabbatical Leave for research activities? How has the provision contributed to improve the quality of research and imbibe research culture on the campus?

The Institute does not have a formal system of Sabbatical Leave within the administrative policies of the organization. However, in order to encourage research activities, a few faculty members were granted Special Leave to carry out research on specific topics.

This provision has encouraged the junior faculty members to participate in further research activities and publications.

- 3.1.10. Provide details of the initiatives taken up by the institution in creating awareness/advocating/transfer of relative findings of research of the institution and elsewhere to students and community (lab to land)

The Institute publishes a research journal with ISSN No., which is circulated to various academic Institutes of the country, individual contributors and other stakeholders. The same is also available on the website of the Institute.

Other initiative taken by the Institute involves encouraging students to carry out a market survey and find out the feasibility of running a cafeteria on campus as an entrepreneurial venture as detailed below:

- Three students (two from finance and one from marketing specialization) together started the Cafeteria, 'Garrison', within



the campus, working beyond the class hours which ran successfully for two years under their leadership.

- Management and Alumni of the Institute provided the necessary infrastructural support.

3.2. Resource Mobilization for Research

- 3.2.1. What percentage of the total budget is earmarked for research? Give details of major heads of expenditure, financial allocation and actual utilization.

An amount of Rs 1,00,000/- has been allotted for the Research purpose. This amount may be allocated under three heads.

- Providing financial support for small research project to the faculty members.
- Onetime small grant to individual faculty researcher
- Developing infrastructural support system for the advancement of research.

- 3.2.2. Is there a provision in the institution to provide seed money to the faculty for research? If so, specify the amount disbursed and the percentage of the faculty that has availed the facility in the last four years?

Providing financial support for small research project to the faculty members amounting Rs. 10,000 – 12,000 . The fund is allocated through evaluating the merit of the proposal as submitted by the individual researchers. Basic outline of the proposal is detailed below:

- Introduction
- Topic area
- Research question
- Your preliminary work on the topic
- Methodology
- Data Requirement
- Analytic Plans
- Time Frame
- Budget

This is a new initiative and no such provision existed earlier though research was done by faculty members albeit in their individual capacity.

- 3.2.3. What are the financial provisions made available to support student

research projects by students?

An amount of Rs 1,00,000/- has been allotted to support research projects. The Institute has also sponsored students to attend conferences. Students are also paid stipends by the organizations for conducting research, as a part of internship programs.

- 3.2.4. How does the various departments/units/staff of the Institute interact in undertaking inter-disciplinary research? Cite examples of successful endeavors and challenges faced in organizing interdisciplinary research.

The Institute has formed a Research Centre focusing on interdisciplinary research. Certain initial skills for research have been imparted to the faculty members and students for ensuring effective use of statistical tools. Various sessions of Multivariate Analysis have been conducted on SPSS in the Computer as a part of the curriculum. Students are encouraged to use the SPSS package in the analysis part of their internship.

- 3.2.5. How does the institution ensure optimal use of various equipment and research facilities of the institution by its staff and students?

The Institute encourages research activities and supports it by providing access to various journals, publications and databases through Ebsco, Capitaline Plus, etc. Moreover, the Institute has institutional membership of British library and USIS. It also has SPSS uploaded in its computers to enable the interested students and staff to use it for research analysis. Students also take special classes on Advanced Excel in the Institute premises, so that they may use the same for research too. By sponsoring the students and faculty members to various forums of competition and conferences, the Institute is able to ensure optimal use of various equipment and research facilities. Students are taught advanced statistical methodology from the 2nd semester and are strongly encouraged to use the same along with the installed SPSS 22 for their research with respect to Summer Internship and Projects. Faculty members use SPSS 22 for research on primary data.

- 3.2.6. Has the institution received any special grants or finances from the industry or other beneficiary agency for developing research facility? If 'yes' give details.

Amount paid for installing SPSS software, i.e., Rs.1,67,630/- on 21



February, 2014 was paid from AIM Capital Fund received from Army Welfare Education Society (AWES) as a Technical Grant.

- 3.2.7. Enumerate the support provided to the faculty in securing research funds from various funding agencies, industry and other organizations. Provide details of ongoing and completed projects and grants received during the last four years.

Rs. 15,000/- per faculty is allotted for attending/presenting paper in conferences/seminars/workshops, etc. – an outcome of their research. 6 faculty members have got their PhD degrees while they were associated with the Institute. However, none had used any fund from any funding agencies, industry and other organizations.

3.3. Research Facilities

- 3.3.1. What are the research facilities available to the students and research scholars within the campus?

The research facilities available to the students and research scholars within the campus are Ebsco, Capitaline Plus, e-journals, SPSS, etc. The Institute has installed SPSS22 software enabling Multivariate Statistical Analysis in the Computer Lab in 10 PCs, and in the PCs of faculty members, Research Centre and few class rooms, thus easing the research on primary quantitative data. The Institute also has its own in-house publication 'Kindler'.

- 3.3.2. What are the institutional strategies for planning, upgrading and creating infrastructural facilities to meet the needs of researchers especially in the new and emerging areas of research?

The Institute has initiated the process with a modest amount of resources. It is planning to develop and integrate different areas of research with focus on interdisciplinary research. The Institute already has an area earmarked as Research Centre, Ebsco, Capitaline Plus and SPSS 22 for encouraging research..

- 3.3.3. Has the institution received any special grants or finances from the industry or other beneficiary agency for developing research facilities?? If 'yes', what are the instruments / facilities created during the last four years.

The Institute has received Technical Grant from AWES. The amount paid for installing SPSS software, i.e., Rs.1,67,630/- in 2014 was



given from AIM Capital Fund (Technical Grant)

- 3.3.4. What are the research facilities made available to the students and research scholars outside the campus / other research laboratories?

The Institute maintains memberships with BCC&I, Higher Education Forum (HEF), USIS (American Library) and British Council Library.

- 3.3.5. Provide details on the library/ information resource center or any other facilities available specifically for the researchers?

The Institute has a “Research Centre” in the Library, facilitated by a desktop with Internet connection, Capitaline Plus and loaded with SPSS Ver 22.

- 3.3.6. What are the collaborative research facilities developed/ created by the research Institutes in the college. For ex. Laboratories, library, instruments, computers, new technology etc.

The Institute has taken the initiative to collaborate with various important institutions like IIT, BCCI, NSE and many others for the purpose of research cooperation. The Institute has signed two Memorandums of Understanding with IIT and NSE for mutual collaboration of sharing knowledge and advancement of research in common areas of interest. We have also strengthened our ties with BCCI to ensure our academic undertakings and theoretical understandings get appropriate exposure in the harsh realities of industrial operations and firm grounding in everyday realities.

3.4. Research Publications and Awards

- 3.4.1. Highlight the major research achievements of the staff and students in terms of

- * Patents obtained and filed (process and product)
- * Original research contributing to product improvement
- * Research studies or surveys benefiting the community or improving the services
- * Research inputs contributing to new initiatives and social development

Individual faculty members are engaged in various research activities in their individual capacities leading to presentation, publication and award of research degrees. For example, seven faculty members have been awarded Ph.D degree from various important universities of



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India while they were engaged as faculty in this Institute (2011-2013). Besides other faculty members had done considerable work while they were in employment in this Institute and some are pursuing their Ph. D. work at present.

- 3.4.2. Does the Institute publish or partner in publication of research journal(s)? If 'yes', indicate the composition of the editorial board, publication policies and whether such publication is listed in any international database?

Institute publishes 'Kindler' – double-blind peer reviewed bi-annual journal with ISSN No. 09730-0486.

The editorial Board comprises the following members:

Editor: *Dr Parveen Ahmed Alam*

Faculty, Army Institute of Management, Kolkata

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Policies:

- Any publication in ‘Kindler’ goes through a double-blind peer review.
- It is published twice a year.
- On special occasions it is published annually with more coverage.
- It has an ISSN No. 09730-0486.
- Publication follows a detailed SOP, as given below:

SOP for Kindler - The Journal of Army Institute of Management Kolkata

- Frequency of Journal: Bi –annual
- Contents: Research Contributions (Papers and Articles, Students’ Contribution, Synopses of Internship Projects and Book Reviews)
- Process - Steps involved in Inviting Contribution and Selection of Contents:
 - ✓ Call for papers are printed in previous issue and distributed along with it; call for papers is also posted on the AIM website. Students are intimated to submit articles and synopses of internship projects for the Students’ Section of the Journal. All submissions are done in MS Word format in soft copy.
 - ✓ Papers are to be sent by contributors within timeline (if specified, otherwise, upon discretion of the Editor).
 - ✓ Upon receipt of research contributions, each paper sent for peer review to two experts from relevant areas. The papers are sent without any affiliation or contributors’ details (blind review) to enable unbiased evaluation. All correspondences are done through e-mail. Editor’s discretion exists as to selection of reviewer(s) and also number of experts in the reviewer panel.
 - ✓ Upon receipt of reviewed papers, those unanimously rejected are discarded. Upon reviewers’ recommendation feedback is sent to the contributors who are requested to make any changes if necessary.
 - ✓ Upon receipt of all corrected contributions (at least five research contributions, three book reviews, two/three synopses of internship projects and one student contribution)

the entire contents are compiled in soft copy for preliminary editing and formatting (font, font size, margins etc). A preliminary editing is done on hard copy and changes are incorporated. A draft soft copy is made ready for submission to vendor.

- ✓ The total size of the Journal (cover to cover) is 100 – 110 pages.
- ✓ Initiated by administration the vendor selection procedure follows through invitation for quotations.
- ✓ The selected vendor will publish two issues of the Journal of the same year unless deemed unfit by the Editor for any gross error committed by him in printing or any other reasons.
- ✓ On selection of vendor the complete soft copy is submitted to the vendor for formatting and printing according to specifications provided.
- ✓ At least two drafts are exchanged in two cycles between the Editor and vendor wherein proofreading is done and changes are made wherever required.
- ✓ For final review if necessary printers soft copy is inspected once at the printers' venue before final printing.
- Distribution
 - ✓ Upon completion of printing, the Journal is received by the Administration and distributed and dispatched accordingly to various institutions and select people for free or in exchange of the Journal published by those Institutes.
 - ✓ The Journal is either sent by Book Post or through courier.
 - ✓ A feedback form is also dispatched along with the Journal.
- Administration
 - ✓ The administrative responsibility of publication of Kindler lies with the Kindler Committee formed by the management and announced each year. The members comprise one Coordinator and Editor, two faculty as members and one student representative. They are assisted by one staff member.
 - ✓ The Kindler Committee takes all decisions related to the publication of the Journal – selection of papers, timeline of publication, inviting contributions, deciding on the expert panel, printing, printer, etc.
 - ✓ The Editor of the Journal has the sole discretionary power.
- Payment of Vendor
 - ✓ On delivery of the Journal to the administration, the vendor submits his bill to the accounts department for payment and collects his cheque from the said department.
 - ✓ Kindler is available online on www.aim.ac.in



3.4.3. Give details of publications by the faculty and students:

- * Publication per faculty
- * Number of papers published by faculty and students in peer reviewed journals (national / international)
- * Number of publications listed in International Database (for Eg: Web of Science, Scopus, Humanities International Complete, Dare Database - International Social Sciences Directory, EBSCO host, etc.)
- * Monographs
- * Chapter in Books
- * Books Edited
- * Books with ISBN/ISSN numbers with details of publishers
- * Citation Index
- * SNIP
- * SJR
- * Impact factor
- * h-index

Number of papers published in peer reviewed journals (national / international) by faculty and students

2010-11: 14 Publications	2011-12: 12 Publications
2012-13: 12 Publications	2013-14: 09 Publications

Conference Papers:

2010-11: 18 Papers	2011-12: 11 Papers
2012-13: 15 Papers	2013-14: 04 Papers

Chapter in Books

2010-11: 6	2011-12: 2
2012-13: 3	2013-14: 2

Books with ISBN/ISSN numbers with details of publishers

2011-12: 1

Publications in Journals/Magazines (APA Style of Referencing)

2010-11

1. Chaudhuri, K.K. (2010). India Inc: Alignment of Business, HR & Technology. *Personnel Today*.



2. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2010). Using Empirical Mode Decomposition to compare Gaussian and Non-Gaussian model of stock price distribution, *Decision*, Spl issue, 37(1).
3. Ahmed, P., & Bhattacharya, D. (2011). Competency- based Succession Planning: An Emerging Tool in HRM, *Survey*, 51(1 – 2).
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15. Ahmed, P., & Kaushik, M.D. (2011). Career Planning – An Imperative for Employee Performance Management System, *IJBIT-International Journal of Business Insights and Transformations*, 4(2), 102–109.
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19. Bhattacharya, S.N., Bhattacharya, M., & Guhathakurta, K. (2012). Exploring Presence of Long Memory in Emerging and Developed Stock Markets, *IIMK Working Paper No. IIMK/WPS/107/FIN/2012/10*.
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41. Alam, P.A., & Sumati, R. (2014). A Study on the Effectiveness of Performance Appraisal Ratings, *Survey*, 54(1-2).
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43. Bhattacharya, M. (2013). Foreign Investment Inflows and Sectoral Growth Pattern in India. An Empirical, *Serbian Journal of Management*, 8(1).
44. Bhattacharya, M., & Bhattacharya, S.N. (2013). Long Memory in return structure from developed markets, *Cuadernos de Gestion*, 13(2).
45. Bhattacharya, M., & Bhattacharya, S.N. (2013). Energy Consumption and Economic Growth Nexus in the Indian Context, *Journal of Rural and Industrial Development*, 1(2).
46. Rayate, B.B., Datta Khan, S. (2013). A study of the Green Initiatives of some prominent Indian Bank, *KRSCMS Management Journal*, 4.
47. Mazumder, R., Chakrabarty, C., & Bhandari, A.K. (2014). Recovery Performance of Primary Agriculture Credit Societies in India: An Assessment, *IZA Discussion Paper*.

Conference Papers

2010-11

48. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2011, January). Investigating presence of Nonlinearity in Indian Stock Markets. Paper presented at International Finance Conference, Kolkata. Indian Institute of Management, Calcutta.
49. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2011, January). Investigating presence of Non-linearity in Indian Commodity Markets. Paper presented at 2nd IIMA International Conf on Advanced Data Analysis, Business Analytics and Intelligence. Indian Institute of Mgt, Ahmedabad.
50. Pani, A.K. (2011, June). Radiation Processing Influences Marketing Prospects of Agricultural and Food Products: Bright



- Future Ahead for India. Paper presented at International Conference of Business and Applied Sciences Academy of North America. Bloomsburg University, Pennsylvania, US
51. Majumdar, M. (2011, January). Thronging at the outlets during discount seasons: Indian Consumers are gradually becoming deal prone. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
 52. Majumdar, M. (2010, December). Effective design of communication messages for better positioning of brand: can MEMETICS be a way. Paper presented at the first International Marketing Conference. Indian Institute of Management, Calcutta
 53. Basu, P. (2010, December). Strategic Perspective of Indian Retail: A DEA Orientation. Paper presented at the first International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
 54. Basu, P., & Ahmed, P. (2011, January). The Employee Perspective in Lean Environment. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
 55. Ahmed, P., & Bhattacharya, D. (2011, January). Competency-based Succession Planning: An Emerging Tool in HRM. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
 56. Bhattacharya, M., & Bhattacharya, J. (2011, January). Foreign Investment Inflows, Financial Development and Economic Growth Triangle: The Case of India. Kolkata. Paper presented at 2nd International Finance Conference. Indian Institute of Management, Calcutta.
 57. Bhattacharya, M. (2011, February). Services Trade and Economic Growth in the Indian Context - An Empirical Study. Paper presented at National Seminar on Empirical Research in Commerce. Midnapore, West Bengal. Vidyasagar University. (Received Best Paper Award)
 58. Khan, S. D., & Rayate, B.B. (2010, December). Identification of Performance Indicators Affecting Customer Satisfaction levels of the Urban Customer base within the Indian Insurance Sector. Paper presented at the first International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.



59. Khan, S. D. (2011, January) Challenges to Relationship Management Techniques used by Indian Insurers during the Implementation and Adoption of Micro Insurance in India. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
60. Mukhopadhyay, S., & Banerjee, S. (2010, July). Global Optimization and Parameter Estimation of a Hyperchaotic Finance System by an Improved Multi Objective Particle Swarm Optimization. Paper presented at First Great Lakes Analytics Conference. Chennai. Great Lakes Institute of Management.
61. Mukhopadhyay, S., & Banerjee, S. (2010, December). Global Optimization and Parameter Estimation for laser System by Chaotic Multi Swarm Particle Swarm Optimization (CMS-PSO). Paper presented at International Conference on Communication, Computers and Devices. Kharagpur. Indian Institute of Technology, Kharagpur.
62. Mukhopadhyay, S., & Banerjee, S. (2011, January). Collective Intelligence Paradigm for Parameter Estimation and Global Optimization of a Hyperchaotic Finance System. Paper presented at 2nd IIMA International Conf on Advanced Data Analysis, Business Analytics and Intelligence. Ahmedabad. Indian Institute of Management, Ahmedabad.
63. Mukhopadhyay, S., & Banerjee, S. (2011, January). A Strategy for Parameter Estimation and Optimization of a Chaotic Finance System by Collective Intelligence. Paper presented at International Finance Conference. Kolkata. Indian Institute of Management, Calcutta.
64. Karmakar, M. (2011, January). The Importance of congruence of E-Commerce, e-HRM and knowledge Management in the present Business Environment. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
65. Banerji, R., & Ghosh, A. (2011, January). Entrepreneurial Failure in the third World – A Diagnostic Approach with Special Reference to India. Paper presented at 10th International Conference on Emerging Global Trends & Future Challenges in Economic Development, Accounting & Finance, Information & Communication Technology, Business & Management. Jaipur. Research Foundation & Research Development Association.



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66. Basu, P., & Dan, P.K. (2011, December). Capacity Enhancement Evaluation using Lean Principles. Paper presented at International Conference on Advances in Supply Chain and Manufacturing Mgt. Kharagpur. Indian Institute of Technology, Kharagpur.
67. Bhattacharya, S.N., & Bhattacharya, M. (2011, December). Impact of Capital Inflows on India's Economic Growth: An Empirical Study. Paper presented at India Finance Conference. Bangalore. Indian Institute of Management, Bangalore and Indian Institute of Management, Calcutta.
68. Bhattacharya, M., & Bhattacharya, S.N. (2011, December). Software Services Export and its Implications on Economic Growth in India: An Empirical Study. Paper presented at International Conference on Information Technology, Systems and Management. Kozhikode. Indian Institute of Management, Kozhikode.
69. Bhattacharya, M., Bhattacharya, S.N., & Bhattacharya, J. (2011, December). The Interrelationship between Services Sub-Sectors' Export, FDI Inflows and Economic Growth in the Indian context. Paper presented at International Conference on Frontiers of Infrastructure Finance. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.
70. Khan, S.D. (2011, December). Application of Control Charts to Measuring Customer Satisfaction levels in the Banking Sector. Paper presented at Fifteenth Annual International Conference of the Society of Operations Management. Kolkata. Indian Institute of Management, Calcutta.
71. Chowdhury, S. (2011, November). Ageing distribution in Reliability. Paper presented at Workshop-cum-Conference. Kolkata. Indian Statistical Institute, Kolkata.
72. Chowdhury, S. (2011, December). Estimation of Traffic Intensity based on queue length in a single $M / E_r / 1$ queue. Paper presented at Thirty-first Annual Convention of Indian Society for Probability and Statistics (ISPS) and International Conference on Statistics, Probability and Related Areas. Cochin. Dept of Statistics, University of Science and Technology.
73. Chowdhury, S. (2012, February). Estimation parameters in Queuing Models Using Waiting Time Data. Paper presented at National Conference on Application of Statistics in Industry and Planning. Bolpur, West Bengal. Visva-Bharati University.
74. Chowdhury, S. (2012, April). On Inferential aspects of Queuing. Paper presented at Mathematics Seminar. Chennai. Dept of Mathematics, Indian Institute of Technology, Chennai.
75. Karmakar, M., & Banerjee, S. (2011, December). Effectiveness of Knowledge and HRM in Micro Finance Sector to increase sustainability and investment opportunity. Paper presented at International Conference on Frontiers of Infrastructure Finance.



- Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.
76. Banerji, R., & Banerjea, S. (2011, December). Role of Financial inclusion in Limiting Entrepreneurial Failure. Paper presented at International Conference on Frontiers of Infrastructure Finance. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.

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77. Majumdar, M. (2012, December). Determinants of user behavior towards e-commerce sites : predicting an empirical model based on TAM. Paper presented at International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
78. Basu, P., Tyagi, P., Shalini, W., & Chowdhury, S. (2012, December). Exploring the Factors Motivating Consumers' Buying Behaviour towards Baby Wipes and translating them into technical requirements. Paper presented at International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
79. Alam, P. A., & Banejea, S. (2013, February). Effectiveness of the State Power Sector Utilities in West Bengal Measured through Performance Management System. Paper presented at International HR Conference – HR Next Focus, Engage, Align. Kolkata. Indian Institute for Social Welfare and Business Management.
80. Bhattacharya, M., & Bhattacharya, S.N. (2013, January). Nexus between Economic Growth and Services Export in the Indian Context. Paper presented at Third IIFT Conference on Empirical Issues in International Trade and Finance. Kolkata. Indian Institute of Foreign Trade.
81. Bhattacharya, S.N., & Bhattacharya, M. (2012, December). The Interrelationship between capital flows and economic growth in India. Paper presented at India Finance Conference. Kolkata. Indian Institute of Management, Ahmedabad, Indian Institute of Management, Bangalore and Indian Institute of Management, Calcutta.
82. Bhattacharya, S. N., & Das, J.K. (2013, January). Firm Specific Factors Affecting Stock Return – An Investigation in Indian Context. Paper presented at Eleventh International Accounting Conference. Kolkata. Indian Accounting Association Research Foundation.
83. Bhattacharya, M. (2012, December). Foreign Investment Inflows and growth of the secondary and tertiary sector of the



- Indian Economy. Paper presented at India Finance Conference. Kolkata. Indian Institute of Management, Ahmedabad, Indian Institute of Management, Bangalore and Indian Institute of Management, Calcutta.
84. Chowdhury, S. (2012, December). On Statistical analysis of independent quasi-identical M/M/c//r Queuing systems. Paper presented at Eighth International Triennial Calcutta Symposium on Probability and Statistics. Kolkata. Dept of Statistics, University of Calcutta and Calcutta Statistical Association.
85. Chowdhury, S. (2013, January). On Exponential Weibull Poisson Distribution and its Applications. Paper presented at International Conference on Statistics, Science and Society: New Challenges and Opportunities. Chennai. Indian Institute of Technology, Chennai.
86. Chowdhury, S. (2013, January). Bayesian Estimation of Traffic in an M/E/Er/1 Model. Paper presented at International Workshop/Conference on Bayesian Theory and Applications. Benaras. IIT-Banaras Hindu University and International Society for Bayesian Analysis.
87. Karmakar, M. (2012, October). Synchronization of chaos and complex theory in aligning Knowledge Management and Human Resource Management. Paper presented at International Conference of Business Infrastructure. Kuala Lumpur, Malaysia. Kuala Lumpur Infrastructure University College.
88. Karmakar, M. (2013, April). Identifying the Factors influencing purchasing decision of consumer of a new product: A study in Customer Psychology. Paper presented at Third IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence. Ahmedabad. Indian Institute of Management, Ahmedabad.
89. Karmakar, M. (2012, December). Identifying the Branding and Promotional Strategy in New Product Development. Paper presented at International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
90. Chowdhury, S. R. (2013, March). Quality Assurance in Management Education. Paper presented at UGC Sponsored National Seminar. Midnapore, West Bengal. Vidyasagar University.
91. Nandan, M. (2013, February). Politics and Productivity: A Case study. Paper presented at International HR Conference – HR Next Focus, Engage, Align. Kolkata. Indian Institute for Social Welfare and Business Management.

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92. Alam, P. A., & Ray, S. (2014, February). A Study on the Effectiveness of Performance Appraisal Ratings. Paper presented at International Conference in Human Resource Management on HR Leadership: People, Process, Practice. Kolkata. Indian Institute for Social Welfare and Business Management and SHRM India.
93. Chowdhury, S. R., & Chowdhury, S. R. (2013, November). Chit Funds and Microfinance Regulatory Structure in West Bengal and its Effect on Investor Perception. Paper presented at National Conference on Financial System Regulations in India: Issues & Challenges. New Delhi. Lal Bahadur Shastri Institute of Management.
94. Chowdhury, S. R., & Chowdhury, S. R. (2014, January). Impact of Corporate Governance on Firms' performance of Indian Listed Companies. Paper presented at Tenth International Conference on Business and Finance. Hyderabad. ICFAI Business School Hyderabad and Oklahoma State University.
95. Nandan, M. (2014, February). Understanding Organizational Power Relations in reference to Human Groups. Paper presented at International Conference in Human Resource Management on HR Leadership: People, Process, Practice. Kolkata. Indian Institute for Social Welfare and Business Management and SHRM India.

Chapter Contribution in a Book

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96. Bhattacharya, S.N., Das, J.K., Bhattacharya, M., & Guhathakurta, K. (2011). An Empirical Investigation of Beta Stability in the Indian Stock Market. In *Infrastructure Finance Issues and Challenges*. Macmillan.
97. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2010). An Examination of Critical Periods of Stock Price Movements Using Recurrence Plot. In *Essays in Finance*. Allied Publishers.
98. Bhattacharya, S.N., & Das, J.K. (2011). GARCH Models: A Key to Capture Volatility of Financial Data. In *Studies in Accounting and Finance: Contemporary Issues and Debates*. Pearson Education.
99. Bhattacharya, M., & Bhattacharyya, J. (2011). FDI Inflow, Service Export, Service Import and Economic Growth in the



- Post-Liberalization period in India: A Causal Analysis. In *Infrastructure Finance Issues and Challenges*. Macmillan.
100. Khan, S. D., & Rayate, B.B. (2010). CRM in Recession: Selling efficiently even in a low economy. In *Management Transition: Past Decade and Decade ahead*. Singhad Institute of Management and Computer Application.
101. Khan, S. D., & Rayate, B.B. (2011). Emphasis on Predictive Analysis can enable the Indian Insurer to gain an edge in a Fast Changing Economy. In *The Myths and Realities of India Advantage*. Excel Publishers

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102. Banerji, R., & Banerjea, S. (2012). Role of Financial Inclusion in Limiting Entrepreneurial Failure in countries like India. In *Inclusive Financial Infrastructure*. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.
103. Rakshit, S., & Dey, H. (2011). Impact of Green Computing in next generation Computing. In *Handbook of Management and Behavioural Science*. Wisdom Publication.

2012-13

104. Bhattacharya, S.N., Guhathakurta, K., Banerjee, S., & Bhattacharya, B. (2012). Examining the relative non-linear dynamics of stock and commodity indices in emerging and developed market. In *Chaos and Complexity Theory for Management: Nonlinear Dynamics*. USA, IGI Global.
105. Bhattacharya, M., Bhattacharya, J., & Bhattacharya, S.N. (2012). The Interrelationship between Services sub Sector's export, FDI inflows and economic growth in the Indian context. In *Strategic Framework of Infrastructure Financing*. Bloomsbury Publication.
106. Banerji, R., & Banerjea, S. (2012). Role of Financial Inclusion in Limiting Entrepreneurial Failure in transactional countries like India: A Diagnostic Study. In *Inclusive Financial Infrastructure*. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.

2013-14

107. Bhattacharya, M. (2013). SHG-Bank Linkage Programme: Looking Ahead. In *Micro Finance India*. DVS Publishers.



108. Rayate, B.B., & Khan, S. D. (2013). Utility of Facebook Timeline in assisting CRM in the Banking Sector in India. In *Strategic Innovations in Management*. Tech-Max Publications.

Case Study: 2010-11

109. Khan, S. D., & Datta. S. (2011). The Evolution of the First Balanced Score Card. In *Emerging Markets: Case Studies Collection*. Excel Publishers.

Book Publication: 2010-11

110. Rakshit, S., & Sinha, A. (2012). *SAP MM for Beginners*. Navi Mumbai: Shroff Publishers & Distributors Pvt Ltd.

3.4.4. Provide details (if any) of

- * research awards received by the faculty
 - * recognition received by the faculty from reputed professional bodies and agencies, nationally and internationally
 - * incentives given to faculty for receiving state, national and international recognitions for research contributions.
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- The Hon'ble President of India has nominated Maj Gen (Dr) SC Jain, Director, as member of the Court of Assam University, Silchar w.e.f. 30 Jan, 2014.
 - **Alam, Ahmed Parveen** and Ray, Sumati: Speaker in the *International HR Conference*, "HR Leadership: People. Process. Practice." at IISWBM, Kolkata, February 6-7, 2014. Presented a paper on "A Study on the Effectiveness of Performance Appraisal Ratings". The paper was adjudged the **best paper** of the session.
 - **Pani, Aswini K.**: Speaker in the *International Conference 2013* of Business and Applied Sciences Academy of North America, New York, USA, August 16, 2013. Presented a paper on "Organized Food Retailing; the Indian Scenario". The paper was adjudged the **best paper** of the session.
 - **Bhattacharya, Mousumi** and Bhattacharya, Dr. Jita: Speaker in the *National Seminar on Empirical Research in Commerce* at Department of Commerce with Farm Management, Vidyasagar University, West Bengal, February 23, 2011. Presented a paper on "Services, Trade and Economic Growth in India: An Empirical



Study”. The paper was adjudged the *best paper* in Technical Session – II.

3.5. Consultancy

3.5.1. Give details of the systems and strategies for establishing Institute-industry interface?

- During admission time a panel of three members is formed for conducting group discussion and interviews. One faculty member and other two members come from industry and the Army.
- Continuous interaction with industry through industrial visits, summer projects and for permanent placement.
- Interaction with chambers of commerce and industry like Bengal Chamber of Commerce and Industry (BCC&I), Confederation of Indian Industry (CII), Indian Chamber of Commerce (ICC), Federation of Indian Chambers of Commerce and Industry (FICCI).
- Director and faculty members regularly interact with this industry interface.
- BCC&I meeting held in the Institute premises.
- IIT Kharagpur alumni (Calcutta Chapter) social gathering meet at Fort William.
- Faculty members have a strong connection with the industry as a number of them have industry background.
- In ‘Colloquium’, industry person speak to students.
- During ‘Symposium’, experts from different disciplines like Marketing, Finance and Human Resources come on a particular day in a year and discuss their experiences on the theme of the Symposium, followed by question and answer session.
- Well known personnel come from the industry to give their views on the Union Budget followed by question and answers (Drishtikon).

3.5.2. What is the stated policy of the institution to promote consultancy? How is the available expertise advocated and publicized?

The stated policy of the Institute to promote consultancy is detailed below:

- The Institute will carry out consultancy on case to case basis.
- The consultancy assignment shall be maximum up to 30 days in a calendar year.
- Cheque for the income accrued from such activity shall be in favour of Army Institute of Management (AIM).



- 40% of such amount shall be credited to AIM account. The balance of 60% of such amount shall be used for paying Faculty Honorarium, Program Director fees and all other related expenses including boarding, lodging, transport, travelling, postage etc.

3.5.3. How does the institution encourage the staff to utilize their expertise and available facilities for consultancy services?

- Dr. Parveen Ahmed Alam provides PhD Supervisor services in Management under Sai Nath University, Ranchi.
- Dr. Parveen Ahmed Alam and Mr. Robin Sen Gupta provided their expertise under Dr. S C Jain to review the syllabus and course material of Indian Society for Training and Development (ISTD) for its Diploma in Training and Development; course Communication paper VII “Electronic Enabled Training System”.
- Institute has been associated with Centre for Research Analysis, Command Military Dental Centre (Eastern Command) for extending services on statistical analysis and statistical inference and subsequent interpretation of primary data and applied different measures for testing the significance in actual field.
- 33 numbers of Workshops run and coordinated by Prof Robin Sengupta in individual capacity.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director AIM disseminates expertise for consultancy services on values and ethics in various Institutes.
 - ✓ On 10th October 2013, lecture given on “Value Based Education” at Satyug Darshan Technical Campus, Faridabad.
 - ✓ On 16th November 2013, lecture given on “Enhance Office Efficiency through Rapid Reading” at 3rd ISTD Eastern Regional Conference, Kolkata.
 - ✓ On 19th January 2014, lecture delivered on Values and Ethics at Ram Chandra Mission, Kolkata.

3.5.4. List the broad areas and major consultancy services provided by the institution and the revenue generated during the last four years.

During the last four years, consultancy services were provided to ISTD for review of its syllabus and course materials for Rs.10,000 only as honorarium.

Consultancy services were provided to Asha School, Kolkata for faculty recruitment for the challenged children under Parent NGO, AWWA, Eastern Command for Rs.10,000 only as honorarium.



Consultancy services were also provided to Mr. Akhilesh Mondal for formulating restaurant business plan focusing on marketing plan and strategies for Rs.5,000/- only as honorarium.

3.5.5. What is the policy of the institution in sharing the income generated through consultancy (staff involved: Institution) and its use for institutional development?

- Institute carries out consultancy on case to case basis and then faculty members are involved.
- Income generated through consultancy is shared on a ratio of 40:60. 40% of such amount is credited to AIM and the balance 60% is paid to the concerned faculty member(s).

3.6. Extension Activities and Institutional Social Responsibility (ISR)

3.6.1. How does the institution promote institution-neighbourhood-community network and student engagement, contributing to good citizenship, service orientation and holistic development of students?

Being aware of the significance of the wider context surrounding us this Institute always takes various initiatives to make our stakeholders community oriented and socially responsible. Some of the initiatives are listed below.

- AIM provides the Institute Campus to the Command Hospital (Eastern Command) every year to conduct the Admission Test for Nursing Course.
- The Institute maintains a close liaison with the Command Hospital and Army Nursing College for mutual benefits. Students participate in Blood donation Camp at least once a year; faculty members participated as resource person for delivering lectures on Hospital Management Program organized by Command Hospital.

For various activities of the students, different Clubs have been formed. AWAAZ Club organizes all types of society and community-related activities. In the recent years the following activities have been conducted by the students:

- “Green Walk” was organized in association with Kolkata Municipal Corporation on 11th February 2007. The dignitaries present were Mr. Kalyan Mukherjee (Honorable Deputy Mayor of



Kolkata), Mr. Faiyaz Ahmed Khan (MMIC: In-charge of information & public relation), MMIC Building and Basti. Many schools and NGOs were also invited for the event. Around 300 hundred people joined the walk. The program was sponsored by Anil Dhirubhai Ambani Group. It was a silent and peaceful walk wherein no mikes or slogans were used. The main purpose of the event was to spread awareness about the alarming pollution rate in the city. Pamphlets were distributed and placards were displayed to educate people about how as an individual they can contribute to pollution control. Students also cleaned streets setting an example for other citizen to keep their city clean. This one-day program with its slogan saying, “Let our city breathe” was a big initiative taken by AIM to further the cause of conserving the environment by keeping it clean.

- Green Kolkata Plantation Campaign was launched at the Maidan, near Victoria Memorial at the initiative of HQ Bengal Area on 28 Jul 13. The event was graced by Lt Gen Dalbir Singh, UYSM, AVSM, VSM, GOC-in-C Eastern Command and Lt Gen AK Choudhary, AVSM**, SM, VSM, GOC Bengal Area. The Director along with Administrative Officer and 89 students participated in the campaign.
- AIM students in association with Command Hospital (Eastern Command) have been organizing Blood Donation Camp in the Institute campus for last few years. Volunteer students and staff donate their blood for the noble cause.
- The Club also operates various activities for social welfare initiatives which involve physical services and extending material support and collaborated with NGOs working in these areas.
- The Club took initiative to extend services related to registration for voters identity card and Aadhar Card.

3.6.2. What is the Institutional mechanism to track students’ involvement in various social movements / activities which promote citizenship roles?

The Institute has Awaaz Club which undertakes community based program from time to time. Camps for blood donations in collaboration with Command Hospital, Eastern Command were organized by the students. The Institute also organized a Green Drive Campaign for plantation of trees. Regular visits to NGO’s are conducted for distribution of necessary items to underprivileged children. A feedback system is in place. Regular update to the print and electronic media is sent for reviewing of the role of the students in such activities.



3.6.3. How does the institution solicit stakeholder perception on the overall performance and quality of the institution?

There is an Alumni Association which from time to time gives suggestions regarding the overall performance and quality of the Institute. The following parent feedback form is filled by the students' parent(s) and collected during the admission process.

The Institute solicits the stake holders' perception. Regular inspection is carried on by:

- Annual Administrative Inspection conducted by the Chief of Staff and Patron of the Institute
- Document Inspection by Eastern Command Head Quarters, New Delhi.
- Official Inspection followed by interaction by Chairman, AWES.
- Infrastructure inspection and student interaction by Army Commander.
- Q/A and Feedback Form sent to all recruiters of a particular annual batch.
- Student Feedback taken by Director personally at the end of each semester.
- Parent Feedback conducted by Admission Office.

3.6.4. How does the institution plan and organize its extension and outreach programmes? Providing the budgetary details for last four years, list the major extension and outreach programmes and their impact on the overall development of students.

The various club coordinators along with the faculty members design the extension and outreach programmes. Several activities are planned and executed. In order to pertain to the growing need to inculcate management students with an overall perspective of self development, skill enhancement, communication, time management, discipline and other facets of modern management tools, the Institute makes available the following programs:

- Student Exchange Program
- Orientation Program (introduction to major subjects, learning through movies, visit to American Library)
- Attending seminars, symposiums, conferences arranged by BCC&I, CMA
- Industrial Visits to organizations of repute
- Alumni Meet
- Cultural fest named Inferno, marketing fest



- 3.6.5. How does the institution promote the participation of students and faculty in extension activities including participation in NSS, NCC, YRC and other National/ International agencies?

An Orientation Program is held each year for the incoming batch where the students are sensitized and encouraged to actively participate in the extension and outreach programs. Expenses / refreshments and to and fro expenses are borne by the Institute. Certificates are awarded to students for encouraging volunteers to participate. Active participation by students of the Institute are encouraged to participate in the various conferences, seminars and symposiums of business governing bodies like Calcutta Management Association, Bengal Chamber of Commerce and Industry. Esteemed clubs like Tollygunge Club seek student participation from this Institute.

- 3.6.6. Give details on social surveys, research or extension work (if any) undertaken by the college to ensure social justice and empower students from under-privileged and vulnerable sections of society?

Through the Aawaz Club the Institute initiated programs to sensitize students regarding weaker sections of society. Theoretically too they have are exposed to in depth understanding of various social problems of Indian society and make small scale research to comprehend the gravity of these problems and make presentations and are evaluated on this basis. At practical level they do visit different orphanage homes and organize short interactive programs. One such one-day program was taken in an Orphanage home at Mominpur, Kolkata for celebrating Children's Day in 2013.

- 3.6.7. Reflecting on objectives and expected outcomes of the extension activities organized by the institution, comment on how they complement students' academic learning experience and specify the values and skills inculcated.

Students here are exposed to various developmental and evaluative programs to ensure having conscious orientation towards society. Rigorous academic exposures and critical evaluation of various social institutions and activities apparently designed to cater to wider social interest are scrutinized thoroughly in their socially acceptable terms and beyond. Students are often assigned various projects involving presentation either in groups or individually on various topics reflecting their social values and sensitivities.



- 3.6.8. How does the institution ensure the involvement of the community in its reach out activities and contribute to the community development? Detail on the initiatives of the institution that encourage community participation in its activities?

The Institute maintains a close liaison with the Command Hospital and Army Nursing College for mutual benefits. Our students participate in Blood Donation Camp at least once a year; the faculty members participate as resource persons for delivering lectures on Hospital Management Program organized by Command Hospital.

Awaaz Club, a wing under Students' Council, also operates various activities for social welfare initiatives which involve both physical services and extending material support and collaborated with NGOs working in these areas.

The Club also took initiative to extend services related to registration for voters' identity card and Aadhar Card and initiated awareness program for better environment through tree plantation program and Green drives etc.

- 3.6.9. Give details on the constructive relationships forged (if any) with other institutions of the locality for working on various outreach and extension activities.

Details on the constructive relationships forged with other institutions for working on various outreach and extension activities are as follows:

Sl. No.	Relationship forged with the Institution	Purpose
1	IIT Kharagpur	Lecture on Global Trade, Tax and Social Justice by Mr. Krishen Mehta.
2	DFIC Management Consultants Pvt. Ltd.	Lecture by Prof Peter P Mueller on Strategy Development on the key skills for differentiation in the global environment.
3	Calcutta Management Association	Lecture by Dr M.K. Barai on "The Growing Importance of Indo-Japan Economic Relationship"
4	Bengal Chamber of Commerce and Industry	Meet of the head HR's of the Corporates



Sl. No.	Relationship forged with the Institution	Purpose
5	IIT Kharagpur	Alumni meet of IIT Kharagpur organized by the Institute

- 3.6.10. Give details of awards received by the institution for extension activities and/contributions to the social/community development during the last four years.

In the recent past, the Institute has received three awards, namely, ‘**Educational Excellence**’ by The Indus Foundation, ‘**Education Leadership Award**’ by the Star of the Industry and the prestigious “**Golden Peacock National Training Award (GPNTA) 2014** for its excellence in training and management system.

Award for Educational Excellence

Army Institute of Management (AIM) Kolkata has been recognized for its contribution and excellence in the academic field with the “Award for Educational Excellence” by The Indus Foundation Inc. The Award comprising a Certificate and Memento was presented to Director, AIM Kolkata at the Indo-Global Education Summit 2013. The Summit, in collaboration with foreign universities was held at New Delhi on 09 Nov 2013.

The basic principle underlying the award is that the awardees must have made a transformative impact in the field of higher education. The award is based on criteria that include but are not limited to infrastructure, faculty, placements, strength of students, annual growth, students and alumni feedback, feedback from the industry, etc.

The Indus Foundation is an American organization of professionals working as authorized representatives and promoters of American universities in the Indian sub-continent. Every year, the Indus Foundation identifies and recognizes the achievements of some of the finest universities, colleges and institutions by presenting them with Awards for Educational Excellence. The award is in recognition of educational excellence in specific fields of academe. Institutions catering to higher education are considered for this purpose.



Education Leadership Award 2014

Army Institute of Management (AIM) Kolkata has been recognized for its leadership, development, innovation and industry interface in the academic field with the “Education Leadership Award 2014” by DNA & Stars of the Industry Group. The Award comprising a Certificate and Memento was presented to Director, AIM Kolkata on 17 Feb 2014 at Taj Lands End, Bandra, Mumbai.

DNA & Stars of the Industry Group present Innovative Business School Awards every year. These awards recognize Innovation as a key competence which helps Business Schools gain a competitive edge; they believe that Innovation is the only way to lead to the future. Innovation is a crucial element in every Business School Leadership & Development. B-Schools who continuously innovate will differentiate from others who do not. B-Schools lay the foundation for the leaders of tomorrow. They contribute towards the development and growth of the country by providing the most crucial resource in the form of talented individuals. With the above perspective, Army Institute of Management, Kolkata was conferred the ‘Education Leadership Award 2014’.

Golden Peacock National Training Award

Army Institute of Management, Kolkata has been declared as the Winner of “Golden Peacock National Training Award” (GPNTA) for the year 2014 for its excellence in training and management system. The Award was declared by the Awards Jury under the Chairmanship of Justice P. N. Bhagwati, former Chief Justice of India.

GPNTA was Instituted by the Institute of Directors in 1998, to identify excellence in training practices in organizations as a whole. It is a powerful self-assessment process and a way to build an organizations’ brand equity on Excellence in Training. It is the only award which has meticulously defined and transparent selection criteria and is determined by a highly elaborate and independent assessment process. The award will help to build brand equity and gain world-wide recognition. The Award comprising a Trophy and a Certificate was presented to the Director, AIM Kolkata at a specially organized “Golden Peacock Awards Nite”, on Friday, 23 May 2014, at Hotel Taj Vivanta in Trivandrum, during the “24th World Congress on Total Quality & Leadership”, which was held from 23-24 May, 2014 at the same venue. Hon’ble Mr. Oommen Chandy, Chief Minister of Kerala was the Chief Guest and presented the Golden Peacock Award.



3.7. Collaboration

- 3.7.1. How does the institution collaborate and interact with research laboratories, Institutes and industry for research activities. Cite examples and benefits accrued of the initiatives - collaborative research, staff exchange, sharing facilities and equipment, research scholarships etc.

The Institute has a collaborative program of Student Exchange with Army Institute of Management Technology (AIMT), Greater Noida. As a part of this program, five students from this Institute visited AIMT Greater Noida in January, 2014. Likewise twelve students visited this Institute from AIMT Greater Noida in February-March, 2014.

Both the Institutes conduct residential programs. Hence the students lived in campus and got a taste of the other campus life in both cases. They also participated in the regular academic programs and other co-curricular activities. This led to a healthy competition and an effective sharing of knowledge, resources and information.

The program with Army Institute of Management and Technology, Greater Noida involved the following:

- Participation in all academic activities in class rooms.
- Profiling of students.
- Presentation in Finance area.
- Evaluation of IT Aptitude.
- Evaluation of Quantitative Aptitude.

Profiling of the students was also done based on:

- Communication Skills
- Team Spirit
- Initiative
- Creativity
- Confidence
- Concept Clarity
- Technical Skills

In turn, 12 students of Army Institute of Management and Technology, Greater Noida visited AIM from 25 Feb to 02 Mar 14. The program organized was:

- Assignment, Case Studies and Group Presentations on the following:



- ✓ Organizational Behaviour.
- ✓ Production & Operation Management.
- ✓ Management Information System.
- ✓ Strategic Management
- ✓ Human Resource Development
- ✓ International Finance

- Participation in various activities of ‘Inferno’, the Annual B-School Fest of AIM.
- Visit to ‘Dakshineswar Kali Temple’ and “Belur Math”.

3.7.2. Provide details on the MoUs/collaborative arrangements (if any) with institutions of national importance/other universities/industries/Corporate (Corporate entities) etc. and how they have contributed to the development of the institution.

The Institute has the following Memorandums of Understanding (MoUs):

- MoU with Command Military Dental Centre (Eastern Command) to provide research and statistical assistance.
- MoU with Project UDAAN for CSR activity.
- MoU with iSolution Software Systems Pvt. Ltd. for conducting orientation and development program.
- MoU with IIT Kharagpur Alumni Association, Kolkata for lecture, guest talk, seminar, conference, workshop, training program, curriculum enrichment program and research activities.

MoU between IIMs and the Institute is signed every year to obtain and use CAT scores as member Institute.

National Stock Exchange of India Ltd. has signed an Agreement with the Institute for conducting NCFM Examination at the Institute premises. This collaboration will benefit the students and there will be 20% fee sharing with the Institute.

Consultancy services were provided to Asha School, Kolkata for faculty recruitment for the challenged children under Parent NGO, AWWA, Eastern Command for Rs.10,000/- only as honorarium.

Consultancy services were also provided to Mr. Akhilesh Mondal for formulating restaurant business plan focusing on marketing plan and strategies for Rs.5,000/- only as honorarium.



- 3.7.3. Give details (if any) on the industry-institution-community interactions that have contributed to the establishment / creation/up-gradation of academic facilities, student and staff support, infrastructure facilities of the institution viz. laboratories/library/new technology/placement services etc.

Industry-institution-community interactions have contributed to the establishment/creation/up-gradation of the following academic facilities, student and staff support, infrastructure facilities of the Institute:

- Advanced Excel and SPSS
- Spoken English classes
- Reliance NSDC course
- Personality Development Program
- Capitaline Plus
- Subscription to 'EBSCO Business Source Elite'
- Availability of Scholarships from corporate houses like Tata, Bharti group etc.
- Group Personal Accident Policy for staff and students
- Development and maintenance of Institute website by a professional organization owned by an alumnus.
- Digital Marketing and Data Analytics

- 3.7.4. Highlighting the names of eminent scientists/participants who contributed to the events, provide details of national and international conferences organized by the college during the last four years.

Some of the events organized independently or jointly by the Institute in the last four years:

- Mr. Krishen Mehta – Global Trade, Tax and Social Justice
- Prof Peter P Mueller - Strategy Development, key skills for differentiation in the global environment
- Dr M.K. Barai – The Growing Importance of Indo-Japan Economic Relationship
- Prof. S. K. Chakraborty – Values and Ethics

The two-day Annual Conference for the Directors and Heads of Professional Colleges of Army Welfare Education Society (AWES) was organized by AIM on 08 and 09 Nov 2012. Directors, Principals and other senior officials from all AWES Colleges attended the conference.

- 3.7.5. How many of the linkages/collaborations have actually resulted in



formal MoUs and agreements? List out the activities and beneficiaries and cite examples (if any) of the established linkages that enhanced and / or facilitated a) Curriculum development / enrichment b) Internship / On-the-job training c) Summer placement d) Faculty exchange and professional development e) Research f) Consultancy g) Extension h) Publication i) Student Placement j) Twinning programmes k) Introduction of new courses l) Student exchange m) Any other

The linkages/collaborations that have resulted in formal MoUs/agreements/activities/ beneficiaries are detailed below under respective heads:

a) Curriculum development/enrichment

Army Institute of Management, Kolkata has a Memorandum of Understanding (MoU) with IIT Kharagpur Alumni Association, Kolkata for lecture, guest talk, seminar, conference, workshop, training program, curriculum enrichment program and research activities.

b) Internship/ On-the-job training, and

c) Summer placement

The Institute has a dedicated Placement Office which takes care of Internship/ On-the-job training and Summer placement. Both the Institute and the organizations offering Summer Placements provide mentors for individual students for their guidance throughout the internship period. Students are required to submit a report and appear for a Viva-Voce at the end of the Semester. They are evaluated on 2 Credit Points as per University norms.

d) Faculty exchange and professional development

The Institute has linkage/collaboration with various bodies for professional development as detailed below:

- Former Director of the Institute, Dr. K.K. Chaudhuri is a member of the following:
 - ✓ Board of Directors of Sarda Plywood Industries Ltd.
 - ✓ Vidyalaya Management Committee of Kendriya Vidyalaya, Command Hospital, Alipore.
 - ✓ School Management Committee, Army Public School



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- ✓ Executive Committee of Calcutta Youth Self-Employment Centre, Kolkata.
- ✓ Ph.D. Committee, WBUT.
- ✓ Audit Committee of Manaksia Ltd., Kolkata.
- ✓ Board of Studies in Management, Narula Institute of Technology, Kolkata.
- ✓ Ph.D Committee of Netaji Subhas Open University.
- ✓ Rail Vikas Nigam Ltd., as Director
- The Hon'ble President of India has nominated Maj Gen (Dr) SC Jain, Director, as member of the Court of Assam University, Silchar w.e.f. 30 Jan, 2014.
- Dr. Parveen Ahmed Alam and Mr. Robin Sen Gupta provided their expertise under Dr. S C Jain to review the syllabus and course material of Indian Society for Training and Development (ISTD) for its Diploma in Training and Development; course Communication paper VII "Electronic Enabled Training System".
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director AIM disseminates expertise for consultancy services on values and ethics in various Institutes:
 - ✓ On 10th October 2013, lecture given on "Value Based Education" at Satyug Darshan Technical Campus, Faridabad.
 - ✓ On 16th November 2013, lecture given on "Enhance Office Efficiency through Rapid Reading" at 3rd ISTD Eastern Regional Conference, Kolkata.
 - ✓ On 19th January 2014, lecture delivered on Values and Ethics at Ram Chandra Mission, Kolkata.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director, AIM Kolkata, has been elected as Member in the Managing Committee of BCC&I. He has also been included as Member in the Productivity, Industrial Relations and Human Resources Committee of BCC&I.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director, AIM Kolkata has been nominated as Member of National Council of ASSOCHAM.
- The Training Program on Looking Beyond Compliance was attended by Maj Gen (Dr) SC Jain, VSM** (Retd), Director on 30 Nov 13. The Program was organized jointly by Global Compact Network India and Deloitte at Palladian Lounge, The Bengal Chamber of Commerce and Industry, Kolkata.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director was one of the Judges at the "Best Young HR Professional Award Program of BCC&I on 05 Sept, 2014.



e) Research

The Institute has a Memorandum of Understanding (MoU) with Command Military Dental Centre (Eastern Command) to provide research and statistical assistance.

The Institute has an MoU with IIT Kharagpur Alumni Association, Kolkata for lecture, guest talk, seminar, conference, workshop, training program, curriculum enrichment program and research activities.

f) Consultancy

Dr. Parveen Ahmed Alam and Mr. Robin Sen Gupta provided their expertise under Dr. S C Jain to review the syllabus and course material of Indian Society for Training and Development (ISTD) for its Diploma in Training and Development; course Communication paper VII “Electronic Enabled Training System” for Rs.10,000 only as honorarium.

Consultancy services were provided to Asha School, Kolkata for faculty recruitment for the challenged children under Parent NGO, AWWA, Eastern Command for Rs.10,000 only as honorarium.

Consultancy services were also provided to Mr. Akhilesh Mondal for formulating restaurant business plan focusing on marketing plan and strategies for Rs.5,000 only as honorarium.

33 numbers of Workshops run and coordinated by Prof Robin Sengupta in individual capacity.

g) Extension

National Stock Exchange of India Ltd. has signed an Agreement with the Institute for conducting NCFM Examination at the Institute premises. This collaboration will benefit the students and there will be 20% fee sharing with the Institute.

Meeting of the re-constituted Productivity, Industrial Relations and Human Resource Committee of BCC&I for 2013-14 was held on 03 Jan, 2014 at the Institute.



h) Publication

Institute publishes '**Kindler**' – double-blind peer reviewed bi-annual journal with ISSN No. 09730-0486. A Section is dedicated to Students' contribution in each issue, where their original contributions in the form of articles are published along with synopsis of their internship project reports.

i) Student Placement

The Institute has a dedicated Placement Office which takes care of Students' Placement. Executives from organizations are regularly invited for various Institute events and direct interaction with students.

In collaboration with VistaMind, Kolkata, the Placement Office has designed and run a program for competitive aptitude tests for increasing employability through skill development.

j) Twinning programmes

The Institute is affiliated to WBUT and the affiliating University does not provide any opportunity of such programs. However, within its limited capacity, the Institute carries on student-exchange program with other Institutes.

k) Introduction of new courses

Certificate courses are conducted in the Institute premises by NIIT, Alipore, Kolkata and Reliance-NSDC.

l) Student exchange

The Institute has a collaborative program of Student Exchange with Army Institute of Management Technology (AIMT), Greater Noida. As a part of this program, five students from this Institute visited AIMT Greater Noida in January, 2014. Likewise twelve students visited this Institute from AIMT Greater Noida in February-March, 2014. For a similar Student Exchange program, discussions are in progress with SIMS, Pune.



m) Any other

The Institute maintains memberships with BCC&I, Higher Education Forum (HEF), American Library and British Council Library.

3.7.6. Detail on the systemic efforts of the institution in planning, establishing and implementing the initiatives of the linkages/ collaborations.

The Institute makes all necessary arrangements, monetary or otherwise, on a regular basis to continue the linkages / collaborations with BCC&I, HEF, CMA, Institute of Directors (IOD), American Library and British Council Library and such other bodies.

The Institute has an Alumni committee which regularly organizes Alumni meets at different cities throughout the country. Such linkages help in student development and placement activities, both summer and final placements.

Any other relevant information regarding Research, Consultancy and Extension which the college would like to include.



CRITERION IV: INFRASTRUCTURE AND LEARNING RESOURCES

4.1. Physical Facilities

- 4.1.1. What is the policy of the Institution for creation and enhancement of infrastructure that facilitate effective teaching and learning?

For smooth conduct of state-of-the art MBA Program, AIM caters for all modern teaching aids like Computer, LED Projector, Over Head Projector, Sound System etc. A well stocked air-conditioned Library with air-conditioned reading room has been catered for the students. The Library is kept open till late evening so that students can avail the facility even after their class hours. A book bank has been created wherein sufficient copies of important management related books are stored and are issued to the students on loan for a long duration so that they do not have to buy books. With a view to ensure physical and mental fitness of the students, separate multi gyms with adequate modern equipment have been catered for. The students mess which provides round o'clock messing service to the students has been provided with modern kitchen equipment and a air-conditioned dining hall.

- 4.1.2. Detail the facilities available for

a) Curricular and co-curricular activities – classrooms, technology enabled learning spaces, seminar halls, tutorial spaces, laboratories, botanical garden, Animal house, specialized facilities and equipment for teaching, learning and research etc.

Army Institute of Management, Kolkata since inception in 1997, is functioning in the existing buildings situated on Defence Land at Alipore, Kolkata. The land and housing infrastructure thereon has been given to the Institute by the Army Authorities for a period of thirty years (extendable) for running this Institute. Details of facilities available for curricular and co-curricular activities are provided below:

Room type	Carpet area (in sq m)
Administrative Area	
Director's Office	34
Administrative Offices (all inclusive)	164
Board Room / Conference Room	55
Department Offices	21
Faculty Rooms	190



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Room type	Carpet area (in sq m)
Central Stores	200
Maintenance	10
Security	41
Housekeeping	98
Pantry for Staff	22
Exam Control Office	41
Placement Office	38
Grievance Redressal Cell	14
Others (Students' Council Office, Boys' Warden Residence, Girls' Warden Residence etc.)	302
Amenities Area	
Cafeteria / Students' Mess	185
Students Activities (Basketball, Volleyball, Badminton Courts etc.)	709
Stationery Stores and Reprographic	11
Toilets	551
Boys Common Room	78
Girls Common Room	75
First Aid & Sick Room	10
Guest Room	37
Sports Club / Gymnasium	214
Boys Hostel	1278
Girls Hostel	684
Car Sheds	246
Circulation Area	
Corridor	1842
Other Common Area (including staircases)	884
Instructional Area	
Class Rooms	402
Tutorial Room	43
Computer Centre	153
Seminar Hall	139
Library & Reading Room	341
Research Centre	23
Wi-Fi cum Language Lab	43
Counselor's Office	15

Other facilities available:

- The Institute uses the Auditorium at Fort William of Indian Army, as and when required.
- Herbal Garden, Eden Garden etc. are also available within the campus.



b) Extra –curricular activities – sports, outdoor and indoor games, gymnasium, auditorium, NSS, NCC, cultural activities, Public speaking, communication skills development, yoga, health and hygiene etc.

Details of facilities available for extra-curricular activities are provided below:

- **Multi-Gym:** 2 separate well-facilitated multi-gyms are available in the Institute campus for male and female students.
- **Sports Facilities:** The Institute encourages sports activities and provides facilities for volleyball, table tennis, basketball, football, cricket, lawn tennis, badminton etc. Sports meet is held annually for the students.
- **Auditorium:** The Institute uses the Auditorium at Fort William of Indian Army, as and when required.
- **Cultural Activities**
8 different clubs form the overall Students' Club of AIM Kolkata. Separate, well-demarcated responsibilities are taken up by each of the clubs. The social interaction capacities of the students are bolstered through the Club's activities, and they are also encouraged to participate in a wide range of activities. 'Inferno', the much-awaited annual fest of the Institute, is organized entirely by the students. They take care of all the aspects of organizing the event, including inviting participants from other colleges, and other management issues.

Each of the clubs consists of 3 members and is dedicated to provide the students with valuable practical exposure to the outer world. The members are either elected through a voting procedure, or are nominated by virtue of their excellent past track record in different fields of activities. Peer learning and knowledge-sharing remain right at the top of the clubs' list of priorities. Different functional activities are also encouraged.

The different clubs are detailed below:

- ✓ **Sampark** – The club looks to add value to all the HR-related policies and functions of the Institute.



- ✓ **Awaaz** – For all types of society and community-related activities, the members of this club are responsible.
- ✓ **E-cell** – Entrepreneurship development activities are looked after by this club.
- ✓ **Vikreta** – A fun element is added to all the marketing drives and processes conducted by the Institute.
- ✓ **Striker** – This club is in charge of organizing all the sports activities during ‘Inferno’, the annual fest of AIM Kolkata.
- ✓ **Akriti** – Akriti looks to draw out unexpressed thoughts and feelings from people, through a wide range of innovative activities.
- ✓ **Renaissance** – Personality development of the students is the prime concern of this club. Students are also helped to become more skilful.
- ✓ **Kuber** – Familiarity with the latest financial and economic trends is fostered through the activities of this club.

Exciting extracurricular activities form a regular part of the life of the students. The eagerly anticipated yearly college fest – ‘Inferno’ – warrants special mention in this regard. The students take up the responsibility of sending out formal invitations to the prospective participants at the event, and are in charge of the overall management of the function as well. Classy cultural functions are also organized by the students, on the Annual Day of the Institute. The students also take up the mantle of planning and arranging the sports meet. The ‘Fresher’ and ‘Farewell’ events (for welcoming the new batch, and to bid adieu to the outgoing batch respectively) are also deftly organized by the students of the Institute.

- **E-magazine**

Students also publish an E-magazine, BEYOND aimk, which is available on <http://beyondaimk.webs.com>.

- **Public Speaking**

Regular practice of public speaking is done by the students under the guidance and mentoring of faculty members. They are also encouraged to play the role of MC (Master of Ceremonies) in various events to coordinate and summarize the event. Necessary infrastructural supports like PA equipments, rostrum etc. are made available as and when required.



- **Communication skills development**

A lot of stress is put on the development of communication skills of the students from the day they join the Institute. English Language proficiency test is done to assess the current skill level of the new students and remedial measures are taken based on the results. This includes arrangement of special English communication classes and encouragement to use the audio-visual English Language software available in the Institute. In addition to the above, the course includes an exclusive paper on Business Communication where development of both oral and written communication is focussed upon.

- **Yoga**

Yoga sessions are included in special Ethics/value based sessions by speakers from Sri Ram Chandra Mission, Brahma Kumari Spiritual University, Rabindranath Tagore Centre for Human Values etc.

- **Health and hygiene**

The Institute functions in an eco-friendly campus with adequate and appropriate infrastructure. Adequate support staff is provided to maintain proper cleanliness, health and hygiene of the entire campus including hostels. Separate Wardens for boys and girls are available for 24 hours to take care of the students' needs. They also look over the hygiene factor of the students' mess.

- **Medical Facilities**

Medical facilities are available for all students and staff at the Command Hospital within the same premises for any kind of medical support. In case any student / staff falls sick, he / she is immediately transferred to the Command Hospital by Institute transport and attended immediately.

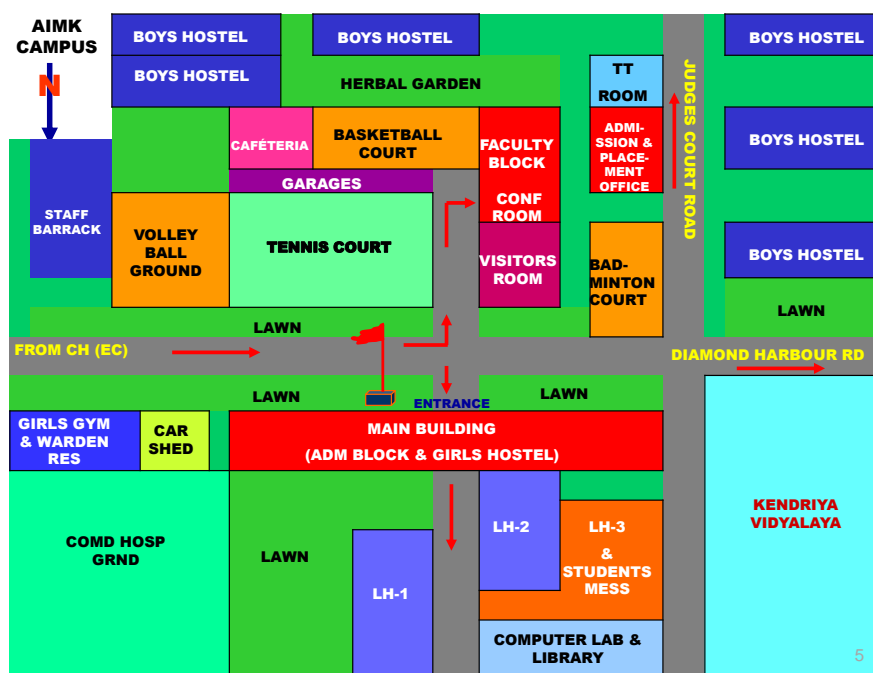
- 4.1.3. How does the institution plan and ensure that the available infrastructure is in line with its academic growth and is optimally utilized? Give specific examples of the facilities developed/augmented and the amount spent during the last four years (Enclose the Master Plan of the Institution / campus and indicate the existing physical infrastructure and the future planned expansions if any).

At present AIM Kolkata is functioning in Defence Land at Alipore, Kolkata. The land has been provided to the Institute on lease for 30 years by the Army authorities. The present campus is spread over

nine acres of land. In addition to 100% hostel accommodation both for the Boys and Girls, the Institute has catered for various sports facilities, eg, Volleyball, Basketball, Badminton, Table Tennis etc. The students have also been provided with separate multi gym for Boys and Girls, separate common rooms with modern equipment and infrastructure. The class rooms are equipped with Air conditioners, computers, LED projectors, sound system etc. Being a residential Institute due care is taken to provide them hygienic food. A student mess with modern kitchen equipment and AC Dining Hall has been catered for the students.

The Institute is in the process of moving to its new permanent campus for which 6.005 acres of land has been purchased from West Bengal Housing and Infrastructure Development Corporation (WBHIDCO) at Rajarhat, Kolkata. Construction of the boundary wall has been completed and outline plan is ready. The construction will commence shortly. Provision for sports and other amenities has been catered for in the planning of new campus.

Master plan of the present campus is as under:



- 4.1.4. How does the institution ensure that the infrastructure facilities meet the requirements of students with physical disabilities?



The majority of the campus is located in ground floor. All places are well connected through concrete path. Wheel chairs and helping staff have been catered for to provide support to the physically disabled students, if any. However, so far the Institute did not have any physically disabled student barring one who had disability in his hand.

4.1.5. Give details on the residential facility and various provisions available within them:

- **Hostel Facility – Accommodation available**

The Institute, being 100% residential, offers separate hostel facilities for boys and girls to all students within the campus. Details are as follows:

Room type	Carpet area (in sq m)
Boys Hostel	1278
Girls Hostel	684

- **Recreational facilities, gymnasium, yoga center, etc.**

Recreational facilities, sports areas and separate gymnasiums are available for both boys and girls. Details are as follows:

Room type	Carpet area (in sq m)
Cafeteria	185
Students Activities (Basketball, Volleyball, Badminton Courts etc.)	709
Sports Club / Gymnasium	214

The Institute encourages sports activities and provides facilities for volleyball, table tennis, basketball, football, cricket, lawn tennis, badminton etc.

- **Computer facility including access to internet in hostel**

The air-conditioned, well-facilitated computer labs are available for students. Individual PCs are provided to each faculty member and all offices. Printers and scanners in adequate quantity are provided. Internet connectivity, at a speed of 7 Mbps, is available through lease line, all across the campus, including each hostel room. A dedicated 2 Mbps line is provided for WiFi connectivity in the Library and Computer Lab premises.

- **Facilities for medical emergencies**

A sick room with first-aid facilities is available on campus. Besides, medical facilities are available for all students and staff



at the Command Hospital within the same premises for any kind of medical support. In case any student / staff falls sick, he / she is immediately transferred to the Command Hospital by Institute transport and attended immediately.

- **Library facility in the hostels**

The Institute maintains Book Bank facility for all students, which allow the students to keep the books throughout the Semester in their hostel rooms. Moreover, the Library and the hostels are within the same campus and hence, a separate Library for the hostels is not required.

- **Internet and Wi-Fi facility**

Internet connectivity, at a speed of 7 Mbps, is available through lease line, all across the campus, including each hostel room. A dedicated 2 Mbps line is provided for WiFi connectivity in the Library and Computer Lab premises.

- **Recreational facility-common room with audio-visual equipments**

Separate common rooms and TV rooms for boys and girls are provided within the campus. Moreover, a 42” LED TV is available in the students’ mess.

- **Available residential facility for the staff and occupancy**

Residential facility is provided to both male and female Wardens.

- **Constant supply of safe drinking water**

The main building and all hostel blocks are provided with adequate numbers of Aquaguard for safe drinking water. Water is available 24 hours in the Campus.

- **Security**

The Institute functions in Defence Land at Alipore, Kolkata. The security of the entire campus is maintained by personnel from the Indian Army. Additionally, Institute provides for security guards to look after the Institute properties and hostels.

4.1.6. What are the provisions made available to students and staff in terms of health care on the campus and off the campus?

To maintain the physical and mental fitness of the students, in addition to various sports facilities available in the campus, separate multi gym has been catered for the boys and girls with modern



equipment. Medical facilities are available for all students and staff at the Command Hospital within the same premises for any kind of medical support. In case any student / staff falls sick, he / she is immediately transferred to the Command Hospital by Institute transport and attended immediately.

- 4.1.7. Give details of the Common Facilities available on the campus – spaces for special units like IQAC, Grievance Redressal unit, Women's Cell, Counselling and Career Guidance, Placement Unit, Health Centre, Canteen, recreational spaces for staff and students, safe drinking water facility, auditorium, etc.

- **Common Facilities available on the campus are as follows:**

Room type	Carpet area (in sq m)
Placement Office	38
Cafeteria / Students' Mess	185
Students Activities (Basketball, Volleyball and Badminton Courts)	681
Boys Common Room	78
Girls Common Room	75
Others (for carom etc.)	28
First Aid & Sick Room	10
Sports Club / Gymnasium	214
Counselor's Cell	15
Grievance Redressal Cell	14

The Institute uses the Auditorium at Fort William of Indian Army, as and when required.

The Institute encourages sports activities and provides facilities for volleyball, table tennis, basketball, football, cricket, lawn tennis, badminton etc.

The main building and all hostel blocks are provided with adequate numbers of Aquaguard for safe drinking water. Water is available 24 hours in the Campus.

4.2. Library as a Learning Resource

- 4.2.1. Does the library have an Advisory Committee? Specify the composition of such a committee. What significant initiatives have



been implemented by the committee to render the library, student/user friendly?

- The Institute has a 'Library Committee' as advisory body.
- The Committee consists of 3 members: Asst Librarian as Coordinator, one member of faculty, and one Student Representative
- The Library Committee meets frequently and discuss on the needs of the students and faculty members, takes decision to purchase books & other documents and to subscribe journals & magazines. The committee also supervises the performance of the library as learning resource centre. Some significant initiatives implemented on the advice of the Library Committee are:
 - ✓ Book Bank system is introduced for all students;
 - ✓ Wi-Fi system is installed in Library;
 - ✓ Dedicated Broad Band Internet connectivity is established for Library;
 - ✓ setting up Air Conditioner in Library Reading Room;
 - ✓ E-journal package is subscribed;
 - ✓ Online Business database is subscribed;
 - ✓ New journals, magazines and books have been ordered

4.2.2. Provide details of the following:

- Total area of the library: 364 sq. mts
- Total seating capacity: 60
- Working hours:
 - ✓ 9 am – 5pm (normal working hours)
 - ✓ 9 am – 8pm (when required)
- Layout of the library:
 - ✓ Reading tables and chairs for study
 - ✓ Carrels for individual reading
 - ✓ Sofa set for relaxed reading
 - ✓ Computer terminals with Internet for accessing e-resources
 - ✓ Wi-Fi system for users carrying laptops

4.2.3. How does the library ensure purchase and use of current titles, print and e-journals and other reading materials? Specify the amount spent on procuring new books, journals and e-resources during the last four years.

- The library has evolved a system to ensure purchase and use of latest titles, important journals and magazines (both in print & electronic resources) etc. Students and faculty members put up



their requirement to the library through the student coordinator and directly respectively. The Library Committee evaluates the needs, takes decision for purchasing books & other documents and for subscribing journals & magazines and forwards to the Librarian. Librarian collects the information of availability, price and other bibliographic information about the publications and recommends it to the higher authority for approval. After getting approval, Librarian gives order of books or subscribes the required journal abide by the procedure laid down by the Institute.

- The library often sends the latest catalogues and price lists of the reputed publishers to the faculty members to assist them for selecting books, especially at the beginning of every semester.
- Sometimes library organizes Book Exhibition by inviting various publishers and booksellers in the campus to present an array of quality books in front of students and faculty members. This ensures a meaningful process of book selection.
- Every year, the librarian and faculty members visit the Kolkata Book Fair for selecting new titles.
- The members of Library Committee often sit together and evaluate the list of subscribed journals and magazines and make some change(s)/amendment(s) if required.
- Along the line of the recommendations from Library Committee, library has subscribed a e-journal database (EBSCO) before it has been done mandatory by AICTE.
- The library also subscribes a e-database (Capitaline Plus) to provide students fundamental and market data on more than 23,000 Indian companies.
- The amount spent on procuring new books, journals and e-resources during the last four years is given below (the number and total cost for books in 2013-14 include the data of Book Bank):

Library holdings	2010-11		2011-12	
	Number	Total Cost (Rs.)	Number	Total Cost (Rs.)
Text books	270	1,13,428/-	322	1,37,525/-
Journals/ Periodicals	64	2,54,272/-	64	2,76,064/-
e-resources (EBSCO & Capitaline Plus)	2	1,85,000/-	2	2,40,000/-



Library holdings	2012-13		2013-14	
	Number	Total Cost (Rs.)	Number	Total Cost (Rs.)
Text books	410	1,58,397/-	2092*	7,02,136/-*
Journals/ Periodicals	62	2,96,736/-	57	2,18,282/-
e-resources (EBSCO & Capitaline Plus)	2	2,60,475/-	2	2,81,570/-

4.2.4. Provide details on the ICT and other tools deployed to provide maximum access to the library collection?

- **OPAC:**
The library of the Institute has the OPAC facility with the help of LIBSYS – an Integrated Library Management Software.
- **Electronic Resource Management package for e-journals:**
AIM Library subscribes an e-journal package viz., EBSCO Business Source Elite.
- **Federated searching tools to search articles in multiple databases:**
Since the Institute subscribes only one e-journal package, such federated searching tool is not applicable.
- **Library Website:**
The library webpage with all related information is a part of the Institute website.
- **In-house/remote access to e-publications:**
The Institute has in-house access to e-publications and, through LAN, the access is available at all computer points in the campus including hostels for boys and girls.
- **Library automation**
All the in-house technical works (including cataloguing, issue-return, etc.) of the library are done through LIBSYS – an Integrated Library Management Software.
- **Total number of computers for public access**
06 nos. of PCs with Internet facility are available in the library (apart from 01 computer served as Server for LIBSYS database).



- Total numbers of printers for public access
01 no. colour printer and 01 no. black & white printer are available in the library.
- Internet bandwidth/speed – 2 mbps / 10 mbps / 10 gb
2 mbps internet bandwidth connectivity is available exclusively for Library with Wi-Fi facility.
- Institutional Repository:
The library maintains a repository of all Project Reports submitted by the students as a part of their SIPs.
- Content management system for e-learning:
Course File with CD for each subject is archived with the Academic office. Presentations and handouts are provided onto the Institute website for the students to download. Necessary information and study materials including assignments are circulated through email to all relevant students.
- Participation in Resource sharing networks/consortia (like INFLIBNET):
The Institute has initiated dialogue with National Knowledge Network (NKN). A faculty member has been nominated as Nodal Officer for the same.

4.2.5. Provide details on the following items:

- Average number of walk-ins: 51/day
- Average number of books issued/returned: 41/day
- Ratio of library books to students enrolled : 49:1
- Average number of books added during last three years: 1017/year
- Average number of login to OPAC:
Since the Institute has an in-house OPAC facility, obtaining this data is not feasible.
- Average number of login to e-resources: 299/month
- Average number of e-resources downloaded/printed: 219/month



- Number of information literacy trainings organized
Library orientation program for new students and staff are held post joining.
- Details of “weeding out” of books and other materials:
Weeding out of books and journals are not carried out because of their academic importance. However, considering the capacity constraint of the existing library infrastructure, magazines, which are more than 12 months old, are disposed off.

4.2.6. Give details of the specialized services provided by the library

- Manuscripts
Since such documents are not directly related to management education, manuscripts are not applicable for the Institute library.
- Reference
Librarian and other library staff provide Reference Services to library users with assistance or instruction for utilizing the library resources. It includes assistance on library collections and services, location of materials, use of the catalogue (in OPAC), use of computers to access information and the use of various reference sources. Library keeps some books separately as ‘Reference’ books (like Dictionaries, Encyclopedias, Yearbooks, Atlases, etc) designated to be used only within the library.
- Reprography
Library has a Canon make digital photocopy machine with which students and faculty members can get required material.
- ILL (Inter Library Loan Service)
Library renders Inter Library Loan Service through Institutional Membership of American Center Library and British Council Library as per demand.
- Information Deployment and Notification
The Institute Library has the system of Information deployment by putting notice on several Notice Boards and group e-mailing.
- Download
Library has download facility since all the computers have Internet facility through Wi-Fi system.



- **Printing**
Library has Printing facility with the help of 02 no. printers available in the library.
- **Reading list/ Bibliography compilation**
Library has the provision of preparing Reading list and Bibliography as per requirement.
- **In-house/remote access to e-resources**
Library has the provision for Remote access of EBSCO e-journal package and In-house access of Capitaline Plus Business Database.
- **User Orientation and awareness**
Library imparts user awareness about the Institute Library and its resources & services to new students and faculty members at the beginning of the course as the part of the Orientation Program. The Library also conducts a visit to the American Center Library with the students to give them an experience of a modern state-of-the-art Library. The providers of EBSCO (e-journal package) and Capitaline Plus (business database) also arrange several user awareness programs for betterment of the searching skill of the users.
- **Assistance in searching Databases**
Library staff always gives assistance to the users for searching databases.
- **INFLIBNET/IUC facilities**
The Institute has initiated dialogue with National Knowledge Network (NKN). A faculty member has been nominated as Nodal Officer for the same.

4.2.7. Enumerate on the support provided by the Library staff to the students and teachers of the college.

The Institute Library has an open-access system of book arrangement to encourage the students for browsing and finding their required resources freely. Library staff helps users to trace the appropriate resources required. The practice of “demand slip” ensures the reader about availability of the book required. Display of newly arrived books, journals and magazines update users about new additions to Library stock.



- 4.2.8. What are the special facilities offered by the library to the visually/physically challenged persons? Give details.

Since this Institute offers only one Management course which is intensely competitive and in taking students on the basis of rigorous multi level screening processes and also for the fact that Institute's 80% seats are reserved for students for the Army categories, we hardly get candidates with such serious challenges as yet. However The Institute library has makeshift arrangement of ramp in the library (since the entire set up is in the ground floor) for covering up inter-floor steps and is also equipped with other probable exigencies. The Institute is aware of and open to the kind of sensitivity required to respond to such situations.

- 4.2.9. Does the library get the feedback from its users? If yes, how is it analyzed and used for improving the library services. (What strategies are deployed by the Library to collect feedback from users? How is the feedback analyzed and used for further improvement of the library services?)

The Institute is aware of the need for upgrading its infrastructure and resources on a continuous basis. The Institute also believes that dissemination of knowledge centers around the library and it should upgrade and evolve every year to keep pace with this fast changing world. Institute reasserts further that the best way to set a direction in this regard is getting an evaluation from the end users. Hence we have ensured a multilevel feedback cum evaluative process.

The first feedback process is the verbal interface in everyday interactions with the students and other users through which they share their specific needs, difficulties in getting appropriate resources, providing suggestions for procuring new resources or even requesting specific infrastructural facilities on immediate or long term basis. This is encouraged to avoid loss of time to address the need. Secondly, the Institute maintains a register for recording end users specific suggestions or difficulties regarding the more effective use of resources or even for putting down some concrete proposals in the long term basis. Finally the Institute has recently introduced a provision for giving feedback and overall evaluation of the library services during their interaction for the two years tenure as users to the outgoing batches. This is required to be mailed directly to the Library committee to record their verbatim and hence not structured. Being passed out graduates they are likely to comment with greater



freedom and involve little hazards as this stage is implemented online without any deadline for submission.

The responses recorded under the first and second categories are done through regular updating on daily and weekly basis respectively. The third provision has not been popularized yet by the students, perhaps because it was introduced only a year back or it may also be that the end-users were satisfied with the services and did not have anything to say. Once a substantial amount of data is received, appropriate analytical methods would be used.

4.3. IT Infrastructure

4.3.1. Give details on the computing facility available (hardware and software) at the institution.

- Number of computers with Configuration (provide actual number with exact configuration of each available system)
- Computer-student ratio
- Stand alone facility
- LAN facility
- Wifi facility
- Licensed software
- Number of nodes/ computers with Internet facility
- Any other

Particulars	Existent in AIM Kolkata
Computer Student Ratio	01:04
No of computers with configuration	<ul style="list-style-type: none">▪ 57 Computers are on charge of Computer Laboratory, with details as follows: Pentium IV: 6, Dual Core HCL : 14, Dual Core Assembled : 31, Core I3 : 5nos , HP Server : Intel Xeon : 1▪ 34 desktop PCs and 20 laptops are available for use among faculty and staff. All desktop computers for faculty and staff are linked to 7MBPS Internet Lease Line.
Stand Alone Facility	All computers in LAN
LAN	All computers in LAN
Wifi Facility	In Library & Zone



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Particulars	Existent in AIM Kolkata
Licenced Software	Windows 98, Windows NT, Windows XP, Windows Vista Pre Loaded, Windows 8 (6 Users), Office 2000, Office XP, Office 2007, SPSS, Oracle 11G, Quick Heal Anti Virus, Photoshop 5, Adobe Reader 5, Borland C++.
No of Nodes/ Computers with internet facility	280/ 60
Details of Computer made available to Faculty on Campus	16 with 7MBPS Internet Lease Line

- 4.3.2. Detail on the computer and internet facility made available to the faculty and students on the campus and off-campus?

Particulars	Existent in AIM Kolkata
Computer Student Ratio	01:04
LAN	All computers in LAN
Wifi Facility	In Library & Zone
No of Nodes/ Computers with internet facility	280 / 60
Details of Computer made available to Faculty on Campus	16 with 7MBPS Internet Lease Line

- All computers on campus are on LAN and are Internet enabled with 7MBPS Internet Lease Line
- A dongle is used for requisite off campus Internet facility

- 4.3.3. What are the institutional plans and strategies for deploying and upgrading the IT infrastructure and associated facilities?

The Institute has acquired 6.005 acres of land (Plot No III, B-11 New Town) at Rajarhat, Kolkata and construction of the Institute new campus on the acquired land has started. Main features in the IT infrastructure and associated facilities will include the following:

- There will be 2 Computer centers (60 work stations in one Room) by a central server Room.
- The labs will have efficient variable Refrigerant system (VRS)



AC to reduce heat generated due to the equipment.

- There will be an independent UPS Room.
- 52 Inch Television sets will be set up in both Computer Labs for the instructor to teach the students.
- The Campus will have Wi-Fi.

4.3.4. Provide details on the provision made in the annual budget for procurement, upgradation, deployment and maintenance of the computers and their accessories in the institution (Year wise for last four years)

Information regarding the above is as follows:

- Advanced Excel payments :
 - ✓ MBA- 17: Rs 21,850/- (paid on 31-3-2014)
 - ✓ MBA-16: Rs 74,100/- (paid on 27-01-2014)
- Amount paid for SPSS software is Rs. 1,67,630/- on 21-2-2014 and paid from AIM Capital Fund (Technical Grant).
- Details on the provision made in the annual budget for procurement, up gradation, deployment and maintenance of the computers and their accessories in the institution year wise: (last four years)

2010-11	2011-12	2012-13	2013-14
Rs.13,15,000/-	Rs.12,20,000/-	Rs.13,70,000/-	Rs.19,37,500/-

4.3.5. How does the institution facilitate extensive use of ICT resources including development and use of computer-aided teaching/ learning materials by its staff and students?

AIM Kolkata has the following ICT resources:

- All staff have access to PC with Internet, thus enabling smart administration and educational capability.
- Statistical Package (SPSS 22) installed in Lab for Research Purposes, enhancing pedagogical capability.
- The library of the Institute has E Journal, Capitaline and Multimedia CDs in use.
- All classrooms are equipped with LED projectors, linked to computers & the bi-annual compilation of course files aids in collection of PPTs used in class.
- Wi-Fi Access inside the library enables research on the Internet in accompaniment with Secondary Data from within the library resources.



- There are an adequate number of Software Packages, such as SPSS 22 and Capitaline Plus.

4.3.6. Elaborate giving suitable examples on how the learning activities and technologies deployed (access to on-line teaching - learning resources, independent learning, ICT enabled classrooms/learning spaces etc.) by the institution place the student at the centre of teaching-learning process and render the role of a facilitator for the teacher.

- The classrooms are equipped with LED projectors, enabling a smart learning process
- Students are encouraged to research primary and secondary data and assess the same through SPSS 22 and such results are discussed in classrooms
- Faculty members perform research using Capitaline Plus, SPSS 22 and EBSCO, thus enabling the role of a facilitator to the student, especially during Summer Internship.

4.3.7. Does the Institution avail of the National Knowledge Network connectivity directly or through the affiliating university? If so, what are the services availed of?

To avail of NKN facility an Institute needs to submit the details of the Projects/Consultancies that it works on. Thus the only way the Institute may avail of the facility is by attachment to a member institution. AIM Kolkata is in the process of exploring the possibilities.

4.4. Maintenance of Campus Facilities

4.4.1. How does the institution ensure optimal allocation and utilization of the available financial resources for maintenance and upkeep of the following facilities (substantiate your statements by providing details of budget allocated during last four years)?

Details of Budget (all values in Rs.) allocated for maintenance of facilities are as follows:

		2010-11	2011-12
a.	Building	710000	200000
b.	Furniture	400000	400000
c.	Equipment	220000	430000



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d.	Computers	340000	375000
e.	Vehicles	300000	350000
f.	Any other (Website)	20000	30000

		2012-13	2013-14
a.	Building	1020000	910000
b.	Furniture	100000	200000
c.	Equipment	155000	375000
d.	Computers	350000	345000
e.	Vehicles	350000	350000
f.	Any other (Website)	45000	0

- 4.4.2. What are the institutional mechanisms for maintenance and upkeep of the infrastructure, facilities and equipment of the college?

All moveable and immovable property and equipment of the Institute are properly maintained and accounted for. A Property Supervisor and an Estate Supervisor looks after these matters. All items after procurement are taken on ledger charge and then issued to the respective user. The physical verification and conditioning is carried every year. The old and obsolete equipment are replaced after conditioning. In addition, repair / maintenance of all buildings, other infrastructure and equipment are carried out regularly to keep them in serviceable condition.

- 4.4.3. How and with what frequency does the Institute take up calibration and other precision measures for the equipment/ instruments?

Not applicable

- 4.4.4. What are the major steps taken for location, upkeep and maintenance of sensitive equipment (voltage fluctuations, constant supply of water etc.)?

As the Institute is located in military cantonment area, electricity supply is provided by the Military Engineering Services (MES). All cable lines, transformers, MCBs, Switches etc are looked after by the MES. Similarly, the water supply is also provided to the Institute by the MES. The electrical, water and building departments of the MES authorities are located close to the campus. In case of any kind of problem, they are informed and their representative attends the call immediately and rectifies the same. For standby power support, the Institute has procured a 32 KVA Diesel Generator which is used as and when required. In addition, one electrician has also been



engaged on regular basis for day to day needs.

Any other relevant information regarding Infrastructure and Learning Resources which the college would like to include.

A 32 KVA Diesel Generator has been procured for the Institute to ensure uninterrupted power supply so that the academic activities are not affected during the power failure period. A heavy duty water pump has been installed close to the campus to drain out stagnant water during heavy rain so that the campus area is not affected. As the Institute is associated with the Army and majority of the students are wards of Army personnel, Army top brasses are holding important portfolio in the Institute Managing Committee. The Institute is provided with various supports from time to time like additional transport, organizing blood donation camp, holding major Institute functions at the Army auditorium.



CRITERION V: STUDENT SUPPORT AND PROGRESSION

5.1. Student Mentoring and Support

- 5.1.1. Does the institution publish its updated prospectus/handbook annually? If 'yes', what is the information provided to students through these documents and how does the institution ensure its commitment and accountability?

Army Institute of Management, Kolkata publishes its updated Prospectus annually. Detailed information on the following is provided in it:

- The Institute
- Curriculum
- Support Facilities
- Trophy / Scholarships / Awards
- Admission Process
- Fee Structure
- Institute Activities
- Student Activities
- Placement
- Core Faculty and Administration
- Visiting Faculty
- Information
- Specimen Affidavit for Anti-Ragging

The prospectus is a written commitment to the stakeholders, which the Institute is bound to follow. The Institute is affiliated to West Bengal University of Technology and the course is approved by All India Council for Technical Education. It is governed by Army Welfare Education Society, Eastern Command and Head Quarters Bengal Area (HQ BA) of the Indian Army. The Institute goes through the inspection of all these bodies at regular intervals, which ensures its accountability. There is also a Managing Committee consisting of representatives from HQ BA, AICTE, University and other Academic bodies, State Government, faculty fraternity etc. This Managing Committee regularly monitors the Institute's activities through meetings and visits.

- 5.1.2. Specify the type, number and amount of institutional scholarships / freeships given to the students during the last four years and whether the financial aid was available and disbursed on time?



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Scholarships offered by the Institute are as follows:

Name of Scholarship	No. of Scholarships	Scholarship amount	Total Value	Sponsored By
Army Commander's Scholarships	Four	Rs. 25,000/- each	Rs. 1,00,000/-	HQ Eastern Command
Army Commander's Meritorious Scholarships	Four	Rs. 25,000/- each	Rs. 1,00,000/-	HQ Eastern Command
Chairman's Scholarships	Four	Rs. 25,000/- each	Rs. 1,00,000/-	HQ Bengal Area
AGIF Scholarships	Forty-eight	Rs. 40,000/- each	Rs. 19,20,000/-	Army Group Insurance Fund Army HQ, New Delhi
TATA Merit Scholarships	Two	1 st in Merit – Rs. 20,000/- 2 nd in Merit Rs. 15,000/-	Rs. 35,000/-	Ceremonial and Welfare Directorate AG's Branch, Army HQ, New Delhi
DLF Raghvendra Scholarship	Four	Rs. 50,000/- each	Rs. 2,00,000/-	DLF Foundation

All the scholarships are distributed on time each year and the students can take full advantage of the scholarship.

- 5.1.3. What percentage of students receive financial assistance from state government, central government and other national agencies?

Approximate two percent (State Govt. Minorities scholarship, PM Scholarships etc. – Individual students may apply and qualify).

- 5.1.4. What are the specific support services/facilities available for
- Students from SC/ST, OBC and economically weaker sections
 - Students with physical disabilities
 - Overseas students
 - Students to participate in various competitions/National and International



- Medical assistance to students: health centre, health insurance etc.
- Organizing coaching classes for competitive exams
- Skill development (spoken English, computer literacy, etc.,)
- Support for “slow learners”
- Exposures of students to other institution of higher learning/ corporate/business house etc.
- Publication of student magazines

AIM Kolkata admit its students through CAT from all over India. There is no reserve quota for SC, ST, OBC etc. All students are given equal opportunity and facilities in the campus. Students desirous to attend various competitions are given active support by the Institute. Medical facilities are available for all students in the nearby Command Hospital. Manpower and transport is also provided as required basis. For weaker students extra coaching classes are conducted to improve their skills. Capsule courses are organized, eg, Finishing School & Personality Development, Soft Skills, Interview Techniques, Environment Management, English communication etc. Students exchange programs are organized between AIMT Noida and AIM Kolkata. Students also have summer internship programs.

Students participate in various extra-curricular activities and get to interact with various institutions of higher learning/corporate/business houses.

AIM has an e-magazine “BEYOND aimk” which serves as a platform for students’ creativity and communication.

Institute also publishes ‘Kindler’ – a double-blind, peer reviewed bi-annual journal with ISSN No. 09730-0486. A Section is dedicated to Students’ contribution in each issue, where their original contributions in the form of articles and award winning entries are published along with synopsis of their internship project reports. A Special issue (Vol XII, Nos 1&2, Jan-June 2012 and July-December 2012) was published dedicated to student contributions only to encourage and develop scientific temper and research culture and aptitude among students.

- 5.1.5. Describe the efforts made by the institution to facilitate entrepreneurial skills, among the students and the impact of the efforts.

From the inception of the course, the students are groomed to be industry-ready academically and psychologically. Moreover, they are



also provided the opportunity to hone their entrepreneurship ability and innovative skills by running the Institute cafeteria and organizing mega-events like Bazaar and Inferno.

The Institute provides infrastructural support to the students in the form of access to online library database and corporate database for scientific research. The library also subscribes to a considerable number of renowned national and international journals. Students are encouraged to participate in conferences/seminars/poster exhibitions, management fests/competitions and publish research papers in refereed journals including the Institute's journal, Kindler.

Entrepreneur-cell (e-cell) conducted an event SELL FOR A CAUSE during the college fest Inferno 2014- crossroads. E-cell collaborated with a NGO named 'Ankur Kala' who specialize in handicrafts. Participants of three teams choose products of 'Ankur Kala' and sell them in the city in a given time. All the teams did their best and helped the NGO for a noble cause.

Event Bazzare showcase the entrepreneurship skill of the group of students where they had to sell innovative products and team with the maximum sales considered as winner.

- 5.1.6. Enumerate the policies and strategies of the institution which promote participation of students in extracurricular and co- curricular activities such as sports, games, Quiz competitions, debate and discussions, cultural activities etc.

- * additional academic support, flexibility in examinations
- * special dietary requirements, sports uniform and materials
- * any other

There is a standard evaluation system existent in the Institute to judge the participation of the students. The students are graded and are subsequently awarded an appreciation certificate. Students are encouraged to participate in debates, discussions, seminars, symposiums, conferences, quiz, sports, games arranged by business organizations like BCCI, CMA and other esteemed B-schools like IIMC, Globsyn, Indian Maritime University, etc. One of the parameters considered for selecting the Best All-rounder of the Institute includes his/her participation in extracurricular and co-curricular activities. Students who miss out on regular class attendance for participation in such activities are taken care of if they fall short of the stipulated attendance. In case they have any problem in understanding what ever has been taught in their absence, they are



encouraged to clarify their doubt with the concerned faculty member. Flexibility in examinations is allowed only in cases where prior permission is taken from the Academic Coordinator. Such flexibility is permitted only once, for internal examinations only and the student has to re-appear in a re-test.

Students are escorted to the venue of the extracurricular and co-curricular events and subsequent arrangements are made from the Institute. The mess committee takes care of the dietary requirements of the students participating in these events. Dress code is in place for the Institute to participate in sports events.

Regular maintenance of Table Tennis, basketball, badminton, football grounds is undertaken by the Institute.

- 5.1.7. Enumerating on the support and guidance provided to the students in preparing for the competitive exams, give details on the number of students appeared and qualified in various competitive exams such as UGC-CSIR- NET, UGC-NET, SLET, ATE / CAT / GRE / TOFEL / GMAT / Central /State services, Defense, Civil Services, etc.

There is a robust and diligent effort expended towards preparing the students for an all round development. An effective system has been developed in this regard. Students are subjected to a mentoring system on the basis on an overall assessment, taking their analytical, communication, behavioral, interpersonal and other skills under consideration. Based on the individual requirement, they are mentored and coached on their deficient areas. Each of the teaching faculty member handles ten students and grooms them accordingly.

To realize the interest of certain students in competitive exams like UGC-CSIR- NET, UGC-NET, SLET, ATE / CAT / GRE / TOFEL / GMAT / Central /State services, Defense, Civil Services, etc. the well stocked library plays a major role. Books and journals like Competition Success Review, India Today, Reader's Digest, India Economy Review, Business India, Business Today, Business World, GEO a new world of knowledge etc. upgrades and prepares the students in a worthy manner and help the students in preparation.

The following is a partial list of students who have appeared and qualified in various competitive exams in the last four years:



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Sl. No.	Year	Name of Student	Qualified In
1.	Feb-11	Padmanav Chatterjee	SBI
2.	Feb-11	Ajit K Singh	Bank PO
3.	Oct-11	Rishikesh Singh	Central Police Force
4.	Nov-11	Anuj Gulati	Army
5.	Dec-11	Raja K. Tahir	Army
6.	Feb-12	Mahendra Singh	SI
7.	Dec-12	Rahul Kumar	Army
8.	Dec-12	Diptoorup Das	Army
9.	Sep-13	Amit Guha	Territorial Army
10.	Sep-13	Sam Mathai	Army
11.	Oct-13	Pushpendra Singh	Syndicate Bank

The qualifying entrance examination for admission to the Institute is CAT, hence, all students are CAT-qualified.

- 5.1.8. What type of counselling services are made available to the students (academic, personal, career, psycho-social etc.)

Faculty members take care of counseling services related to academic, personal, career, psycho-social aspects of the students. There is a structured mentoring system in the Institute with a dedicated Mentoring Committee. Regular mentoring sessions as per schedule are held, where a Mentor – Student Ratio of 1:10 is maintained. Responsibilities of each Mentor includes Academic Development, Discipline, Conduct, Summer Training, Final Placement, Personality profiling of mentee through FIRO-B technique and guiding accordingly, Identifying areas of Strength / Weakness and guiding accordingly, Group activities to enhance group cohesion and team building skills, etc. Even special sessions are held both for faculty members and students by experts for their enrichment.

- 5.1.9. Does the institution have a structured mechanism for career guidance and placement of its students? If ‘yes’, detail on the services provided to help students identify job opportunities and prepare themselves for interview and the percentage of students selected during campus interviews by different employers (list the employers and the programmes).

The Institute has a structured mechanism for career guidance and placement of its students through its dedicated Placement Cell



consisting of a Placement Officer, Faculty Placement Coordinator and students' representatives. It regularly interacts with the industry and corporate sectors for placement of students. Another initiative taken recently is to create a Question Bank for Placement purpose which will contain all questions asked by the companies to the students during selection process. The Placement Cell is responsible for liaison with industry through conducting special sessions by representatives from the industry at regular intervals. Aptitude Tests, Mock GD & PI are organized by Academic and Placement Cells.

- List of Employers for MBA-16 (2012-14)

- | | | |
|---------------------|-----------------------|----------------------------------|
| ✓ Abbott Healthcare | ✓ Analytics Quotient | ✓ Associated Consultants Pvt Ltd |
| ✓ Bajaj Allianz | ✓ Bharti Airtel | ✓ Bharti AXA GI |
| ✓ Capital Via | ✓ Career Launcher | ✓ CESC |
| ✓ CPO | ✓ Decathlon Sports | ✓ Deloitte |
| ✓ HCL Infosystems | ✓ ICRA Online | ✓ IOB |
| ✓ ITC Ltd. | ✓ JNJ Consumer (I) | ✓ KPMG |
| ✓ L&T Finance | ✓ McLeod Russel | ✓ Mercedes- Benz |
| ✓ Metal Junction | ✓ Mindworks | ✓ Mother Dairy |
| ✓ National Jute | ✓ Nestle | ✓ Netscribes |
| ✓ Oxigen | ✓ Practo | ✓ Punjab & Sind Bank |
| ✓ Rungamatttee Tea | ✓ S&P Capital IQ | ✓ Starwood Hotels & Restaurants |
| ✓ Taj Hotels | ✓ Tania Agrochemicals | ✓ TCIL |
| ✓ Vodafone | ✓ Whirlpool | ✓ Xentrix Studios |
| ✓ XL Dynamics | | |



• List of Employers for MBA-15 (2011-13)

✓ Analytics Quotient	✓ Anthroplace Consulting	✓ Asian Paints
✓ Avon	✓ Bajaj Allianz General	✓ Bank of India
✓ Blue Star	✓ BM Birla Heart Research Centre	✓ Central Bank of India
✓ Cocoberry Restaurant & Distributors	✓ Consensys Solutions	✓ DLF
✓ HCL Infosystems	✓ HP	✓ ICICI Bank
✓ ICICI Securities	✓ India Infoline	✓ Indusnet
✓ Inspira Software	✓ ITC Ltd	✓ Just Dial
✓ Matrix Direct	✓ Mcleod Russel	✓ Metal Junction
✓ Mindworks	✓ Nirmal Bang Securities	✓ One97
✓ Oxigen	✓ Reliance Retail Ltd	✓ Sunrise Food Ltd
✓ Tata Hitachi	✓ TCI	✓ TCS
✓ TCS (BPO)	✓ Titagarh Wagons	✓ Udyogi Groups

• List of Employers for MBA-14 (2010-12)

✓ Allahabad Bank	✓ Bajaj Allianz	✓ DLF Pramerica Life
✓ Eveready	✓ Federal Bank	✓ Genpact
✓ HCL	✓ Hewlett Packard	✓ Indian Overseas Bank
✓ Jones Lang Lasalle	✓ Karur Vyashya Bank	✓ Matrix Cellular
✓ Matrix Cellular	✓ Metal Junction	✓ Mukta Finance
✓ Naukri. Com	✓ Nitco Tiles	✓ Progection Infonet
✓ Pubmatic	✓ PWC	✓ Reliance
✓ Sapphirl	✓ Taj Hotels	✓ TCIL
✓ TCS	✓ TCS (BPO)	✓ Vodafone
✓ Webisdom	✓ World of Mosaic	



• List of Employers for MBA-13 (2009-11)

- | | | |
|----------------------------|---|------------------------|
| ✓ Adani | ✓ Aryaka | ✓ Axis Bank |
| ✓ Bajaj Allianz | ✓ Bharati Axa | ✓ Eveready Industries |
| ✓ First Source | ✓ Havells India | ✓ HCL Infosystems |
| ✓ ICICI Bank | ✓ IDBI Bank | ✓ IMRB |
| ✓ Indus Net Technologies | ✓ Kotak Securities | ✓ Larsen & Toubro Ltd. |
| ✓ Omaxe | ✓ Phase 1 Events, Entertainment Pvt Ltd | ✓ Selvel |
| ✓ Shapoorji Pallonji & Co. | ✓ Star Den | ✓ Star. Com India |
| ✓ Super Max | ✓ Taj Group | ✓ TCS |
| ✓ Videocon | | |

• List of programs conducted by recruiters in 2014 are as follows:

Name of the Guest Lecturer	Designation	Topic
Mr. Viresh Oberoi	Managing Director & Founder CEO, Mjunction Services	Talk About the Company
Ms. Seema Mohanchandran	General Manager, East of Taj Group	Etiquettes of a Leader
Dr. Michael D. Patra	Principal Advisor, Monetary Policy Department, RBI.	The Making of Monetary Policy in India
Mr. Sandeep Sengupta	Founder, Indian School of Ethical hacking	Ethical Hacking
Mr. Gautam Banerjee	MD of Business Brio	Big Data and Data Analytics
Mr. Avik Gupta	Asst. Manager at NSE regional office Kolkata	NSE's Security Awareness Program
Mr. Kaushik Bhattacharya	Technical Director, Management Consulting KPMG in India.	Business Intelligence and Analytics
Mr. Ranjiv Kapur	Deputy CEO, Gokaldas Exports Ltd.	Leadership



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Name of the Guest Lecturer	Designation	Topic
Dr. Tridibesh Mukherjee	Independent Director, IFB Industries, Independent Non-Executive Director at Nicco Corp. Ltd.	Intuition

- Competitive aptitude tests for increasing employability through skill development are being conducted by VistaMind, Kolkata. It also conducts mock interviews and gives feedback to each participant specifying the areas of improvement.
- Structured PDP sessions are held to increase the employability of the students.

5.1.10. Does the institution have a student grievance redressal cell? If yes, list (if any) the grievances reported and redressed during the last four years.

The Institute has a student grievance redressal cell consisting of the Academic Coordinator (President), Coordinator Students Affairs, Girls Warden and Counselor.

In the last four years no grievance has been reported.

5.1.11. What are the institutional provisions for resolving issues pertaining to sexual harassment?

The Institute has a committee to deal with issues pertaining to sexual harassment, which is notified to all. The Cell is called Internal Complaint Committee (to investigate cases of Sexual Harassment). The members are: Academic Coordinator (Chairperson), Editor Kindler, Asst Librarian and Girls Warden.

The Institutional provisions are given in a detailed SOP on Sexual Harassment.

5.1.12. Is there an anti-ragging committee? How many instances (if any) have been reported during the last four years and what action has been taken on these?

The Institute has an anti-ragging committee comprising Coordinator Students Affairs (Chairperson), Academic Coordinator, Placement



Coordinator and Counselor. The Institute also has an Anti Ragging Squad comprising Girls Warden (Chairperson), Boys Warden, President Students Council, Secretary Students Affairs (Boys), and Secretary Students Affairs (Girls). During admission, each student and his/her parent/guardian has to sign and submit an Affidavit for anti-ragging as per AICTE norms.

In the last four years no instance related to ragging has been reported.

5.1.13. Enumerate the welfare schemes made available to students by the institution.

The welfare schemes made available to students by the Institute are detailed below:

- Vidyarthi Suraksha Kavach: All students of the Institute are provided insurance coverage named “Vidyarthi Suraksha Kavach” by the Army Welfare Education Society. It provides insurance coverage upto Rs 2.5 lakh to each student on a very nominal premium of Rs 60/- per year. In case of any eventuality, the claim is processed by the Institute through Army Welfare Education Society directly and the claim is paid to the student concerned in a very short span of time.
- Scholarships: Various scholarships are available as enumerated in point no. 2.5.5 above.

5.1.14. Does the institution have a registered Alumni Association? If ‘yes’, what are its activities and major contributions for institutional, academic and infrastructure development?

The Institute has an active Alumni Committee coordinated by the Placement department of the Institute. The objective of the committee is to plan, develop, administer and coordinate with the alumni in various activities of the Institute.

The Alumni Coordinator brings together all the former students graduated since 1999 on a single platform. With the motto of ‘Engage, Energize and Enhance’, the Committee seamlessly attempts to connect the alumni with the Institute.

In order to create a bond between the present students and alumni as well as the alumni themselves, the Committee organizes alumni



meets in various locations all over India like New Delhi, Pune, Bengaluru and Kolkata for its 1500+ alumni.

A mentoring program is in place through which the alumni act as mentors of the 1st year students, giving them an insight of how the different industries work and preparing them for the challenges ahead. They talk about their own experiences of their student life, the changes that they see and what a student's focus should be. The students get to know the first hand experience and the correct way of working.

The Alumni provide students with internship projects and help in final placements in their own organizations or provide useful links which are often converted into placements. They even guide the students in developing interview skills.

Annual reunion event, 'Nostalgia', is held in the Institute so that the alumni can relive the student life they had. Meeting old friends and batch-mates refreshes all the old memories. The students act as volunteers for the alumni and all sort of cooperation is extended to them by the current students and the Institute.

5.2. Student Progression

- 5.2.1. Providing the percentage of students progressing to higher education or employment (for the last four batches) highlight the trends observed.

Student progression	%
UG to PG	Not Applicable
Employed <ul style="list-style-type: none">▪ Campus selection▪ Other than campus recruitment	Please refer table below for no. of students employed through campus selection.

<u>BATCH / STRENGTH</u>	<u>NO. OF STUDENTS EMPLOYED THROUGH CAMPUS SELECTION (%)</u>
MBA – 13: 118	99 (84%)
MBA – 14: 117	88 (75%)
MBA – 15: 113	113 (100%)
MBA – 16: 116	116 (100%)



- 5.2.2. Provide details of the programme wise pass percentage and completion rate for the last four years (cohort wise/batch wise as stipulated by the university)? Furnish programme-wise details in comparison with that of the previous performance of the same institution and that of the Colleges of the affiliating university within the city/district.

Details of MBA results are given below:

COURSE/ BATCH	UNIV EXAMINATION RESULTS (DGPA out of 10)					
	ABOVE 7.99	7.00 – 7.99	6.00 – 6.99	5.50 – 5.99	5.00 – 5.49	Completion Rate
MBA – 13 (118) 2009-2011	10	75	33	0	0	100%
MBA – 14 (116) 2010-2012	4	88	24	0	0	100%
MBA – 15 (113) 2011-2013	7	70	36	0	0	100%
MBA – 16 (117) 2012-2014	8	62	43	0	0	96.6%*

* 4 students need to clear their backlog papers in 2014.

- 5.2.3. How does the institution facilitate student progression to higher level of education and/or towards employment?

The motto of the Institute was “Place All, Please All”. In a professional course like MBA placement is the primary objective. From the inception of the course, the students are groomed to be industry-ready academically and psychologically. Moreover, they are also provided the opportunity to hone their entrepreneurship ability and innovative skills.

The Placement Cell and the faculty members groom the students for employment. The Institute boasts of 100% placement in the recent past. Students who opt for higher education do so only after a few years of corporate experience.

- 5.2.4. Enumerate the special support provided to students who are at risk of



failure and drop out?

Special remedial classes are provided to students who are at risk of failure. Students only drop out in case of opportunities for employment, especially in the Indian Army.

5.3. Student Participation and Activities

- 5.3.1. List the range of sports, games, cultural and other extracurricular activities available to students. Provide details of participation and program calendar.

The following tables give the details of the participation of students in sports and games:

Sl. No.	Event	Sports and Games
1.	Sports week in Inferno 2014	Cricket, Table Tennis, Carrom, Football, Volleyball, Basketball, Badminton
2.	Sports week in Carpe Diem of IIMC 2014	Cricket, Football
3.	Sports event in Zeron of Calcutta Business School 2014	Cricket, Football, Basketball
4.	Sports event in Tempest of Marine Engineering and Research Institute 2014	Volleyball, Football, Basketball
5.	Regular Inhouse Sports Events	Volleyball, Badminton, Cricket, Basketball, Table Tennis, Football

The following tables give the details of the participation of students in cultural and extra-curricular activities:

Sl. No.	Event	Cultural / Extra-curricular Activities
1.	Spotlight event of St Xaviers College, Kolkata 2013.	Participated in events like Photography, group dance, vocals, 60 seconds to fame.
2.	Tempest event in Marine Engineering and Research Institute 2014.	Participated in Fashion Show.
3.	Carpe Diem of IIMC 2014.	Participated in Fashion Show, dance, band, nukkad natak.



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4.	Inferno 2014 of AIM Kolkata.	Participated in Crescendo, Step up, Digital canvas, 1 min to fame, Fashion Show, dance, band, nukkad natak.
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Program Calendar for major events in 2014 is given below:

Sl. No.	Activity	Date
1.	Symposium	15 February 2014
2.	Inferno- B school meet	27 February 2014 to 1 March, 2014
3.	Annual Sports Week	27 February 2014 to 1 March, 2014
4.	Students Council Election	29 April 2014

- 5.3.2. Furnish the details of major student achievements in co- curricular, extracurricular and cultural activities at different levels: University / State / Zonal / National / International, etc. for the previous four years.

The following table gives the details of the major student achievements in various co- curricular, extracurricular and cultural activities at different levels:

Sl. No.	Participated in	Award
1.	Carpe Diem 2014 at IIMC	Winners in Fashion Show, Cricket and runners up in Group Dance
2.	Serendipity 2014 at Globsyn Business School	Winners in Skit and Ad Mad. Runners up in Finance Simulation and Product Design
3.	Zeron 2014 at Calcutta Business School	Winner of the match
4.	Money matter 2014 by BCC&I	Winners (Essay Writing)
5.	Spotlight 2013 at St Xaviers College	2 prize
6.	Confero 2013 at International Management Institute Kolkata	1 prize in Ad Mad, 2 prize in Debate



Sl. No.	Participated in	Award
7.	NIPM HR Quiz 2013	One of the teams qualified the Regional level to participate in the National Level Quiz
8.	Tempest 2013 at India Maritime University	3 prize

- 5.3.3. How does the college seek and use data and feedback from its graduates and employers, to improve the performance and quality of the institutional provisions?

The Institute has a structured feedback system for the students as well as the employers. Formats of the same have already been provided earlier under point no. 1.3.5 above. Based on the feedback given, adequate measures are taken for improvement of the performance and quality of the Institute.

- 5.3.4. How does the college involve and encourage students to publish materials like catalogues, wall magazines, college magazine, and other material? List the publications/ materials brought out by the students during the previous four academic sessions.

The Institute has introduced an e-magazine, '**BEYOND aimk**' with initial aim of quarterly publication. Primarily it is contributed by the students and managed by a students' collective, though it is open to all individuals having an association with the Institute.

The magazine has various sections as mentioned below and it is open to evolve through the inclusion of other relevant dimensions to ensure its relevance in the contemporary context.

Areas of interest for **BEYOND aimk**:

- **Features:**
In-depth original articles on key national and international socio-political, economic and cultural issues concerning our existence and understanding complex social relations; (1,500 to 2,000 words).
- **Currents:**
News articles; i.e., Environmental issues, Nuclear Power controversies, Deforestation and Ecology and Global Warming,



Economic Recession and Depression, Emerging threat to our Secular Fabric, New Political Trends etc. (600 to 800 words).

- **Pronounce:**
Brief 300-word Report on various news in & around our realities.
- **Conversation:**
“Question – Answer” or shared conversation on issues of significance and interest (Within 500 words).
- **Relook:**
Review of Books, Journals, Academic courses, Film, Music and other form of Arts.

The students are also encouraged to contribute academic papers and internship project synopses in the Institute journal ‘Kindler’.

- 5.3.5. Does the college have a Student Council or any similar body? Give details on its selection, constitution, activities and funding.

The Institute has a robust and active Students Council. There are fourteen members in the Council starting from the President, Secretary and other relevant positions. Each year the selection of the Council members is done through a closed ballot system under the supervision of senior faculty members and the previous council members. A board is constituted to carry out the entire process in an effective manner. A relevant SOP for each designated member of the Council is in effect. The activities and responsibilities pertaining to the mess, computer, library, alumni, placement, academic and general administration of the college is looked after by the individual designated member.

Funding is provided by the Institute. However, the Students Council also collects sponsorships for mega events.

- 5.3.6. Give details of various academic and administrative bodies that have student representatives on them.

Various academic and administrative bodies that have student representatives on them are detailed below:



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Sl. No.	Committee	Coordinators & Members
1.	Academic (All academic matters related to MBA)	Faculty Coordinator Faculty member 2 Student Representatives
2.	Placement (All matters related to Summer and Final placement of students; alumni, interface with industry, Newsletter)	Faculty Coordinator Placement Officer 3 Student Representatives
3.	Students' Affairs (All student matters including Discipline, Mess, Hostel, Sports and Cultural Meets, Debate, Inferno, Symposium etc.)	Faculty Coordinator Faculty member 2 Student Representatives
4.	Computer (All matters related to Computer Labs & Computers, Website Updation)	Faculty Coordinator Faculty member 1 Student Representative
5.	Library (Purchase of books, journals, CD, magazines and newspapers)	Asst. Librarian Faculty member 1 Student Representative
6.	KINDLER (Bi-Annual Journal)	Faculty Coordinator & Editor Faculty member 1 Student Representative (Representative of Library)

5.3.7. How does the institution network and collaborate with the Alumni and former faculty of the Institution.

The Institute network and collaborate with the Alumni through its active Alumni Committee, coordinated by the Placement department of the Institute, as discussed in detail in 5.1.14. The Institute also has an Annual reunion event, 'Nostalgia', held in the Institute. The Institute invites its alumni as experts in the GD/PI panel at the time of admission of new students.

The Institute invites select former faculty of the Institute in various events and invites them to address the students through special lectures.



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Any other relevant information regarding Student Support and Progression which the college would like to include.

Various events are organized by the Institute at regular intervals for the development and enrichment of the students. Financial support is provided to students for participation in Conferences and competitions and also for various Student Activities.



CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

6.1. Institutional Vision and Leadership

- 6.1.1. State the vision and mission of the Institution and enumerate on how the mission statement defines the institution's distinctive characteristics in terms of addressing the needs of the society, the students it seeks to serve, institution's traditions and value orientations, vision for the future, etc.

Vision

To become a premier business school recognized internationally for professional excellence in management education.

Mission

- (a) Promote excellence in all dimensions of management.
- (b) Empower students by offering practical, innovative and technology-driven management programs.
- (c) Prepare management professionals with a global mindset.
- (d) Focus on building intellectual capital and foster an interactive learning environment through faculty development, interaction with industry, research and publications.

The distinctive characteristics of the Institute are providing quality education at affordable cost, strong Army discipline and social commitment. The Institute promotes excellence in all dimensions of management by inculcating state-of-the-art management concepts and its applications and synthesizing management education with information technology, thereby addressing the needs of the society. The existence of the Institute is student-centric as it was developed with the social purpose of providing quality professional education to Army wards (80%). Hence, the Institute empowers its students by offering practical, innovative and technology-driven management programs. The Institute addresses its traditions and value orientations by focusing on building intellectual capital and fostering an interactive learning environment through faculty development, interaction with industry, research and publications. Preparing management professionals with appropriate managerial acumen and personality for a global market addresses the needs of the society, the students it seeks to serve and vision for the future.



6.1.2. What is the role of top management, Principal and Faculty in design and implementation of its quality policy and plans?

- **Preparation of Five Year Plan**
A five year prospective plan has been prepared and fwd to HQ Bengal Area vide AIM letter No 0037/Dir/Placement/AIM DT. 19 October, 2013. The aspects considered for inclusion in the plan are detailed in 6.2.2.
- **Annual Conference of Directors/Heads of Professional Colleges** is held at regular intervals in various institutions under AWES. Discussions on quality policy and plans are carried out during such meets. Such conferences have been held at AIMT, Greater Noida during 07 – 08 November, 2013; May, 2014.
- **IQAC** was formed.
- **Visit by top management** is done at regular intervals. Lt Gen NP Padhi, VSM Chief of Staff, HQ Eastern Command and Patron, AIM Kolkata.
- **Talk by top speakers from Army:**
 - ✓ Lt Gen Sandeep Singh, AVSM, SM, VSM, Comdt Army War College visited the Institute addressed the faculty members and students on motivation and leadership on 06 Nov 13. Topic - Management of Life.
 - ✓ On 21 Nov 13 Gp Captain Amitabh Rai visited the campus. He is in the administrative branch of IAF and has 28 years of experience and currently posted at Directorate Resettlement Zone(E).
 - ✓ On 21 Nov 13 Gp Captain Amitabh Rai visited the campus. He is in the administrative branch of IAF and has 28 years of experience and currently posted at Directorate Resettlement Zone(E).
- Each policy is approved by Chairman, IMC/ GOC Bengal Area
- Director himself monitors attendance and punctuality of faculty members, staff and students
- **Committees:** The Institute has Internal committees as detailed in 5.3.6 and 6.1.8., who take part in the design and implementation of its quality policy and plans under the guidance of the Director of the Institute

6.1.3. What is the involvement of the leadership in ensuring:

- the policy statements and action plans for fulfillment of the stated mission
- formulation of action plans for all operations and incorporation of the same into the institutional strategic plan
- Interaction with stakeholders



- Proper support for policy and planning through need analysis, research inputs and consultations with the stakeholders
- Reinforcing the culture of excellence
- Champion organizational change

- Policy Statements and Action Plans
A five year prospective plan has been prepared and fwd to HQ Bengal Area vide AIM letter No 0037/Dir/Placement/AIM dt. 19 October, 2013, the contents of which are detailed in 6.2.2. Development at AIM Kolkata has to be two-pronged in order to:
 - ✓ Continue to maintain it's A ++ status and improve further
 - ✓ Reach its Vision of having international recognition
 - ✓ Development planning has to be spread over
 - ✓ Short Term, Mid Term and Long Term Periods.The leadership tries to ensure that these policy statements and action plans are fulfilled by conducting Annual Conference of Directors/Heads of Professional Colleges at regular intervals in various institutions under AWES. Directors have to give the status of all remedial actions taken by them on the deficiency-related issues raised in the next meeting.

- Formulation of Action Plans for all Operations
Action plans for all operations raised in the five year prospective plan are taken according to its priority and in terms of the tenure set for its achievement, i.e. whether it is set for Short Term, Mid Term or Long Term Period.

In order to incorporate the Action Plan into the Institute's strategic plan, the Director directs all Operations to integrate these in their departmental strategic plans. For example, in order to achieve its mission of 'promote excellence in all dimensions of management education' and 'building intellectual capital and foster an interactive learning environment through faculty development', two Internal Committees, viz., Mentoring Committee and Faculty Development Program (FDP) Committee were newly formulated to carry out the action plan.

- Interaction with stakeholders
The Institute uses various platforms to interact with its stakeholders. A few examples are given below:
 - ✓ Corporate visits
 - BCCI monthly meet was arranged at the Institute campus on 3 Jan 14 at the Conference Room, which was presided



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over by the HR Head of India Power as the Chairman, Head HR of BCCI as the Secretary. Several HR Heads of corporate like Berger Paints India Ltd., Hari Machines, Quaker Chemical India Ltd, Hindalco, etc participated in the two hour meet.

- ✓ Governing Council meetings are held as per schedule every year
 - ✓ Directors' Conference: All stakeholders under AWES meet to report to AWES and other similar institutes under it about its current status and progress vis-a-vis the action plan.
 - ✓ Feedback of parents are taken formally at the time of admission and informally over phone or in person whenever they come down to the Institute during Annual Day function, Medal Award, etc. and interacts with the Director.
 - ✓ The Institute sends letters and makes phone call to parents to keep them updated about wards' misbehavior/indiscipline, etc.
 - ✓ The Institute keeps in touch with its alumni through Alumni Meets all over India, eg., Kolkata, Pune, Delhi, Bangalore, etc.
 - ✓ Representatives of WBUT and AICTE visit the Institute from time to time to keep a check on its compliances.
-
- Involvement of leadership in Proper support for policy and planning through need analysis, research inputs and consultations with the stakeholders.
 - Proper support for policy and planning is given by the Director in the following ways:
 - ✓ Getting funds from Army Head Quarters, Eastern Command (Rs 5 lakh), Bengal Area and AWES (Rs 10 crores for new construction at Rajarhat) so that its plans are implemented.
 - ✓ Scholarships are provided to students based on merit and economic background.
 - ✓ Board detailed for implementation of any activity normally with a faculty member as Chairperson in order to ensure transparency in the system.
 - ✓ Recruitment panel is formed with representation from all stakeholders like the Director, Chairman (Army), representatives from AICTE, WBUT, educationist, etc.
 - ✓ Admission Committee panels are formed with members from the Institute's faculty fraternity as Chairperson, one member from the Industry and one from the Army – this is done to involve all stakeholders in the process of admission.



- ✓ Arranging for speakers – both national and international to address the students to create a global mind set.
- Need Analysis is done to analyze:
 - ✓ factors for placement: Identification of Problems faced by AIM Kolkata
Student-centric Problems
 - Lack of impressive academic background including low CAT percentile
 - Lack of domain knowledge
 - Under-performance in campus interviews
 - Choice of specialization
 - Expectation of higher pay package
 - ✓ This analysis has led to conducting FIRO-B (Fundamental Interpersonal Relationship Orientation Behaviour) to create the foundation for Mentoring and English assessment to assess the proficiency in the language which is a must in the selection process by companies.
 - ✓ As discussed above, the Institute consults with its stakeholders in different forums so that it can provide proper support for policy and planning.
- Culture of Excellence
The Director has tried to instill a culture of excellence by following the points detailed below:
 - ✓ Open door policy of Director – members of the faculty and staff are encouraged to approach the Director for guidance and discussion regarding any issue.
 - ✓ Practice what you preach: dress code and Institute timings are strictly followed by the faculty members, staff and students. The Director follows the same.
 - ✓ Ethics/value based talks by speakers from Sri Ram Chandra Mission, Brahma Kumari Spiritual University, etc. are conducted to instill a culture of ethics and values among its stakeholders.
 - ✓ The Institute has forged relationships with BCCI, CMA, AIMA, etc. to expose its students and faculty member to quality talks and expert lectures, as discussed under point no. 3.6.9 above.
 - ✓ To establish the Culture of Excellence, the Institute has started the Zero level tests, which are conducted as follows:
 - Students are intimated about the syllabus, question set covering basic MBA curriculum and information about



pre-requisites of MBA like using calculators, computers/ Laptops, etc. before their arrival.

- On Arrival, students have to appear for the Zero level test, English proficiency test and Personality profiling test (FIRO-B)
- ✓ NAAC initiative taken to get the most prestigious accreditation
- ✓ The Institute has already earned 3 awards - 'Educational Excellence' by The Indus Foundation and 'Education Leadership Award' by the Star of the Industry and the 'Golden Peacock National Training Award' (GPNTA) 2014 for its excellence in training and management system
- Champion Organizational Change by the following way:
 - ✓ A dress code for students and staff ensured.
 - ✓ Enhanced the participation of the students in extracurricular activities like Tree plantation, CSR activity and propagating the presence of the Institute through various events.
 - ✓ A structured Mentoring process has been put in place to ensure Academic development, Discipline, Conduct, Summer Training, Final Placement, Personality profiling of mentee and guiding accordingly, Identifying areas of Strength / Weakness and guiding accordingly, etc.
 - ✓ Orientation of student, staff and faculty – an initiative for faculty members
 - ✓ Course files and Case Study files are maintained meticulously.
 - ✓ A database for all Summer Internship Project Reports and archived hard copies are maintained in the library.
 - ✓ Student Exchange Program between Army Institute of Management and Army Institute of Management & Technology were set up to take care of student's overall development.

6.1.4. What are the procedures adopted by the institution to monitor and evaluate policies and plans of the institution for effective implementation and improvement from time to time?

Procedures adopted by the Institute to monitor and evaluate policies and plans for effective implementation and improvement from time to time are as follows:

- Preparation for Annual Administrative Inspection by Chief of Staff each year
- Technical inspection by MD AWES



- Higher Directives are given from HQ Bengal Area and Eastern Command
- Directors' meets
- Annual Stock-taking Board
- Audit
- Academic Advisory Committee
- IMC
- Monitor results
- Placement Conference – November 2013
- Feedback from parents, students and companies.

6.1.5. Give details of the academic leadership provided to the faculty by the top management?

The top management of the Institute provides academic leadership to the faculty members in the following manner:

- Two nos. faculty members are members of the Institute Managing Committee as Faculty Representatives.
- Four nos. faculty members are nominated as Coordinators in the fields of Marketing, Finance, HR and General Management.
- Faculty members are made coordinators of various academic committees like Academic Committee, Students' Affairs Committee, Kindler Committee, Mentoring Committee, Library Committee, MDPs/In Company Programs, FDPs besides other administrative committees.
- On behalf of the University, one faculty member is designated as Officer-in-Charge (OIC) for conducting semester examinations.
- Faculty members are entrusted with the responsibility of liaison with the industry and academia for arranging various academic and extra-curricular events.

6.1.6. How does the college groom leadership at various levels?

Besides the faculty leadership, as explained under point no. 6.1.5 above, the Institute grooms leadership at the staff level also. The same is detailed below:

- Upgradation eg., Library Assistant given the role of Estate Supervisor
- Job rotation and multi-skilling of various Group D staff
- Skill enhancement like computer training to Group D staff

The Institute grooms leadership of the students through Students'



Council, MCs, Group Commanders and 2nd-in-Command in mentoring.

- 6.1.7. How does the college delegate authority and provide operational autonomy to the departments / units of the institution and work towards decentralized governance system?

The Institute delegates authority and provides operational autonomy to the departments / units and works towards decentralized governance system by distributing the responsibilities of the day-to-day functions among various departments which function under supervision of the Director:

Administrative Department	The Administrative Department functions under the supervision of the Registrar and Head of Administration with assistance of the Administrative Staff. It looks after all administrative matters of the faculty members, non teaching staff and students.
Admission Department	Admission Department functions under the supervision of Admission Coordinator. It looks after all admission related matters.
Academics Department	Academics Department functions under supervision of the Academic Coordinator. It looks after all academic matters of the Institute and deals with AICTE and affiliating university on academic matters.
Placement Department	Placement Department functions under the supervisions of Placement Officer and Faculty Placement Coordinator. It interacts with the industry and corporate sectors for placement of students.
Miscellaneous Matters	All miscellaneous matters are carried out by various departments, faculty members and non teaching staff as per responsibilities allocated to them by the Director.

- 6.1.8. Does the college promote a culture of participative management? If 'yes', indicate the levels of participative management.

The Institute promotes a culture of participative management. A few examples are given below:

- Being a residential program, students actively participate in



various academic and extra-curricular activities and play leadership role in organizing the same.

- The student-elected Students' Council plays a very active role in promoting the culture of participative management.
- The students have an open-door policy with the Director, faculty members and Administrative staff.
- Senior and expert students take the responsibility of tutoring slow learners through special classes with support from the management.
- Management provides support to students for entrepreneurial ventures.
- Two nos. faculty members are members of the Institute Managing Committee as Faculty Representatives.
- There are various academic and administrative committees, details of which have already been mentioned under point no. 5.3.6 above.

6.2. Strategy Development and Deployment

6.2.1. Does the Institution have a formally stated quality policy? How is it developed, driven, deployed and reviewed?

The Institute has the policy of continuous improvement of the Quality in all aspects. There is a committee (IQAC) to monitor quality of the activities taking place from time to time.

The QA Committee Chairperson (Director of the Institute) and QA coordinators guide and monitor the Total Quality Management activities of the college, as detailed below:

- Placement Committee gives the feedback of student performance to the recruiters and in turn requests the recruiters to give the feedback of the placed students after their joining the company.
- Regular personal feedback is taken by QA Chairperson from the students on faculty performance and need of improvisation if any.
- The Director and the faculty meet periodically, review the quality of the Institute activities and give suggestions to IQAC.

There are different committees formed for Quality assurance and smooth running and monitoring of different functions of the Institute.

6.2.2. Does the Institute have a perspective plan for development? If so, give the aspects considered for inclusion in the plan.



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A five year perspective plan has been prepared and fwd to HQ Bengal Area vide AIM letter No 0037/Dir/Placement/AIM dated 19 October, 2013. The aspects considered for inclusion in the plan are detailed below.

To achieve its vision of international recognition, AIM Kolkata requires proper planning and an action plan. Development at the Institute has to be two-pronged in order to:

- Continue to maintain it's A ++ status and improve farther
- Reach its Vision of having international recognition

In order to achieve these two targets, development planning has to be spread over short term, mid term and long term periods. The short-term planning will focus on the development of the students per batch in order to make them industry-ready. The intensity of the developmental drive will vary from batch to batch depending upon the strength and weakness of each batch. Therefore, assessment of the strength and weakness of each individual through profiling is a must every year. Developmental inputs would depend on this analysis. On the other hand, the Institute must develop its infrastructure and other support facilities, of international standards, such that meeting the short term goals would be smooth and routine. Planning would include the development of both students and faculty. The focus areas for development would be as follows:

Students:

- Domain Knowledge
- Communication Skills
 - ✓ Verbal and Non-Verbal
 - ✓ English language
 - ✓ Body language
- Discipline
- Character Development
- Personality Development
- Skill Development
- Team work
- Problem solving

Faculty members:

- Upgradation of skill and employment of quality faculty
- Discipline
- Personality Development Workshop
- Additional responsibilities

SHORT TERM PLAN

The Action Plan to achieve the above-mentioned areas in the **short-term period** is as follows:

- Domain Knowledge
 - ✓ Subject knowledge is an important component of success in placement. Besides, scheduled class lectures, special lectures can be organized by inviting faculty of repute from IIMs and other Institutes so that the depth of knowledge in the subject specially in areas that are beyond syllabus but in vogue like Strategic Management, Sustainable Development, Six Sigma, Supply Chain, etc. are cultivated.
 - ✓ Special classes need to be given to students in areas like Quantitative Techniques, Economics, Accountancy, etc., such that their fear of the subject is overcome. These can be imparted by external tutors as well as by the 2nd year students.
 - ✓ Students may be kept updated with market-related information for example, impact of recession, up and down of Dollar, etc. through special sessions on the topic or special guest lectures on the topic or by making the students prepare presentations on the same. These lessons will be in addition to the University syllabus followed by the Institute.
 - ✓ Academic environment should be created such that students create study hubs not only before exams but around the year in canteen, cafeteria, library, etc. Surprise Quizzes, weekend assignments may be given to keep them ever-ready and focused.
 - ✓ The culture of reading management-related journals, magazines and newspapers would also increase awareness about business and environment. News Workshops would be of great help to force students into this habit.
 - ✓ In order to keep the students focused on academics, syllabus and a set of questions may be sent to all would-be students prior to their joining (new batch) such that they may get an idea about the academic culture of the Institute. A zero-level test may be conducted post joining. The same process may be repeated when students (both batches) go for their semester break/long holidays and exams held post joining to check whether they have actually studied the same or not.



- ✓ Factory visits by the students will introduce them to plants and machineries and make them aware of the feel of work environment.
- **Communication Skill Development**

The first step to develop the communication skill of students is to assess the strength and weakness of individual students in English and take appropriate measures accordingly. A few of the steps are as follows:

 - ✓ In order to increase the communication skill and presentation skill of students, the major focus should be on practice. Speaking in English on campus during working hours must be made mandatory. Deviations are bound to happen, but it will at least ensure that a sizable number of students start speaking in English which will increase their fluency and vocabulary.
 - ✓ Encourage students to ask questions in class and in seminars/conferences.
 - ✓ Participation in various college events like debate, dramatics, street plays, etc. – both inter and intra-college – would also boost their confidence and fluency in spoken English.
 - ✓ Hosting events or being the MC (Master of Ceremonies) of an event gives the required confidence of public speaking.
 - ✓ Giving presentations in class should be the most important academic activity which can be a part of University marks (assignments).
 - ✓ Listening to news in English, watching English movies (initially with sub titles), listening to English songs and radio jockeys will sharpen the hearing ability.
 - ✓ Students can write articles/research papers/book reviews on management issues and submit to ‘Kindler’ – the Journal of AIM Kolkata.
 - ✓ In association with faculty members/ individually too, students can participate and present papers in national/international conferences.
 - ✓ Body language is an essential part of communication and may be addressed to in Personality Development sessions.
- **Discipline**

The USP of AIM Kolkata should be discipline as generally it is associated as an integral part of Army culture/upbringing. Unfortunately, the children are generally pampered and discipline needs to be strongly implemented. This can be done by creating a culture of discipline in the environment – dress code, punctuality in mess timings as well as in all classes and events, moral



policing, sessions on time management, etc. The responsibility of ushering in the culture of discipline also rests on the faculty members as they should be the trendsetters and students would follow them.

- **Character Development**
 - ✓ Special sessions may be conducted on ethics and values, meditation (raj yoga), meditation for self management, life skills, self management, etc.
 - ✓ Counselors may be appointed by the Institute to address personal issues of the individual students.
 - ✓ In order to increase social skills, etiquette training may be organized, eg, students may be trained to eat from plates and bowls with spoon and fork instead of from thalis.
 - ✓ In order to sensitize the students about the society at large, CSR (Corporate Social Responsibility) activities can be organized like Blood Donation camps, Tree Plantation, donations to Orphanages, etc.
- **Personality Development**

One of the most stressed on area by AWES, Personality Development is also an important focus area for AIM Kolkata. Sessions are held and will be continued with equal or more strength. Soft skill development is of prime importance in these sessions. PDP sessions are employment-focussed and cater to what the industry wants in its new joiners. If required, faculty members may also be nominated to attend such sessions so that they get equipped in soft skills and are able to guide the students accordingly.
- **Skill Development**

These are more value-addition sessions which are likely to increase the employability of the students. Sessions on Rapid Reading, Smart Googling, Cyber Crime, etc can be conducted. Students can also attend sessions to be technologically savvy like Advanced Excel, etc.
- **Team Work**

Team assignments, organizing and managing events, etc. can be given to students to increase their ability to work in teams.
- **Problem Solving**

In order to inculcate systematic approach and good analytical skill, problem solving must become a part of teaching pedagogy



in both course curriculum and beyond-the-syllabus learning mode. Case study is the best method of problem solving and they can also be made to witness live cases like the Kaidi Kitchen and analyze the live case study.

- Other Administrative Initiatives
 - ✓ Faculty members would be required to maintain subject file for each paper that he/she teaches which will contain lesson plan, past question papers, cases/exercises used, etc.
 - ✓ Subject coordinators to be nominated from existing faculty members to be responsible for each Specialization/functional area. The major responsibilities will include:
 - Overseeing that the subjects files are being maintained properly or not.
 - Reviewing the syllabus at the end of each semester with subject area faculty members and provide suggestion to the University through the Director for incorporation of the same in the syllabus.
 - Emphasizing on case study method of teaching and maintaining case studies being used in a file.
 - Maintaining database for Summer Internship projects
- Mentoring of students must be an integral part of student development whereby faculty members would be responsible for a number of students of both batches. Individual files would be created for each student that will contain all details about him/her. Mentor would monitor his/her overall development.
- Club activities to be handled by various faculty members.
- Calculator may be provided by the Institute.
- Create a Question Bank for Placement purpose which will contain all questions asked by the companies to the students during selection process. The process must be made mandatory for all students or else Clearance Certificate may be withheld before their leaving the campus.
- Linkages may be established with College of Defence Management for obtaining Case Study, study materials, ice-breaking games, list of visiting faculty members, etc.
- Mattresses may be provided to all MBA students.
- In order to improve the quality and speed of providing chapati to students so that they report to class on time after lunch break, an automatic chapati maker may be procured.
- To facilitate easier handling, multiple FDs of smaller amount may be combined to form a few FDs of higher denomination.



AIM Kolkata has already implemented a number of suggestions given in the Short Term Plan.

MID TERM PLAN

- **Provision of New Campus at Rajarhat, Kolkata**

Army Institute of Management Kolkata is functioning from a re-appropriated accommodation of the Army establishment since it was established in 1997. AWES acquired 6.005 Acres of land at Rajarhat, Kolkata (Plot No III, B-11 New Town) and took possession of it from the WBHIDCO authority on 13th March 2009. The process of construction of the new Institute campus on the acquired land has started thereafter. AIM Kolkata's Rajarhat campus is surrounded by high profile and quality construction projects namely IIT Kharagpur, the West Bengal National University of Juridical Sciences and UNITECH housing project. The standard and the quality of campus has a lasting impression and a bearing on the quality of students in seeking admission for two year residential co-educational MBA program of 240 Students; 120 being the yearly intake. This also has a positive impact on the industries providing placement. The new campus will have the following provisions:

- ✓ Multiple purpose complex (Multiplex) comprising the administrative block and the auditorium in G+6 configuration.
- ✓ Boys Hostel for 150 Boys in 75 Rooms including visitors room, warden room, visiting faculty room in G+7.
- ✓ Girls Hostel for 100 Girls in 50 Rooms, 4 Guest Rooms, ATM, Shops and MI Room in G+5.
- ✓ Amenity block consisting of dining halls, Cafeteria, Gym and the common rooms for the students in G+3.
- ✓ Cook House.
- ✓ Residential Accommodation (G+1) for four, viz. Director, Registrar and two wardens.
- ✓ Shed for Bus and DG Set.
- ✓ Sump cum Pump House.
- ✓ Electrical Sub Station.
- ✓ Gate Office.
- ✓ Security wall, Sentry Post and two Gates.
- ✓ Arboriculture and Landscaping.
- ✓ Volley Ball Ground.
- ✓ Basket Ball Ground.
- ✓ Street and Security lighting



- ✓ Air Lightning protection
- ✓ Hot water supply

Main Features

- ✓ A conference Room for approx 40 persons (participants) has been catered for conducting in-house conferences and important events like conduct of Annual Conference of Directors of AWES Professional colleges/Institutions.
- ✓ 6 Class Rooms for holding central classes together for all 240 students of the Institute.
- ✓ 2 Seminar Rooms to conduct seminars of 100 participants.
- ✓ Common washrooms at the corners of the hostel building separately for Boys and Girls.
- ✓ Common Dining Hall and Kitchen.
- ✓ 2 Computer centers (60 work stations in one room) served by a central server room.
- ✓ The labs have efficient Variable Refrigerant system (VRS) AC to reduce heat generated due to the equipment.
- ✓ An independent UPS room located away from the Bldg as it is a fire hazard.
- ✓ 52 Inch Television Sets in both Computer Labs for the instructor to teach the students.
- ✓ The Campus will have Wi-Fi connectivity.
- ✓ A 340 seating capacity Auditorium with proper acoustics, stage with stagecraft, lighting and a multirole sound system.
- ✓ Variable Refrigerant system (VRS) AC catered for Academic & Admin block and auditorium.
- ✓ Solar panels coupled with energy saving devices and solar water heating system.
- ✓ Security wall of 2.7 Mtr with RCC Jalli and Spikes on top.

In order to facilitate proper construction of the new campus a core team may be formed with existing AIM Kolkata members – Director, Administrative Officer, select members from the faculty and staff who have experience/interest in construction activities for their suggestion at various juncture. This team would be involved in monitoring and control of the project based on the scheduling planned by the MES or appropriate executing authority.



- **Revision in Course Curriculum and Relationship with the University**
 - ✓ In order to have a say in the University, representation from AIM Kolkata, especially the Director, in important committees of the University is important. This will ensure that at the time of revision of course curriculum, faculty members of AIM Kolkata would be made a part of the syllabus review committee, who can usher in the revision keeping placement in focus.
 - ✓ Visibility of AIM Kolkata faculty members is very less in WBUT. They go for script evaluation only for 4 days/semester and their names are rarely put forward as Head Examiners.
- **Use of Technology**

Technology Aided Learning (TAL) should be ushered in with adequate investment in infrastructure, technology and faculty training.
- **Interface with Industry**
 - ✓ Interface with Industry will encompass both short term and long term planning. In the short term, the interface can be by inviting Senior Executives as guest lecturers to expose the students to real problems in the industry. They can also be invited as speakers in events like Symposium, Colloquium, etc. to increase the awareness about the Institute. They are usually a part of the panel during selection process.
 - ✓ National/International conferences can be organized once the new campus comes up at Rajarhat which will encourage active interaction of the faculty and executives.
 - ✓ Consultancy activities by the faculty members will also increase the interface.
 - ✓ At the time of recruitment, faculty members with corporate experience should be preferred over only academics as management is more about application than theory.
 - ✓ AIM Kolkata can collaborate with the upcoming micro, small and medium enterprise (MSME) sector which is likely to provide employment opportunities.
 - ✓ Industry-academia collaboration will also help bring innovative ideas which will help the overall growth of the economy.
 - ✓ The Institute should be well represented in the industry sector by the Director or any senior officer. Having membership of



Industry Associations and various Chambers of Commerce like CII, BCCI, FICCI, and ASSOCHAM will develop the image of the Institute in the eye of the corporate.

- ✓ Association with professional bodies like AIMA or CMA, NIPM, Kolkata and ISTD Kolkata will increase the visibility of AIM Kolkata in the corporate sector. Joint programs can be conducted with these bodies.
- ✓ Faculty members may boost placement by visiting industry.

LONG TERM PLAN

- **Exchange Programs**

AIM Kolkata can collaborate with foreign universities for student and faculty exchange program. This will lead to international recognition. It may do the same with other national Institutes of repute in India. Faculty members may be asked to teach a full course in better universities/Institutes for improvement and learning from such activities needs to be shared with the students. This will keep them at par with what is being taught at various Institutes. AIM Kolkata should become a name to be reckoned with in the academic circle and must be associated with discipline and quality education.

- **Training in Foreign Language**

Due to globalization of the economy and industries operating more on overseas projects, knowledge on foreign languages are considered as premium in job market and draws huge preference. Moreover, in order to meet the globalization vision of the Institute, students must be exposed to foreign languages like Spanish, French, Italian, Japanese, Chinese, etc. This can be done at a later stage as we can start off with this exercise only when we have the infrastructure ready to have exchange programs.

- **Creation of Entrepreneurship Development Cell (EDC)**

Placement is one of the greatest challenges that an MBA Institute faces and AIM Kolkata has so far reached almost 100% placement every year. However, few students are keen to become entrepreneurs and a few more can be encouraged to become so with the creation of an Entrepreneurship Development Cell (EDC) which will run an Incubation Center (IC) to nurture and develop innovative ideas of students.

The IC will help in the initial phases of the start-up. Though the IC may not fund the start-up, the EDC will help in finding venture capital and investors who would be ready to provide monetary support and take the start-ups into the expansion phase. However, the EDC must have a mandate to have a long term goal to generate sufficient funds from various activities so as to help such start-ups with a share of seed capital. EDC should also motivate participants to start in-campus ventures to cater to the needs of the students community. For example, students can start off by running the Institute cafeteria and experiment what all is required to attract customers, assess the demand for each variety of food, develop brand image, meet financial requirements for day to day functioning and what it takes to reach break-even, etc.

This kind of lean start-up strategies would equip the budding entrepreneurs to become confident about their judicious decisions and help in a long way to become self-empowered and not only manage their own employment but also provide employment to the masses and initiate the productivity-led growth of the nation.

- **Development of Intellectual Capital**

Faculty members should be exposed to Faculty Development Programs including Refresher courses. Teachers pursuing their PhD should be provided with the necessary infrastructural support and adequate time for conducting research. Moreover, students can be made a part of research and a flair for academic writing can be generated in them. Any publications made by the students will add value to his/her CV. Faculty members must contribute in academic publications. At present, the research output is highly insignificant. Between 1990 and 2009, India — as a whole — contributed to only 108 papers in the top management journals or about five papers a year.

- **Case Research Centre**

AIM Kolkata can have a Case Research Centre where both faculty and students can collaborate in developing case studies. This Centre can also collaborate with national and international Institutes. The cases developed can be made an integral part of the pedagogy. A significant amount of information is available in public domain and a start can be made from these sources, eg., Subhiksha bankruptcy, Kingfisher Airlines and Air India crisis. The case studies will be based on the universal management education but focused on the Indian context which will enable the students to understand the subject better as they will be able to



relate to it much more than those based on international background.

- **Accreditations symbolizing Quality**

Most business school accreditations such as NAAC and NBA have focused on assessing quality for the purpose of improving management education. Though not much in vogue, AIM Kolkata can go for ISO Certification also.

- **Institutional Mentoring**

AIM Kolkata can seek the mentoring of any Institute of repute in achieving its mission of global recognition.

- **Certified Courses**

It is difficult for any Institute to survive by running only one course for a long period of time. Measures need to be taken to re-introduce Certificate courses like the one run for the Air Force Officers titled, 'Certificate course in General Management' (9 months course) at AIM Kolkata in 2003-04, 2004-05 and 2005-06. The Institute can also plan running two/three Executive Education programs. It is likely to benefit the Institute since experienced candidates will come and share their way of working which in turn will benefit the main stream students as well as the faculty members.

A number of suggested measures have already been picked up and are at different advanced stages of implementation.

6.2.3. Describe the internal organizational structure and decision making processes.

AIM Kolkata functions under the aegis of Army Welfare Education Society, Delhi. The day to day functions of the Institute are looked after by a high profile managing committee headed by a senior Army officer who acts as Chairman of the Institute Managing Committee. All matters where a decision is required to be taken are referred to the Chairman for approval. Financial powers of various authorities in chain of command have been laid down by AWES. Depending on financial implications on various issues, approval of the competent authority is obtained prior to execution of the task. Matters where Policy / Ruling are required to be framed or changed are referred to AWES, Delhi for decision / directions.

6.2.4. Give a broad description of the quality improvement strategies of the

institution for each of the following

- Teaching & Learning
 - Research & Development
 - Community engagement
 - Human resource management
 - Industry interaction
-
- **Teaching & Learning:**
In place are principles and practices relating specially to Teaching and learning process. It is monitored through QA that:
 - ✓ all tutors must induct their students on the requirement of any subject specialization they undertake
 - ✓ Teaching teams ensure consistency amongst all groups receiving similar modules/ subject coverage.
 - **Research & Development:**
There are specific committees such as Research Committee, FDP Committee, and KINDLER (Bi-Annual Journal) Editorial Committee for enhancement of the R&D activities within the Institute. Each committee is headed by a Coordinator (faculty member) and assisted by two other faculty members and Student Representative.
 - **Community engagement:**
Since AIM is under the aegis of AWES, Community engagement is a constant activity among the students as well as institutional activity itself. Apart from the same AIM K have drawn up an agreement with Project UDAAN as a part of CSR Activity, to help and support students scholarship project on all India basis.
 - **Human Resource Management:**
The Institute follows a regular Appraisal feedback mechanism annually for its teaching and non-teaching staff.
 - **Industry interaction:**
There is a special Committee formed for organizing and managing MDP (Management Development Program). Special Training sessions and guest lectures are arranged throughout the year for developing industry interface.

6.2.5. How does the Head of the institution ensure that adequate information (from feedback and personal contacts etc.) is available for the top management and the stakeholders, to review the activities of the institution?



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The Director of the Institute is continuously in touch with the top management – HQ BA, Eastern Command and AWES and provides the necessary feedback. Activity reports from all offices are monthly sent to the top management for their review. Periodic reports are presented by the Director in the IMC meetings held bi-annually and Minutes of the Meeting are circulated.

Army Institute of Management, Kolkata is run by Army Welfare Education Society, Delhi. Day to day activities of the Institute is monitored by a high profile Managing Committee headed by a General Officer. The following methods are adopted to ensure that adequate information on the Institute activities is available to the top management:

Periodical Visits	Top brass from the Army visits the Institute from time to time. They address the faculty members and students and during interaction session they obtain feedback on academic and administrative matters from the Director, Registrar, Faculty members. Thereafter meeting is conducted with the Director and Registrar to discuss the issues and corrective measures are adopted accordingly.
Monthly Feedback	A monthly report is sent to the Managing Director, Army Welfare Education Society on various activities conducted in the Institute.
Managing Committee Meeting and Governing Body Meeting	Managing Committee Meetings and Governing Body Meetings are conducted periodically which are headed by Chairman of the Institute. Various issues are discussed during the meetings and decision taken to address the issue.
Annual Inspection	Annual Inspection of the Institute is conducted by Patron of the Institute who is a General Officer and a team of senior Army officers. All academic, administrative, amenities and other locations are physically visited by the Inspection team. Thereafter a report is generated. On the basis of the report, various steps are taken to address the issues.

- 6.2.6. How does the management encourage and support involvement of the staff in improving the effectiveness and efficiency of the institutional processes?



Management encourages and supports involvement of the staff in improving the effectiveness and efficiency of the institutional processes in the following manner:

- Proper documentation of institutional processes in the form of SOPs, lecture plans, lesson plans, course files, case study files, mentoring files, SIP files, event management files, apart from routine files maintained in various offices.
- Two nos. faculty members are members of the Institute Managing Committee as Faculty Representatives.
- Four nos. faculty members are nominated as Coordinators in the fields of Marketing, Finance, HR and General Management.
- Faculty members are made coordinators of various academic committees like Academic Committee, Students' Affairs Committee, Kindler Committee, Mentoring Committee, Library Committee, MDPs/In Company Programs, FDPs besides other administrative committees.
- On behalf of the University, one faculty member is designated as Officer-in-Charge (OIC) for conducting semester examinations.
- Faculty members are entrusted with the responsibility of liaison with the industry and academia for arranging various events.

Besides the faculty leadership, the Institute grooms leadership at the staff level also. The same is detailed below:

- Upgradation eg., Library Assistant given the role of Property Supervisor
- Job rotation and multi-skilling of various Group D staff
- Skill enhancement like computer training to Group D staff

The Institute encourages the involvement of all employees by creating a conducive environment, as detailed below:

- Faculty members and non teaching staff work jointly and share different responsibilities to conduct various events of the Institute.
- The Director and Registrar follow an open-door policy.
- All employees of the Institute follow a dress code.
- Separate rooms with necessary infrastructure have been provided to each office for smooth functioning.
- Computers and printers have been provided to all departments with internet connectivity.
- Separate telephones have been provided to each office and faculty members.
- All the departments are connected through LAN and all information are exchanged through email.
- Lunch is provided to all employees at subsidized rate.
- Annual Picnic is conducted for all employees.



- 6.2.7. Enumerate the resolutions made by the Management Council in the last year and the status of implementation of such resolutions.

Resolutions taken in the Institute Management Committee meeting dated 25 February, 2014 and the status of implementation of the same are as follows:

Sl. No.	Agenda Point	Observation and Resolution	Status of Implementation
1.	Placement 2014	33% placed at the time of last meeting	Presently 100% placed
2.	Admission for MBA-18	GD & PI to be held on 20 & 21 Mar, 2014	Admission process for admission of 120 students has been completed. The Registration was done on 10 & 11 July, 2014.
3.	Mentoring of faculty Members	Faculty members to be mentored by experts from IIM or other reputed B-Schools	Implemented and being continued
4.	Introduction of Certificate Courses for students	To increase employability of the students, Certificate courses on various subjects may be introduced	Implemented and being continued
5.	Software for Management Games	For students' development, software on Management Games may be obtained	Sessions on Management Games conducted
6.	Mock GD	A video recording of the forthcoming GD to be done and shown to a competent PDP	Implemented



Sl. No.	Agenda Point	Observation and Resolution	Status of Implementation
		Expert for analysis	
7.	Accreditation by NAAC	Application for NAAC accreditation to be initiated	In process
8.	Online preparation for placement exam	Few PCs to be earmarked for online examination	Implemented

- 6.2.8. Does the affiliating university make a provision for according the status of autonomy to an affiliated institution? If ‘yes’, what are the efforts made by the institution in obtaining autonomy?

The affiliating University makes a provision for according the status of autonomy to an affiliated institution. The Institute is yet to start the efforts for obtaining autonomy.

- 6.2.9. How does the Institution ensure that grievances / complaints are promptly attended to and resolved effectively? Is there a mechanism to analyze the nature of grievances for promoting better stakeholder relationship?

The Institute ensures that grievances / complaints are promptly attended to and resolved effectively through its Grievance Redressal Cell.

Moreover, the Institute provides all necessary support to the students in addressing their grievances relating to evaluation at the University level. The mechanisms for such redressal are PPS (Post Publication Scrutiny), PPR (Post Publication Review) and PPV (Post Publication Viewing) of answer scripts by aggrieved students.

The Institute also maintains a Complaint Register where students and staff can lodge their complaint(s) against any infrastructural mal-functioning or deficiency. The Administrative Office addresses and resolves such issues.

- 6.2.10. During the last four years, had there been any instances of court cases



filed by and against the Institute ? Provide details on the issues and decisions of the courts on these?

No, during the last four years, there had been no instances of court cases filed by and against the Institute.

- 6.2.11. Does the Institution have a mechanism for analyzing student feedback on institutional performance? If 'yes', what was the outcome and response of the institution to such an effort?

The Institute has a formal structured feedback system to collect data from students about the quality of teaching by each faculty member. The Director gives individual feedback to the faculty members. Informal feedback is regularly taken by the Director and Academic Coordinator from the students and suitable measures are taken accordingly.

6.3. Faculty Empowerment Strategies

- 6.3.1. What are the efforts made by the institution to enhance the professional development of its teaching and non teaching staff?

To enhance the professional development of its teaching staff, the Institute has linkage/collaboration with various bodies as detailed below:

- Former Director of the Institute, Dr. K.K. Chaudhuri is a member of the following:
 - ✓ Board of Directors of Sarda Plywood Industries Ltd.
 - ✓ Vidyalaya Management Committee of Kendriya Vidyalaya, Command Hospital, Alipore.
 - ✓ School Management Committee, Army Public School
 - ✓ Executive Committee of Calcutta Youth Self-Employment Centre, Kolkata.
 - ✓ Ph.D. Committee, WBUT.
 - ✓ Audit Committee of Manaksia Ltd., Kolkata.
 - ✓ Board of Studies in Management, Narula Institute of Technology, Kolkata.
 - ✓ Ph.D Committee of Netaji Subhas Open University.
 - ✓ Rail Vikas Nigam Ltd., as Director
- Dr. Parveen Ahmed Alam and Mr. Robin Sen Gupta provided their expertise under Dr. S C Jain to review the syllabus and course material of Indian Society for Training and Development (ISTD) for its Diploma in Training and Development; course Communication paper VII "Electronic Enabled Training System".



- Maj Gen (Dr) SC Jain, VSM** (Retd), Director AIM disseminates expertise for consultancy services on values and ethics in various Institutes:
 - ✓ On 10th October 2013, lecture given on “Value Based Education” at Satyug Darshan Technical Campus, Faridabad.
 - ✓ On 16th November 2013, lecture given on “Enhance Office Efficiency through Rapid Reading” at 3rd ISTD Eastern Regional Conference, Kolkata.
 - ✓ On 19th January 2014, lecture delivered on Values and Ethics at Ram Chandra Mission, Kolkata.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director, has been elected as Member in the Managing Committee of BCC&I. He has also been included as Member in the Productivity, Industrial Relations and Human Resources Committee of BCC&I.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director, has been nominated as Member of National Council of ASSOCHAM.
- The Training Program on Looking Beyond Compliance was attended by Maj Gen (Dr) SC Jain, VSM** (Retd), Director on 30 Nov 13. The Programme was organized jointly by Global Compact Network India and Deloitte at Palladian Lounge, The Bengal Chamber of Commerce and Industry, Kolkata.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director was one of the Judges at the “Best Young HR Professional Award Program of BCC&I on 05 Sept, 2014.

To enhance the professional development of its non-teaching staff, the Institute has taken the following steps:

- Upgradation eg., Library Assistant given the role of Estate Supervisor
- Developing organizing, coordinating and time management skills eg., Assistant Librarian being given the responsibility of organizing Admission kits, new year gift kits, staff picnic etc.
- Job rotation and multi-skilling of various Group D staff
- Skill enhancement like computer training to Group D staff

- 6.3.2. What are the strategies adopted by the institution for faculty empowerment through training, retraining and motivating the employees for the roles and responsibility they perform?

Faculty members are empowered through training and retraining (Faculty Development) programs, a few of which are enumerated below:



- Orientation program for new faculty members
- Program on “Commitment to Quality in Management Education” conducted by Dr. N. R. Banerjee, Former VC, Bengal Engineering & Science University (presently, IEST), Shibpur, West Bengal
- Program on “Decision Making: its Art and Craft” by Mr. Sandip Bhatia, Executive Director, GMM Net Services Pvt. Ltd., Principal Consultant Octopus Systems India, CEO Kumar Techno Refractories, President ARTS, an NGO.
- Program on “Train the Trainers” by Dr. Archana Kalra.
- The HR & IR Committee of the BCC&I in association with Socio Legal Aid Research & Training Centre had organized a Workshop on Prevention of Sexual Harassment at Work Place - Act, 2013. Faculty members of Army Institute of Management attended the same.
- Sessions on SPSS by SPSS South Asia Pvt Ltd.

Other initiatives for faculty empowerment are as follows:

- Faculty members are encouraged to attend Seminars and Conferences all over India and abroad. An amount of Rs.15,000/- per faculty member per annum has been earmarked for meeting the related expenses.
- The Director nominates faculty members to represent him in regular meetings held by various bodies like BCC&I, CMA, iLead etc. in order to empower and motivate faculty members.
- Two nos. faculty members are members of the Institute Managing Committee as Faculty Representatives.
- Four nos. faculty members are nominated as Coordinators in the fields of Marketing, Finance, HR and General Management.
- Faculty members are made coordinators of various academic committees like Academic Committee, Students’ Affairs Committee, Kindler Committee, Mentoring Committee, Library Committee, MDPs/In Company Programs, FDPs besides other administrative committees.
- On behalf of the University, one faculty member is designated as Officer-in-Charge (OIC) for conducting semester examinations.
- Faculty members are entrusted with the responsibility of liaison with the industry and academia for arranging various academic and extra-curricular events.

6.3.3. Provide details on the performance appraisal system of the staff to evaluate and ensure that information on multiple activities is appropriately captured and considered for better appraisal.



Self-Study Report **Army Institute of Management, Kolkata**

The Institute follows the Annual Confidential Report (ACR) format, separate for teaching staff and non-teaching staff for its performance appraisal system.

Each member is appraised annually. The appraisal is done by an Initiating Officer (IO) and a Reviewing Officer (RO) as detailed in para 3 of Amendment No. 18/2012 of the Blue Book of AWES.

Information on the following activities of the teaching staff is captured:

Academic and Professional achievements during the year including degrees/ diplomas obtained, books/articles published, and training courses attended etc.

Items of task and targets if any assigned by the Principal / Director / Chairman, Managing Committee to the individual reported upon during the period.

Brief resume of the work done by the individual during the period reported upon, bringing out academic, administrative, co-curricular activities and any other special achievement.

The ACR for the non teaching staff is different for Group C and Group D staff. The IO grades the performance of the staff on a 5-point qualitative scale (Outstanding / Very Good / Good / Average / Below Average).

The parameters on which the Group-C staff are assessed are (a) Intelligence, (b) Initiative, (c) Devotion to duty, (d) Skill in the work on which employed, (e) Whether maintains all registers and accounts tidily and up-to-date, (f) Amenability to discipline, (g) Relations with superiors, (h) Relations with other Staff, (i) Punctuality in attendance, and (j) Whether responsible for any outstanding work during the period under review meriting special commendation. The ACR also includes a noting on disciplinary action, if any, and general assessment of good and bad qualities.

The parameters on which the Group-D staff are assessed are (a) Intelligence, (b) Amenability to discipline, (c) Honesty and integrity (d) Punctuality, and (e) Devotion to duty. The ACR also notes his/her reading and writing ability in Hindi and English.

6.3.4. What is the outcome of the review of the performance appraisal



reports by the management and the major decisions taken? How are they communicated to the appropriate stakeholders?

The outcome of the review of the performance appraisal reports by the management and the major decisions taken are as follows:

- Annual increment
- Appointment as Coordinators for different academic/administrative committees
- Selection of subject coordinators
- Appointment as Presiding Officers for different Boards constituted from time to time for various administrative work
- Allocation of duties and responsibilities
- Extension of contract for contractual employees
- Professional development of faculty members
- Job enrichment of Group-C and Group-D staff

The outcome of the review of the performance appraisal reports by the management and the major decisions taken are communicated to the teaching staff by the Director and to the non-teaching staff by the Registrar and Head of Adm.

- 6.3.5. What are the welfare schemes available for teaching and non teaching staff? What percentage of staff have availed the benefit of such schemes in the last four years?

The following welfare schemes are available for the employees:

- Employer's contribution to Provident Fund.
- Insurance coverage upto Rupees five lakh for accidental death / injuries.
- Loan upto Rs. 10,000/- for the Non-Teaching Staff.
- Lunch to all employees at subsidized rate.
- Emergency medical facility at Command Hospital Kolkata.
- Transport facility during emergency.
- Accommodation has been provided to the Girls' Warden, Boys' Warden and other essential staff within the campus.

Benefits availed are as follows:

- Loan to staff: Loan is given to the staff to provide them with financial assistance at times of distress and requirement. The year wise percentage of employees availing the facility are as follows:



Self-Study Report
Army Institute of Management, Kolkata

Year	Percentage of employees availing the benefit
2010-11	29%
2011-12	36%
2012-13	45%
2013-14	30%

- Subsidized lunch facility: The facility was started from 01 January, 2014 and the percentage of employees that availed the facility during 2013-14 is 70%.

6.3.6. What are the measures taken by the Institution for attracting and retaining eminent faculty?

Measures taken by the Institution for attracting and retaining eminent faculty are detailed below:

- The Institute functions as per the guidelines provided in the Blue Book of AWES, which is available to all for their knowledge and awareness. Hence, the guiding principles are transparent.
- Faculty members are encouraged to attend Seminars and Conferences all over India and abroad. An amount of Rs.15,000/- per faculty member per annum has been earmarked for meeting the related expenses.
- The Institute promotes Consultancy by encouraging faculty members to take up consultancy assignments. This assignment shall be maximum up to 30 days in a calendar year. Cheque for the income accrued from such activity shall be in favour of Army Institute of Management. 40% of such amount shall be credited to AIM account. The balance of 60% of such amount shall be used for paying Faculty Honorarium, Program Director fees and all other related expenses including boarding, lodging, transport, travelling, postage etc.
- An amount of Rs 1,00,000/- has been allotted for the Research purpose. This amount may be allocated under the following three heads:
 - ✓ Providing financial support for small research project to the faculty members.
 - ✓ Onetime small grant to individual faculty researcher
 - ✓ Developing infrastructural support system for the advancement of research.
- There is a Research committee headed by a faculty member, which promotes a research culture in the Institute. faculty members pursuing Ph.D. can avail of a Book Grant through the Research committee.



- The “Research Centre” has been established and has started functioning.
- The Library of the Institute provides access to more than 9200 books, including advanced reference materials, on areas like Marketing, Finance, Systems, Human Resources, Operations, Economics, Quantitative Techniques, Social Sciences, Business Law, etc. Several reputed foreign and national journals and magazines have been subscribed. A reputed database of e-journal viz., ‘EBSCO Business Source Elite’, which contains more than 2800 peer-reviewed foreign and national journals, is also available in the library and accessible throughout the Institute. ‘Capitaline Plus’, a highly informative corporate database of around 24,000 companies, enriches the research projects of the faculty fraternity. The entire library operation is computerized with the help of LibSys, an integrated library management software. Faculty members can also access the web at the library, while search for books and journals is made easy through open access catalogue. Reprographic facilities can be conveniently availed of at the library.
- AIM Kolkata has Institutional membership with the American Library and the British Council Library and faculty members can avail the facility.
- The Director nominates faculty members to represent him in regular meetings held by various bodies like BCC&I, CMA, iLead etc. in order to empower and motivate faculty members.
- The Institute provides an eco-friendly ambience with all facilities like air-conditioned cabins, furniture, computers with Internet and LAN connectivity, free parking, banking within the campus, cafeteria, subsidized food at the Institute mess etc.

6.4. Financial Management and Resource Mobilization

6.4.1. What is the institutional mechanism to monitor effective and efficient use of available financial resources?

- The financial management of the Institute is governed by Army Welfare Education Society (AWES) rules and regulations laid down in the form of a Financial Management Manual.
- There is a Finance faculty designated with additional responsibility to manage the Institute’s funds by effectively planning, budgeting and making appropriate allocation and reallocation of the Institutes resources.
- The Annual Budget is approved by the Regional Army Head Quarters (HQ Bengal Area) every year.



- There is a Finance Committee constituting two Finance faculty members who look into the day to day operations of the Accounts Department and ensures the timely allocation of approved budgets throughout the fiscal-year to all the concerned departments.
- There is defined financial power of the designated authorities for expenditure with ceiling to each transaction and the maximum monthly expenditure.
- There is a system of quarterly audit by Army by auditor appointed by Army. There is an annual Administration (Adm) Inspection where books are inspected based on financial policies laid out.
- There are Standard Operating Procedures (SOPs) on Institutional Purchase Mechanism. The purchases are made only on approved requisitions. A Board of Officers is detained for purchases above Rs.10,000; comprising of one faculty member to look into the entire purchase procedure. There is a Purchase Committee to make purchases above Rs.3,000; whose members are changed on a monthly basis. For purchases above Rs.40,000; a Board of Officers is detained by the Chairman of the Institute.

6.4.2. What are the institutional mechanisms for internal and external audit? When was the last audit done and what are the major audit objections? Provide the details on compliance.

- Internal Audit examines and evaluates the relevance and effectiveness of the internal control systems and procedures with quarterly Army Audit and annual Administration (Adm) Inspection.
- The external auditors are appointed annually to provide assurance on the financial statements.
- The date of last Audit was January 2013 (FY 2011-12). May 2014 (FY 2012-13) in process. There were 25 audit observations including notes to accounts, out of which 5 have been solved; 4 included prior period adjustments; 5 have been noted for future compliance and 11 are in the process of being solved through formal approval on the same.

6.4.3. What are the major sources of institutional receipts/funding and how is the deficit managed? Provide audited income and expenditure statement of academic and administrative activities of the previous four years and the reserve fund/corpus available with Institutions, if any.



Self-Study Report Army Institute of Management, Kolkata

- Major sources for institutional funding come from student fees. Army Welfare Education Society (AWES) provide grants/funds for big capital expenditure such as purchase of land, construction of building in new upcoming campus, technical up gradation which includes big amounts. Routine revenue expenditure is paid from student fee income.
- The Institute has never had deficit starting from its inception to be managed.
- Scanned copies of income and expenditure statements of academic and administrative activities of the previous four years are provided in the following pages.



Self-Study Report Army Institute of Management, Kolkata

Income and expenditure statement (audited) for the year ended 31.03.2011.

ARMY INSTITUTE OF MANAGEMENT, KOLKATA AIM FUND INCOME & EXPENDITURE FOR THE YEAR ENDED 31ST MARCH, 2011					
EXPENDITURE	SCHEDULE	AMOUNT	INCOME	SCHEDULE	AMOUNT
To Pay & Allowances	4	14,121,627.05	By Fees	1	27,993,660.00
To Processing Expenses	5	369,500.00	By Interest	2	1,922,284.46
To Renewal Expenses	6	493,935.60	By Sale of Prospectus		569,550.00
To Annual Maintenance Contract	7	148,110.00	By Misc Income	3	697,313.65
To Honorarium	8	428,600.00	By Security deposit not refund		11,003.00
To Printing & Stationery	9	351,932.80	By Fees		1,270.00
To Repair & Maintenance	10	2,593,067.65			
To Telephone Charges	11	179,413.00			
To Vehicle Expenses	12	348,256.60			
To WBUT Expenses	13	782,300.00			
To Lease Line Charges		227,966.20			
To Advertisement	14	470,736.00			
To Audit Fees		50,000.00			
To Student Expenses	15	179,416.00			
To Gardening		27,390.00			
To Tour & Transport Charges	16	105,500.50			
To Gratuity Fund		2,956,000.00			
To Leave Encashment Fund		773,551.00			
To Placement		15,352.95			
To Miscellaneous Expenses	17	2,495,392.02			
To Depreciation	X4B	1,637,063.52			
Excess of income over expenditure carried to Balance Sheet	X	2,439,970.22			
Total		31,195,081.11	Total		31,195,081.11

Dr. K. K. CHAUDHURY
Director, AIM

Director
AIM
Alipore
Kolkata-27

Place: Kolkata
Date: 14/10/2011

In terms of our separate report of even date

D. BAGCHI & CO
Chartered Accountants

(D. Bagchi)
Partner
Membership No: 007320

D. BAGCHI & CO.
Kolkata
Chartered Accountants



Self-Study Report Army Institute of Management, Kolkata

Income and expenditure statement (audited) for the year ended 31.03.2012.

AIM FUND INCOME & EXPENDITURE A/C For the year ending 31st March 2012					
Expenditure	Schedule NO.	Amount (Rs.)	Income	Schedule NO.	Amount (Rs.)
To Pay & Allowances	14	14,848,824	By Fees	12	27,031,810
To Repair & Maintenance	15	863,833			
To Honorarium Charges		310,900	By Sale of Prospectus		444,550
To AMC Expenses	16	156,649			
To Printing & Stationery	17	270,698	By Miscellaneous Income	13	364,272
To Telephone Expenses	18	144,577	By Interest received from Capital Fund		602,661
To Vehicle Expenses	19	208,784	By Interest on FD (AIM Fund)		1,478,814
To WBUT Expenses	20	340,500	By Interest on FD (Resv Fund)		128,162
To Admission Expenses		95,753	By Interest on FD (Security Fund)		116,731
To Advertisement Expenses		264,794	By Interest Received on SB A/c		584,322
To Affiliation fees - AICTE		100,000	By Profit on sale of Bus		91,063
To Provision for Gratuity (Gratuity Fund)		258,694			
To Alumni Expenses		99,952			
To Alumni Meeting Charges		95,000			
To CAT Fee		200,000			
To Computer Software		46,930			
To Computer Stationery		136,272			
To Conference Expenses		82,865			
To Depreciation		1,550,865			
To Inferno 2012		150,000			
To Leave Encashment Transferred		364,667			
To Audit Fees		67,416			

K. K. Chaudhuri
Director
AIM
Alipore
Kolkata - 27



B.L. Das
Adm Officer
AIM
Alipore
Kolkata - 27



To Auction sale (AR Fund)		140,000			
To Medal Award Function		273,147			
To Reimbursement of TPT Charges		75,211			
To Renewal of Journal for Library		335,749			
To Renewal of Membership		8,000			
To Placement Expenses		108,587			
To Postage & Telegram Expenses		17,353			
To Miscellaneous Expenses	21	1,386,466			
To Transferred to -- Reserve Fund		244,893			
To Excess of Income over Expenditure		7,595,005			
		30,842,384			30,842,384

K. K. Chaudhuri
Dr. K.K. CHAUDHURI
Director AIM



B.L. Das
B.L. DAS
Col (Retd)
Adm Officer

B.M. CHATRATH & CO.
Chartered Accountants



Sanjay Sarkar
Sanjay Sarkar
Partner
Membership No: 064305

Place: Kolkata
Date: 17/01/2013



Self-Study Report
Army Institute of Management, Kolkata

Income and expenditure statement (unaudited) for the year ended 31.03.2013.

AIM FUND							
INCOME & EXPENDITURE A/C (Un-Audited)							
FOR THE YEAR ENDED 31st MARCH 2013							
Expenditure	SCHEDULE		AMOUNT	AMOUNT	Income	SCHEDULE	
	NO.	AMOUNT				NO.	AMOUNT
Indirect Expenses					Indirect Incomes		
Admission Fund Paid	13	304450			Admission Fund Receipt	22	461750
Alumni Fund Paid	14	353260			Alumni Fund Receipt	23	526500
College Fund Paid	15	1476128			College Fund Receipt	24	4422475
Computer Fund Paid	16	615702			Computer Fund Receipt	25	877500
Development Fund Paid	17	1608509			Development Fund Receipt	26	1148500
Library Fund Paid	18	696976			Library Fund Receipt	27	1094375
Miscellaneous Fund Paid	19	278993			Miscellaneous Fund Receipt	28	131665
Placement Fund Paid	20	195578			Placement Fund Receipt	29	10000
Tuition Fund Paid	21	18926845			Tuition Fund Receipt	30	15161015
Depeciation		1294055			Accrued Interest on FD		763569
Loss on Sale of Misc Assets (Auction)		53772	25804268		Accrued Interest on Reserve Fund		477618
Excess of Income over Expenditure			5954565		Fees Received MBA-14		3303500
					Fees Received MBA-15		3251500
					Interest Reserve Fund		125285
					Profit on Recovery of Mobile Set		1181
					TPT 2012-13		2400
Total			31758833	Total			31758833

Finance Co-ordinator
Army Institute of Management
Alipore
Kolkata - 700 027

Registrar & Head of Adm
Army Institute of Management
Alipore
Kolkata - 27

Director
AIM
Alipore
Kolkata-27



Self-Study Report
Army Institute of Management, Kolkata

Income and expenditure statement (unaudited) for the year ended 31.03.2014

AIM FUND					
INCOME & EXPENDITURE A/C (UN-AUDITED)					
FOR THE YEAR ENDED 31st MARCH 2014					
Expenditure	AMOUNT	AMOUNT	Income	AMOUNT	AMOUNT
Indirect Expenses			Indirect Incomes		
Admission Fund Paid	420430		Admission Fund Receipt	346200	
Alumni Fund Paid	530000		Alumni Fund Receipt	712500	
College Fund Paid	4546000		College Fund Receipt	7616013	
Computer Fund Paid	1134000		Computer Fund Receipt	1187500	
Development Fund Paid	1764500		Development Fund Receipt	1814500	
Library Fund Paid	1080000		Library Fund Receipt	1425000	
Miscellaneous Fund Paid			Promotional Fund Receipt	1190000	
Placement Fund Paid	616500		Tution Fund Receipt	22577900	
Tution Fund Paid	22343747				
Depeciation	1185455				
		30895632			
Excess of Income over Expenditure		5973981			
					36869613
Total		36869613	Total		36869613

निदेश
Director
AIM
Alipore
Kolkata-27

Registrar & Head of Adm
Army Institute of Management
Alipore
Kolkata - 27

Finance Co-ordinator
Army Institute of Management
Alipore
Kolkata - 700 027



- The Reserve Fund/ Corpus Fund balance for last four years:

2010-11:	Rs 3,35,14,676/-
2011-12:	Rs 3,52,11,175/-
2012-13:	Rs 3,67,20,999/-
2013-14:	Rs 3,85,28,095/-

- 6.4.4. Give details on the efforts made by the institution in securing additional funding and the utilization of the same (if any).

The Institute receives additional funding from Army Welfare Education Society (AWES) and Army Head Quarters, Eastern Command (HQ EC). The grants received in last four years from AWES and HQ EC are as follows:

Year	Funds Received			
	Rajarhat	Technical	Others	Total
2010-11	3,00,00,000	0	0	3,00,00,000
2011-12	0	0	30,000	30,000
2012-13	2,00,00,000	25,00,000	0	2,25,00,000
2013-14	6,29,00,000	5,00,000	5,69,398	6,39,69,398

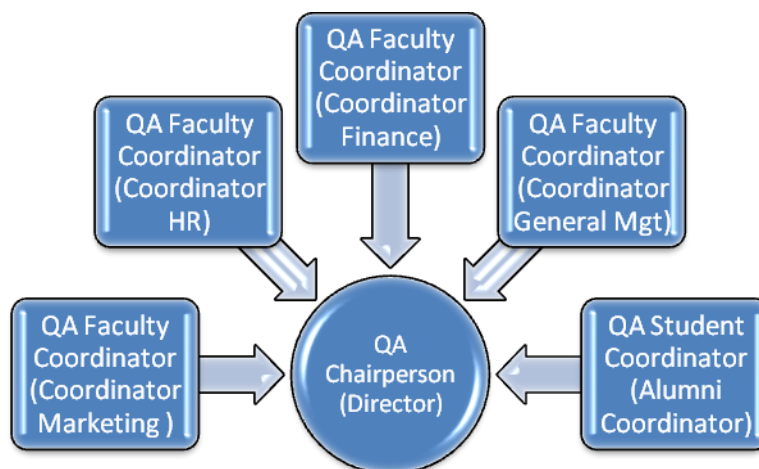
Year	Funds Utilised			
	Rajarhat	Technical	Others	Total
2010-11	0	0	0	0
2011-12	0	0	30,000	30,000
2012-13	0	0	0	0
2013-14	1,13,00,000	14,52,210	69,398	1,28,21,608

6.5. Internal Quality Assurance System (IQAS)

6.5.1. Internal Quality Assurance Cell (IQAC)

- a. Has the institution established an Internal Quality Assurance Cell (IQAC)? If 'yes', what is the institutional policy with regard to quality assurance and how has it contributed in institutionalizing the quality assurance processes?

The Institute has established an Internal Quality Assurance Cell (IQAC). The Institute has the policy of continuous improvement of the Quality in all aspects. The IQAC monitors quality of the activities taking place from time to time. The Institute has an SOP formulated and amended from time to time, which is the basic framework for Quality implementation. The IQAC has the following structure:



- b. How many decisions of the IQAC have been approved by the management / authorities for implementation and how many of them were actually implemented?

The SOP framed by IQAC has been approved by management for implementation.

- c. Does the IQAC have external members on its committee? If so, mention any significant contribution made by them.

At present, the IQAC comprises members from the Institute.

- d. How do students and alumni contribute to the effective functioning of the IQAC?

The Alumni Coordinator(s) of the Students' Council is/are a member of the IQAC as student representative. Students contribute to the effective functioning of the IQAC by constantly communicating with the alumni through personal interaction as well as organizing meets on pan-India locations. The students take a direct feedback on industry requirements and suggestions are provided to improve the overall quality of the Institute.

- e. How does the IQAC communicate and engage staff from different constituents of the institution?

The Institute follows participative management and engages various non-teaching staff from different offices of the Institute eg., Admission Cell, Placement Cell, Academic Cell etc. by involving



them in the operationalisation of the SOP. Necessary communication is done through emails and notices.

- 6.5.2. Does the institution have an integrated framework for Quality assurance of the academic and administrative activities? If 'yes', give details on its operationalisation.

Yes, the Institute has an integrated framework for Quality assurance of the academic and administrative activities

AIM Kolkata have a two tier structure of IQAC, which have a Quality Assurance Chairperson (Director of the Institute), along with four Faculty QA Coordinators representing individual subject specialization, i.e. Marketing, HR, Finance and Systems.

QA Chairperson

- Be instrumental in supporting the team to create a professional, positive, pro-active and quality based approach within the faculty members;
- Ensure that all established Academic Quality Assurance policies, procedures are understood and followed within the faculty members;
- Promote the enhancement of teaching and learning and dissemination of good practice within the faculty through faculty meetings and across faculty members through the QAC;
- Manage the quality assurance processes within the faculty and support QA coordinators, and faculty members with regard to assessment strategies and review and development of curriculum;
- Monitor quality of students experience and academic standards through various available means including moderation of internal assessments, teaching materials, student feedback, course committees, annual program monitoring;
- Monitor the process of addressing student needs, complaints, grievances and views and the smooth functioning of all related QA systems;
- Make recommendations to the Quality Assurance Committee on QA procedures, norms, policies etc in consultation with the HoF/Director;
- Identify staff development requirements and discussing these with the HoF and QAC as appropriate;
- Any other responsibilities as appropriate.

Faculty Coordinators Duty

- Monitoring academic quality and standards within the faculty and making appropriate recommendations to the Academic Coordinator and the Director of QA;
- Attending meetings of the Quality Assurance Committee and ensuring that all decisions, recommendations and action points resulting from such meetings are conveyed to the concerned individuals/committees/working groups as appropriate and are followed through;
- Checking that all marking, second marking and moderation of internal assessments is completed as per the established procedures;
- Making recommendations to the Academic Coordinator and the Director of QA on student feedback after consultation with the HoF/Director;
- Identifying and discussing with the Academic Coordinator staff development needs within the faculty fraternity and reporting these to the Director of QA;
- Maintaining records of all Unfair Means and Mitigating circumstances cases relating to the Course

- 6.5.3. Does the institution provide training to its staff for effective implementation of the Quality assurance procedures? If 'yes', give details enumerating its impact.

Yes, the Institute provides training to its staff for effective implementation of the Quality assurance procedures

The IQAC conducts workshop by inviting Experts in the field as well as internal monitoring and orientation is also performed by staff and Director.

The IQAC, along with the academic coordinators, takes a lead in designing the annual academic calendar in advance. It does it with the cooperation and advice of the staff council and academic coordinators.

Special lectures and motivational guidelines are provided at the beginning of every academic year to all the staff members, both teaching and non teaching.

- 6.5.4. Does the institution undertake Academic Audit or other external review of the academic provisions? If 'yes', how are the outcomes used to improve the institutional activities?

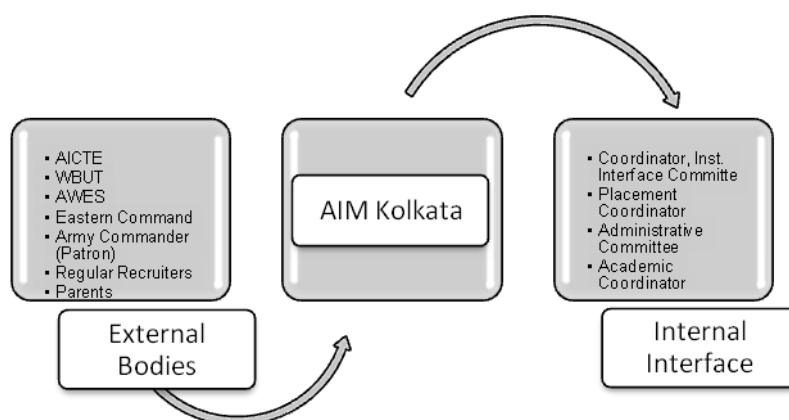
The Institute undertakes Academic Audit and external review of the academic provisions. Academic Audit is conducted by. Detailed Academic Audit is a part of the Annual Administrative Inspection conducted every year by Eastern Command, headed by the Chief of Staff and Patron of the Institute. In addition, the affiliating University and AICTE also conduct regular inspection for affiliation and approval processes respectively.

Moreover, the following inspections are also carried out at regular intervals:

- Document Inspection by Eastern Command Head Quarters, Delhi.
- Official Inspection followed Interaction by Chairperson, AWES.

6.5.5. How are the internal quality assurance mechanisms aligned with the requirements of the relevant external quality assurance agencies/regulatory authorities?

Alignment of the internal quality assurance mechanisms with the requirements of the relevant external quality assurance agencies/regulatory authorities is schematically presented below:



The members of IQAC continuously communicate with

- AICTE
- WBUT
- AWES (Army Welfare Education Society)
- Eastern Command Army Head Quarters
- Army Commander (For Patron)
- Regular Employers
- Parents of the students



6.5.6. What institutional mechanisms are in place to continuously review the teaching learning process? Give details of its structure, methodologies of operations and outcome?

- There is a committee to review the teaching learning process from time to time.
- Based on the feedback from the stake holders, the IQAC, the different staff committee members and the administration collectively decide the value added courses to be introduced / continued.
- Measures to enhance the information services to the students are taken care of, to increase accessibility with merit and transparency, while promoting equity, equality.
- The IQAC motivates and supports internal knowledge net working as well as linkages with Higher Institutes of learning, to improve the quality of the teaching, learning process.
- All the faculty members are provided facilitated to use ICT class room, prepare power points for their subjects, and enhance their knowledge by using the internet.
- Periodic reviews of the progress in academic, co-curricular activities, academic audits are a part of the IQAC activities.

6.5.7. How does the institution communicate its quality assurance policies, mechanisms and outcomes to the various internal and external stakeholders?

The Institute communicates its quality assurance policies, mechanisms and outcomes to the various internal and external stakeholders through:

- Website (All Admission related and Placement related information are updated regularly on the websites)
- E-mail (Regular updates on Placement, events and guest lectures are sent to relevant authority of army headquarters)
- Personal interaction (Are maintained through GOC, Patron and other representatives of AWES visit in the campus or vice versa)

Any other relevant information regarding Governance Leadership and Management which the college would like to include.



CRITERION VII: INNOVATIONS AND BEST PRACTICES

7.1. Environmental Consciousness

7.1.1. Does the Institute conduct a Green Audit of its campus and facilities?

As a part of WBUT project, electronic gadgets have been installed in the campus to measure the radiation.

7.1.2. What are the initiatives taken by the college to make the campus eco-friendly?

- * Energy conservation
 - * Use of renewable energy
 - * Water harvesting
 - * Check dam construction
 - * Efforts for Carbon neutrality
 - * Plantation
 - * Hazardous waste management
 - * e-waste management
-
- Energy conservation: Modern equipment and electrical gadgets are used to save human efforts and less conservation of energy.
 - Use of renewable energy: Solar lights and water heating system is being catered for the upcoming new campus of the Institute.
 - Water harvesting: The Institute is presently located in defence land. Water harvesting is being done by the Military authorities. The same is being catered at the new campus.
 - Check dam construction: Not feasible being located in A-1 city.
 - Efforts for Carbon neutrality: Movement of vehicles are controlled in the area to restrict vehicle pollution. Any kind of fire and smoke is restricted to ensure carbon-dioxide does not pollute the environment.
 - Plantation: The Institute is located in an eco-friendly campus. Though located in the heart of the city, the campus is surrounded by various plants and trees all over. With a view to maintain greenery in the area, more saplings are also planted.
 - Hazardous waste management: Waste materials from the campus area are staged in specific vats and taken away by vehicles by the



military authorities, being located within military cantonment area.

- e-waste management: e-waste materials are sold out or buried in the ground to avoid any kind of pollution.

7.2. Innovations

7.2.1. Give details of innovations introduced during the last four years which have created a positive impact on the functioning of the college.

Innovations introduced during the last four years which have created a positive impact on the functioning of the Institute are given below:

- Subscription to a reputed database of e-journal viz., 'EBSCO Business Source Elite', which contains more than 2800 peer-reviewed foreign and national journals.
- A structured Mentoring process with the induction of students as Group Commanders and 2-i-C (2nd in Command) from 2nd and 1st years respectively.
- Remedial classes in Quantitative Techniques and Accountancy for the weaker students.
- English conversation classes for the soft skill development of the students.
- Proper documentation of institutional processes in the form of course files, case study files, mentoring files, SIP files, event management files.
- Dress code for teaching and non-teaching staff.
- Structured Orientation program for the new teaching staff.
- Maintaining an e-archive of all Summer Internship Project Reports in the library.
- Student Exchange Program between Army Institute of Management and Army Institute of Management & Technology.
- Nomination of Subject coordinators from existing faculty members for each Specialization/functional area.
- Job enrichment of Group-D staff
- Feedback of the students given directly by the Director to the recruiters.
- Feedback taken from employers three months after joining of the students.
- Development of a Research Centre under a Research Coordinator (faculty member) to imbibe research culture within the Institute.
- Introduction of jammer in examination hall.



- Concept of discussion of important news headlines in class.

7.3. Best Practices

- 7.3.1. Elaborate on any two best practices in the given format ~~at page no. 98~~, which have contributed to the achievement of the Institutional Objectives and/or contributed to the Quality improvement of the core activities of the college.

BEST PRACTICE 1

Title

Orientation program for new batch of students enrolled for MBA program.

Goals

1. Enabling the fresh candidates opting for MBA studies cope up with the course structure and encounter the challenges associated with it.
2. Identifying the gaps in knowledge, skill and attitude so that remedial measures can be taken later.
3. Making the students aware of the opportunities in the corporate environment and strategizing the ways to avail of those opportunities.
4. Acquainting them with the rules, regulations, systems and formalities of the Institute.
5. Introducing the students to the campus life and the peers.
6. Building up proper attitude and team spirit to make the students ready for the course

Context

MBA education demands for simultaneous proficiency in different disciplines of study as well as focuses on building up the appropriate attitude to counter the various challenges within and beyond the curriculum. A Graduate student of any other subject area is expected to showcase a strong knowledge base in a particular subject area, thus narrowing down the scope of versatility. This difference in approach creates a gap when a student encounters MBA course for the first time. Moreover, MBA course is associated with the glamour and glitz of the corporate world which creates a world of illusion for the students, who need to be brought back into the hard reality. They don't know, in most of the cases, what their strengths and weaknesses are for which scientific probing is necessary.



The Orientation program, apart from addressing the abovementioned issues, designs inputs where students are given basic background knowledge of the subjects included in the course. This acts as a Bridge Course, creating a level-playing field for all.

Practice

The Orientation course, spanning for two weeks, stresses on bringing students from diverse graduating disciplines to an almost similar level of knowledge for each subject. It also includes probing procedures to identify the strengths and weaknesses of each student, in social, psychological and knowledge related aspects, using FIRO-B technique. This helps in planning for the motivational/remedial/corrective actions to overcome the weaknesses and to harness the strengths.

The course is designed to focus on four aspects:

- a) Developing basic subject knowledge in English, Mathematics, Economics, Commerce etc. so that the weak learners can come up to a specific standard. A regular schedule is maintained where such classes are allotted. A zero level Test, organized during the orientation program reveals their preparedness.
- b) Harnessing skills like Time Management, Self Management, Speed Reading, Smart Googling, Strengthening of ethical sense etc. Workshops and short interactive sessions are arranged where experts from industry and academia are invited to share their expertise.
- c) Developing idea about the expectations of the Industry from the budding managers, so that students can prepare and equip themselves with required skills.
- d) Identifying the skill and attitude gap of each student through Zero level Test and other scientific probing tool like FIRO-B. This also helps in introducing remedial lessons to the interested students.

Moreover, orientation course gives a scope to the students to work in teams, thereby creating an environment supporting team-building and leadership qualities to emerge and flourish. They are also made accustomed to the campus and hostel life, making them feel at home and initiating their interaction with the Wardens, senior students and their batch mates. As teamwork is an integral part of not only the MBA coursework, but also the corporate ambience, this adaptation has a very important role to play in their working life in the long run.

Through orientation, students are shared with detailed information regarding the following aspects:



- The basic structure of the course and course content
- The curriculum and credits
- The examination and evaluation system
- The University rules and regulations
- The Institute rules and guidelines
- Specialization options available and associated opportunities and challenges
- The scholarships and awards on offer
- Scope of extra-curricular activities within and beyond the Institute
- Infrastructural facilities available to students
- Complaint and grievance redressal procedures
- Anti-ragging measures
- Discipline and hostel rules
- Life at AIMK
- Industry expectations
- Placement opportunities

Evidence

Apart from increasing the overall involvement of all students in academic and co-curricular activities from the very beginning of the coursework, the Orientation program has been successful in achieving certain positive results as detailed below:

- FIRO-B is used as a tool to identify the strengths and weaknesses of each student. The answers are analyzed and the information is passed on to the respective mentors for taking up necessary corrective actions. Remedial classes are arranged for slow learners in specific subject areas. Other psychosocial problems may be referred to Counsellor, if the need is such or if the same cannot be handled by the Mentor. Director also takes an active role in mentoring the students through the mode of discussion and motivation, as and when necessary.
- Bridging the knowledge gap of students, preparing them for the MBA course and creating a near-uniformity in the knowledge level of students coming from diverse academic background are achieved through the Orientation program. Over the years, the practice has resulted in better participation and understanding by the student in different subject areas when the regular coursework starts taking place. Having remedial classes for slow learners have been instrumental in reducing the number of failures in the University examinations and/or raising the level of overall performance in the concerned subject



Problems Encountered and Resources Required

The main resources used during the program are:

- PA system enabled classrooms, fitted with LCD projectors and computers with internet connection
- Support from Library with availability of EBSCO, Capitaline Plus and wide collection of books and journals
- Expert faculty members who have necessary knowledge and experience to deal with a batch of students having widely varied exposure to a particular subject
- Corporate guest speakers who interact with students on industry-related issues.
- Eminent speakers from academia and external agencies to equip students with various skills.
- Financial resources, though not earmarked separately for the program are readily available as and when necessary.

The problems encountered are specific to human resources, as roping in eminent experts from industry and academia within a specific time period is a big problem.

Contact Details

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BEST PRACTICE 2

Title

Rediscovering Self: A Journey through Mentoring.

Goal

The Institute has introduced mentoring as a compulsory program for all students for the entire period of two years of MBA since 2012.



This was initially aimed at helping students to evolve their personality and helping them to prepare more efficiently to meet the demands of the corporate world. However, over time this program has evolved more intensely beyond its immediate goals and at present concentrating on transforming students' holistic development, focusing on facilitating attributes like empathy, understanding, compassion, confidence and positivity.

Four major pronounced areas are:

- Personalized Focus on Individual Personalities;
- Reorienting the Collective Interactions;
- Developing Clarity of Understanding of Self;
- Rebuilding Confidence.

Context

This program is divided into a series of stages with distinctive priorities and accordingly aimed at different set of goals. But this is not tied up with any rigid structure of time in order to keep the option open for individual students to feel at home before confronting one's self. This is considered with utmost importance in spite of the fact that they are allocated to interact in small groups. This is more crucial for the program as the students come from contrasting social locations and heterogeneous cultural back ground from all over India with different aptitude and orientation. Also this exercise takes place at different classroom but required to be different from usual classes, which appeared to be the first task. Following that, confronting the self, developing mutual trust through effective communication resulting a transformed and empowered self, set the context of this program. These stages are summed up in the following way:

- Interaction beyond four walls form within;
- Confronting Self;
- Evolving Communication,
- Emerging Mutual Trust ;
- Restructuring Self

Practice

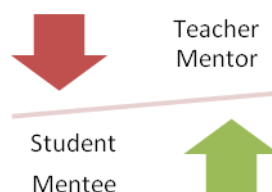
A Journey of Four Stages

Stage One: Unequal Beginning

At this stage the primary responsibilities lies on the teacher-mentor as this program may appear new to many of the students. Mentor's two important tasks are considered most important at this stage. First, initiating a change in the perception of the students about his role from a teacher to a mentor through the gradual qualitative change in

the interaction pattern and second, following this changing the role of the recipients from student to a Mentee through their interaction through which they should be able to realize that this not just '*Just another Classroom*'. In this process of transformation another important dimension, equality in the exchange of opinion and interaction between Mentor and Mentees is of utmost importance and this attitude sets the character of this exercise. The following diagram represents the tasks ahead in the Stage One.

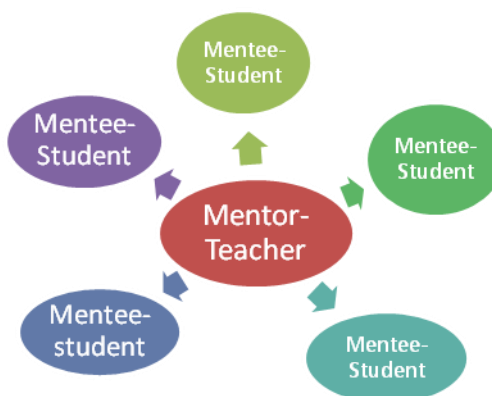
Stage One Challenges



Stage Two: Transformation and Communication

In the second stage two more objectives are considered important. Following the stage one Mentor- Mentee interactions appear predominant. But communications largely remain one-way and mentees generally maintain isolated individuality with their individual traits and limitations and interact with the mentor. Hence at this stage focus is on ensuring intense communications among the mentees to develop them as a collective for developing a sense of shared responsibility to own up and reflect an extent of confidence to accept what they stand for. And this transformation is achieved through effective communications. The following diagram represents the task intended at the Stage Two.

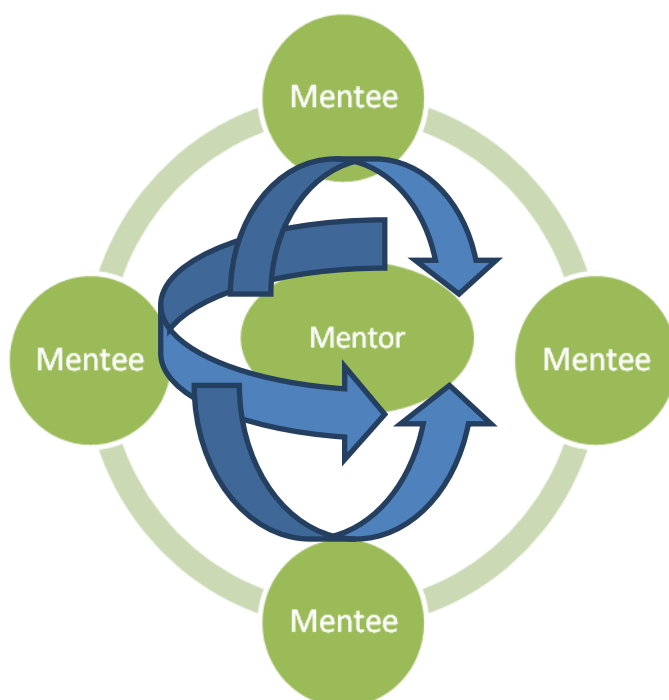
Stage Two Challenges



Stage Three: Developing Trust and Understanding

Following the advancement in previous stage, mentees establish more effective and direct communication among them and slowly emerges as a collective in stage three. At this phase they appear and confront issues with greater sensitivity and openness but without compromising to their criticality. Mentor's role at this point is more like an observer and passive in nature while mentees would be interacting with each other with greater sharing and empathy, freeing themselves from their inhibition and closed self. However mentor is expected to participate and set the direction of these interactions without disquieting the spontaneity of the proceedings which may be represented in the diagram below.

Stage Three Proceedings

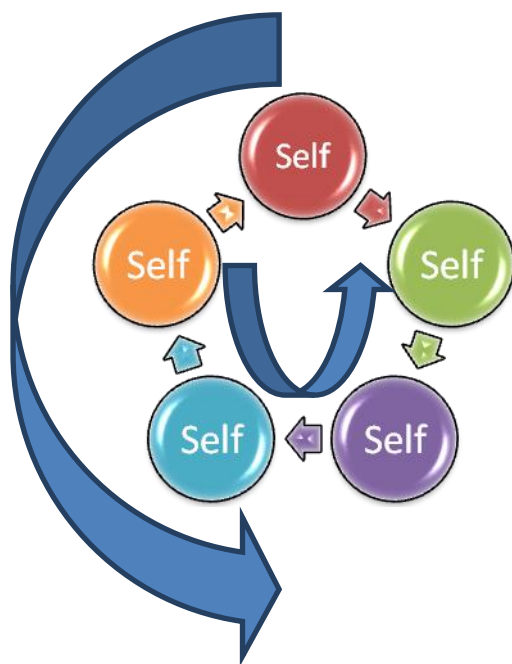


Stage Four: The Transformed Self

In this final stage Mentees are supposed to evolve with greater empowerment and positivity and should reflect greater empathy and sensitivity in their attitude to the wider context. They develop individuality rooted in clarity and understanding of their rediscovered

self at the same time having genuine sense of respect to the views and positions that are different from and even contrary to their own. Clockwise arrows among the participants and anticlockwise directions within and beyond in the diagram below represents this relationship. Mentor at this stage transformed him/herself within the team and perhaps deepen the realization of his/her role being mentor.

Functioning in the Final Stage



Evidence of Success

Reflected at three different mutually interconnected levels:

- This process helps the students to evaluate their own personality with complete awareness or their strength and limitations on more informed basis and develop greater appreciation and acceptance of their own self. As a consequence they stand up with greater confidence and reflect very positive attitude in all spheres of life.
- As an extension of the first through this two years' journey the students evolve through developing greater sensitivity and hence learn to accept and appreciate different views with empathy and understanding. Along with their acquiring theoretical and managerial skills they also reflect humane approaches while interacting with others even in this fast changing consumerist world.



- Because of this maturity and skill students earn higher degree of confidence to face the external world and handle competition with greater ease. This is very aptly reflected in their 100% placement even before completing their final term. This would perhaps continue to help them to face other similar challenges in their work place.

Problems Encountered and Resources Required

- One of the major problems faced by the Institute is accommodating and conducting this mentoring program on a regular basis within the regular schedule of a specific term as this is governed by the program designed by the affiliating university, WBUT which do not have any provision for mentoring. Therefore our allotment of mentoring schedule is constrained and dependent on the completion of all academic hours within a brief term. However Institute tries managing both ends as best as possible.
- For ensuring a consistency in the approaches of the faculty members cum Mentors, more intense and rigorous interaction and exposures on the subject would be essential. Institute is exploring various provisions for this requirement.

Contact Details

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E-mail:	scjain555@gmail.com
Mobile:	9836682118



Evaluative Report of the Department

1. Name of the department: **MBA**
2. Year of Establishment: **1997**
3. Names of Programmes / Courses offered (UG, PG, M.Phil., Ph.D., Integrated Masters, Integrated Ph.D., etc.): **PG – MBA**
4. Names of Interdisciplinary courses and the departments/units involved: **Not Applicable**
5. ~~Annual/~~ semester/~~choice~~ based credit system (programme wise): **Semester based credit system**
6. Participation of the department in the courses offered by other departments: **Not Applicable**
7. Courses in collaboration with other universities, industries, foreign institutions, etc.: **MBA, affiliated to West Bengal University of Technology**
8. Details of courses/programmes discontinued (if any) with reasons: **None**
9. Number of Teaching posts

	Sanctioned	Filled
Professors	01	01
Associate Professors	03	03
Asst. Professors	12	12



CURRENT FACULTY LIST

10. Faculty profile with name, qualification, designation, specialization

Name	Qualification	Designation	Specialization	No. of Years of Experience	No. of Ph.D. Students guided for the last 4 years
Maj Gen (Dr) SC Jain, VSM** (Retd)	M.Tech., MMS, Ph.D.	Director	HR&OB	39	Nil
Malini Majumdar	MBA, Ph.D.	Associate Professor	Marketing	17	Nil
Protik Basu	PGDBM (IIMC), BE	Associate Professor	Operations & Marketing	19	Nil
Nisha Saha	MBA, PGDMM, Ph.D.	Associate Professor	Marketing	9	Nil
Parveen Ahmed Alam	MBA, Ph.D.	Assistant Professor	HR	21	01 (Red)
Swapna Datta Khan	M.Stat.(SQC OR), M.Sc. (Applied Mathematics), M.Phil., Ph.D.	Assistant Professor	Quantitative Methods, Operations Research, Marketing Management	16.5	Nil
Satarupa Roychowdhury	MBA, M.Phil.	Assistant Professor	Finance	9	Nil
Rabin Mazumder	M.Sc. (Eco), MBA	Assistant Professor	Economics	11	Nil
Sougata Majumder	MBA	Assistant Professor	HR&OB	9	Nil
Pramit Sen Gupta	MBA	Assistant Professor	Accounting & Finance	4	Nil
Kaustav Banerjee	M.Sc. (Statistics)	Assistant Professor	Quantitative Methods	10	Nil
Somprakash Nanda	M.Tech.(IT), MBA	Assistant Professor	Systems	14	Nil
Rajib Bhattacharya	MA (Econ.), ACMA, MBA, M.Phil.	Assistant Professor	Finance	18	Nil



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Name	Qualification	Designation	Specialization	No. of Years of Experience	No. of Ph.D. Students guided for the last 4 years
Sudeep Chatterjee	MBA, Advanced Diploma in Management	Assistant Professor	Marketing	23	Nil
Puja Singh Ghosh	MBA	Assistant Professor cum Placement Officer	HR & Marketing	6.5	Nil
Sasmita Satpathy	MA Psychology, MA Sociology, MBA	Counsellor	Psychology	10	Nil



11. List of senior visiting faculty

Amit Kundu

B.Tech (Chem), MBA, Ph.D
Head, School of Management Studies, Techno India
Area: General Management

Arunashish Ghosh

BE, PGDBM
Founder / Consulting Partner, Forespake Consulting Technologies
Area: General Management

Ayan Ghosh

BE (Mech), PGDM
Associate Professor, Bengal Institute of Business Studies
Area: Finance

Dishari Gupta

M.Sc (Applied Psychology)
Research Scholar at University of Calcutta
Area: OB & HR

Suboohi Haleem

B.Tech (Bio Tech), PGDBA (Mktg)
Product Manager, Walter Bushnell Pvt Ltd
Area: Marketing

Sameer Chandra Basu

M.Sc, MA (PM & IR)
Freelancer
Area: OB & HR

Ramit Kumar Roy

MCA
Asstt. Professor, St. Xavier's College
Area: Systems

Goutam Mukherjee

B.Sc (Phy), FCA, ACMA (London)
Entrepreneur
Area: Finance

Jayasri Chaudhhuri



M.Sc, Ph.D
Ex-DDG, NIC, Govt of India
Area: Systems

Saibal Chatterjee
B.A., PGDBM
Entrepreneur
Area: Marketing

Shefali Bahadur
M.Com, MPM
Freelancer
Area: Marketing

Subrata Kumar Ray
BA, LLB, Dip in Mgmt, ACS
Company Secretary, MSTC Ltd
Area: General Management

Mukul Mitra
Ph.D, MBM, M.Sc (Phy)
Professor of Finance, NSHM Business School
Area: Finance

Mangal Singh
Match (IT), MCA
Lab Instructor
Dept. of Computer Sc & Engg., MCKV Institute of Engg
Area: Systems

Soumya Saha
M.Phil, MBA, M.Com
Asstt. Professor
School of Management Studies, Narula Institute of Technology
Area: Finance

12. Percentage of lectures delivered and practical classes handled (programme wise) by temporary faculty:
There is no temporary faculty in the Institute.
13. Student-Teacher Ratio (programme wise): **15:1**
14. Number of academic support staff (technical) and administrative staff; sanctioned and filled



Self-Study Report
Army Institute of Management, Kolkata

Category	Sanctioned	Filled
Academic Support Staff	05	05
Administrative Staff	39	39

15. Qualifications of teaching faculty with DSc/ D.Litt/ Ph.D/ MPhil / PG:
Please refer reply to point no. 10 above.
16. Number of faculty with ongoing projects from a) National b) International funding agencies and grants received: NIL
17. Departmental projects funded by DST - FIST; UGC, DBT, ICSSR, etc. and total grants received: NIL
18. Research Centre/facility recognized by the University: NIL
19. Publications:

Number of papers published in peer reviewed journals (national / international) by faculty and students

2010-11: 14 Publications	2011-12: 12 Publications
2012-13: 12 Publications	2013-14: 09 Publications

Conference Papers:

2010-11: 18 Papers	2011-12: 11 Papers
2012-13: 15 Papers	2013-14: 04 Papers

Chapter in Books

2010-11: 6	2011-12: 2
2012-13: 3	2013-14: 2

Books with ISBN/ISSN numbers with details of publishers

2011-12: 1

Publications in Journals/Magazines (APA Style of Referencing)

2010-11

102. Chaudhuri, K.K. (2010). India Inc: Alignment of Business, HR & Technology. *Personnel Today*.



103. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2010). Using Empirical Mode Decomposition to compare Gaussian and Non-Gaussian model of stock price distribution, *Decision*, Spl issue, 37(1).
104. Ahmed, P., & Bhattacharya, D. (2011). Competency- based Succession Planning: An Emerging Tool in HRM, *Survey*, 51(1 – 2).
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114. Chowdhury, S., & Mukherjee, S.P. (2010). Bayes Estimation of measures of effectiveness in an M/M/1 queue, *Calcutta Statistical Association Bulletin*.
115. Karmakar, M. (2011). Knowledge Management and Strategic Human Resource Management, *International Journal of Innovative Research in Science and Techniques*, 1(2).

116. Ahmed, P., & Kaushik, M.D. (2011). Career Planning – An Imperative for Employee Performance Management System, *IJBIT-International Journal of Business Insights and Transformations*, 4(2), 102–109.
117. Basu, P., & Ahmed, P. (2012). The Employee Perspective in Lean Environment, *Dristikon*, 3(1).
118. Bhattacharya, S.N., & Das, J.K. (2011). Performance of Selected Asset Pricing Models in Indian Context, *Indian Accounting Review*, 15(2).
119. Bhattacharya, M., & Bhattacharya, S.N. (2011). The Interrelationship between Merchandize Trade, Economic Growth and FDI Inflows in India, *South Eastern Europe Journal of Economics*, 9(2), 229-244.
120. Bhattacharya, S.N., Bhattacharya, M., & Guhathakurta, K. (2012). Exploring Presence of Long Memory in Emerging and Developed Stock Markets, *IIMK Working Paper No. IIMK/WPS/107/FIN/2012/10*.
121. Bhattacharya, M., & Bhattacharya, J. (2011). Causal relationship between FDI Inflows and Services Export - A Case of India, *Gurukul Business Review*, 7, 63-72.
122. Bhattacharya, M. (2011). Causal Nexus between Trade, FDI and Economic Growth -Evidence from India, *Paradigm*, 14(1), 12-23.
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2012-13

128. Alam, P.A., & Mukherjee, J. (2013). HR Policies and Practices: The Reality – A Case Study, *International Journal of Advanced Research in Management and Social Science*, 2(1).
129. Basu, P., Chowdhury, S., & Alam, P.A. (2013). Impact of Flexibility on Organisation and Employee Welfare in Lean Environment – A model based approach, *Journal of Engineering, Project, and Production Management*.
130. Bhattacharya, S.N., & Bhattacharya, M. (2012). Long Memory in Stock Returns: A Study of Emerging Markets, *Iranian Journal of Management Studies*.
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139. Nandan, M. (2012). Values, Ideology & Politics, *Puropathik*, 17.

2013-14

140. Basu, P., & Dan, P.K. (2014). Capacity augmentation with VSM Methodology for lean manufacturing, *International Journal of Lean Six Sigma*.



141. Alam, P.A., & Sumati, R. (2013). A Study on the Effectiveness of Performance Appraisal Ratings, *Survey*, 53(3-4).
142. Alam, P.A., & Sumati, R. (2014). A Study on the Effectiveness of Performance Appraisal Ratings, *Survey*, 54(1-2).
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Conference Papers

2010-11

149. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2011, January). Investigating presence of Nonlinearity in Indian Stock Markets. Paper presented at International Finance Conference, Kolkata. Indian Institute of Management, Calcutta.
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151. Pani, A.K. (2011, June). Radiation Processing Influences Marketing Prospects of Agricultural and Food Products: Bright Future Ahead for India. Paper presented at International Conference of Business and Applied Sciences Academy of North America. Bloomsburg University, Pennsylvania, US
152. Majumdar, M. (2011, January). Thronging at the outlets during discount seasons: Indian Consumers are gradually becoming deal



- prone. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
153. Majumdar, M. (2010, December). Effective design of communication messages for better positioning of brand: can MEMETICS be a way. Paper presented at the first International Marketing Conference. Indian Institute of Management, Calcutta
154. Basu, P. (2010, December). Strategic Perspective of Indian Retail: A DEA Orientation. Paper presented at the first International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
155. Basu, P., & Ahmed, P. (2011, January). The Employee Perspective in Lean Environment. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
156. Ahmed, P., & Bhattacharya, D. (2011, January). Competency-based Succession Planning: An Emerging Tool in HRM. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
157. Bhattacharya, M., & Bhattacharya, J. (2011, January). Foreign Investment Inflows, Financial Development and Economic Growth Triangle: The Case of India. Kolkata. Paper presented at 2nd International Finance Conference. Indian Institute of Management, Calcutta.
158. Bhattacharya, M. (2011, February). Services Trade and Economic Growth in the Indian Context - An Empirical Study. Paper presented at National Seminar on Empirical Research in Commerce. Midnapore, West Bengal. Vidyasagar University. (Received Best Paper Award)
159. Khan, S. D., & Rayate, B.B. (2010, December). Identification of Performance Indicators Affecting Customer Satisfaction levels of the Urban Customer base within the Indian Insurance Sector. Paper presented at the first International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
160. Khan, S. D. (2011, January) Challenges to Relationship Management Techniques used by Indian Insurers during the Implementation and Adoption of Micro Insurance in India. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.



161. Mukhopadhyay, S., & Banerjee, S. (2010, July). Global Optimization and Parameter Estimation of a Hyperchaotic Finance System by an Improved Multi Objective Particle Swarm Optimization. Paper presented at First Great Lakes Analytics Conference. Chennai. Great Lakes Institute of Management.
162. Mukhopadhyay, S., & Banerjee, S. (2010, December). Global Optimization and Parameter Estimation for laser System by Chaotic Multi Swarm Particle Swarm Optimization (CMS-PSO). Paper presented at International Conference on Communication, Computers and Devices. Kharagpur. Indian Institute of Technology, Kharagpur.
163. Mukhopadhyay, S., & Banerjee, S. (2011, January). Collective Intelligence Paradigm for Parameter Estimation and Global Optimization of a Hyperchaotic Finance System. Paper presented at 2nd IIMA International Conf on Advanced Data Analysis, Business Analytics and Intelligence. Ahmedabad. Indian Institute of Management, Ahmedabad.
164. Mukhopadhyay, S., & Banerjee, S. (2011, January). A Strategy for Parameter Estimation and Optimization of a Chaotic Finance System by Collective Intelligence. Paper presented at International Finance Conference. Kolkata. Indian Institute of Management, Calcutta.
165. Karmakar, M. (2011, January). The Importance of congruence of E-Commerce, e-HRM and knowledge Management in the present Business Environment. Paper presented at 4th International Conference on Management & Social Welfare Issues: Contemporary Perspectives. Kolkata. Indian Institute for Social Welfare and Business Management.
166. Banerji, R., & Ghosh, A. (2011, January). Entrepreneurial Failure in the third World – A Diagnostic Approach with Special Reference to India. Paper presented at 10th International Conference on Emerging Global Trends & Future Challenges in Economic Development, Accounting & Finance, Information & Communication Technology, Business & Management. Jaipur. Research Foundation & Research Development Association.

2011-12

167. Basu, P., & Dan, P.K. (2011, December). Capacity Enhancement Evaluation using Lean Principles. Paper presented at International Conference on Advances in Supply Chain and Manufacturing Mgt. Kharagpur. Indian Institute of Technology, Kharagpur.
168. Bhattacharya, S.N., & Bhattacharya, M. (2011, December). Impact of Capital Inflows on India's Economic Growth: An Empirical



- Study. Paper presented at India Finance Conference. Bangalore. Indian Institute of Management, Bangalore and Indian Institute of Management, Calcutta.
169. Bhattacharya, M., & Bhattacharya, S.N. (2011, December). Software Services Export and its Implications on Economic Growth in India: An Empirical Study. Paper presented at International Conference on Information Technology, Systems and Management. Kozhikode. Indian Institute of Management, Kozhikode.
170. Bhattacharya, M., Bhattacharya, S.N., & Bhattacharya, J. (2011, December). The Interrelationship between Services Sub-Sectors' Export, FDI Inflows and Economic Growth in the Indian context. Paper presented at International Conference on Frontiers of Infrastructure Finance. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.
171. Khan, S.D. (2011, December). Application of Control Charts to Measuring Customer Satisfaction levels in the Banking Sector. Paper presented at Fifteenth Annual International Conference of the Society of Operations Management. Kolkata. Indian Institute of Management, Calcutta.
172. Chowdhury, S. (2011, November). Ageing distribution in Reliability. Paper presented at Workshop-cum-Conference. Kolkata. Indian Statistical Institute, Kolkata.
173. Chowdhury, S. (2011, December). Estimation of Traffic Intensity based on queue length in a single $M / E_r / 1$ queue. Paper presented at Thirty-first Annual Convention of Indian Society for Probability and Statistics (ISPS) and International Conference on Statistics, Probability and Related Areas. Cochin. Dept of Statistics, University of Science and Technology.
174. Chowdhury, S. (2012, February). Estimation parameters in Queuing Models Using Waiting Time Data. Paper presented at National Conference on Application of Statistics in Industry and Planning. Bolpur, West Bengal. Visva-Bharati University.
175. Chowdhury, S. (2012, April). On Inferential aspects of Queuing. Paper presented at Mathematics Seminar. Chennai. Dept of Mathematics, Indian Institute of Technology, Chennai.
176. Karmakar, M., & Banerjee, S. (2011, December). Effectiveness of Knowledge and HRM in Micro Finance Sector to increase sustainability and investment opportunity. Paper presented at International Conference on Frontiers of Infrastructure Finance. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.
177. Banerji, R., & Banerjee, S. (2011, December). Role of Financial inclusion in Limiting Entrepreneurial Failure. Paper presented at



International Conference on Frontiers of Infrastructure Finance.
Kharagpur. Vinod Gupta School of Management, Indian Institute
of Technology, Kharagpur.

2012-13

178. Majumdar, M. (2012, December). Determinants of user behavior towards e-commerce sites : predicting an empirical model based on TAM. Paper presented at International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
179. Basu, P., Tyagi, P., Shalini, W., & Chowdhury, S. (2012, December). Exploring the Factors Motivating Consumers' Buying Behaviour towards Baby Wipes and translating them into technical requirements. Paper presented at International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
180. Alam, P. A., & Banejea, S. (2013, February). Effectiveness of the State Power Sector Utilities in West Bengal Measured through Performance Management System. Paper presented at International HR Conference – HR Next Focus, Engage, Align. Kolkata. Indian Institute for Social Welfare and Business Management.
181. Bhattacharya, M., & Bhattacharya, S.N. (2013, January). Nexus between Economic Growth and Services Export in the Indian Context. Paper presented at Third IIFT Conference on Empirical Issues in International Trade and Finance. Kolkata. Indian Institute of Foreign Trade.
182. Bhattacharya, S.N., & Bhattacharya, M. (2012, December). The Interrelationship between capital flows and economic growth in India. Paper presented at India Finance Conference. Kolkata. Indian Institute of Management, Ahmedabad, Indian Institute of Management, Bangalore and Indian Institute of Management, Calcutta.
183. Bhattacharya, S. N., & Das, J.K. (2013, January). Firm Specific Factors Affecting Stock Return – An Investigation in Indian Context. Paper presented at Eleventh International Accounting Conference. Kolkata. Indian Accounting Association Research Foundation.
184. Bhattacharya, M. (2012, December). Foreign Investment Inflows and growth of the secondary and tertiary sector of the Indian Economy. Paper presented at India Finance Conference. Kolkata. Indian Institute of Management, Ahmedabad, Indian Institute of Management, Bangalore and Indian Institute of Management, Calcutta.
185. Chowdhury, S. (2012, December). On Statistical analysis of independent quasi-identical M/M/c//r Queuing systems. Paper

- presented at Eighth International Triennial Calcutta Symposium on Probability and Statistics. Kolkata. Dept of Statistics, University of Calcutta and Calcutta Statistical Association.
186. Chowdhury, S. (2013, January). On Exponential Weibull Poisson Distribution and its Applications. Paper presented at International Conference on Statistics, Science and Society: New Challenges and Opportunities. Chennai. Indian Institute of Technology, Chennai.
187. Chowdhury, S. (2013, January). Bayesian Estimation of Traffic in an M/E/Er/1 Model. Paper presented at International Workshop/Conference on Bayesian Theory and Applications. Benaras. IIT-Banaras Hindu University and International Society for Bayesian Analysis.
188. Karmakar, M. (2012, October). Synchronization of chaos and complex theory in aligning Knowledge Management and Human Resource Management. Paper presented at International Conference of Business Infrastructure. Kuala Lumpur, Malaysia. Kuala Lumpur Infrastructure University College.
189. Karmakar, M. (2013, April). Identifying the Factors influencing purchasing decision of consumer of a new product: A study in Customer Psychology. Paper presented at Third IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence. Ahmedabad. Indian Institute of Management, Ahmedabad.
190. Karmakar, M. (2012, December). Identifying the Branding and Promotional Strategy in New Product Development. Paper presented at International Marketing Conference. Kolkata. Indian Institute of Management, Calcutta.
191. Chowdhury, S. R. (2013, March). Quality Assurance in Management Education. Paper presented at UGC Sponsored National Seminar. Midnapore, West Bengal. Vidyasagar University.
192. Nandan, M. (2013, February). Politics and Productivity: A Case study. Paper presented at International HR Conference – HR Next Focus, Engage, Align. Kolkata. Indian Institute for Social Welfare and Business Management.

2013-14

193. Alam, P. A., & Ray, S. (2014, February). A Study on the Effectiveness of Performance Appraisal Ratings. Paper presented at International Conference in Human Resource Management on HR Leadership: People, Process, Practice. Kolkata. Indian Institute for Social Welfare and Business Management and SHRM India.



194. Chowdhury, S. R., & Chowdhury, S. R. (2013, November). Chit Funds and Microfinance Regulatory Structure in West Bengal and its Effect on Investor Perception. Paper presented at National Conference on Financial System Regulations in India: Issues & Challenges. New Delhi. Lal Bahadur Shastri Institute of Management.
195. Chowdhury, S. R., & Chowdhury, S. R. (2014, January). Impact of Corporate Governance on Firms' performance of Indian Listed Companies. Paper presented at Tenth International Conference on Business and Finance. Hyderabad. ICFAI Business School Hyderabad and Oklahoma State University.
196. Nandan, M. (2014, February). Understanding Organizational Power Relations in reference to Human Groups. Paper presented at International Conference in Human Resource Management on HR Leadership: People, Process, Practice. Kolkata. Indian Institute for Social Welfare and Business Management and SHRM India.

Chapter Contribution in a Book

2010-11

197. Bhattacharya, S.N., Das, J.K., Bhattacharya, M., & Guhathakurta, K. (2011). An Empirical Investigation of Beta Stability in the Indian Stock Market. In *Infrastructure Finance Issues and Challenges*. Macmillan.
198. Guhathakurta, K., Bhattacharya, B., & Roychowdhury, A. (2010). An Examination of Critical Periods of Stock Price Movements Using Recurrence Plot. In *Essays in Finance*. Allied Publishers.
199. Bhattacharya, S.N., & Das, J.K. (2011). GARCH Models: A Key to Capture Volatility of Financial Data. In *Studies in Accounting and Finance: Contemporary Issues and Debates*. Pearson Education.
200. Bhattacharya, M., & Bhattacharya, J. (2011). FDI Inflow, Service Export, Service Import and Economic Growth in the Post-Liberalization period in India: A Causal Analysis. In *Infrastructure Finance Issues and Challenges*. Macmillan.
201. Khan, S. D., & Rayate, B.B. (2010). CRM in Recession: Selling efficiently even in a low economy. In *Management Transition: Past Decade and Decade ahead*. Singhad Institute of Management and Computer Application.



202. Khan, S. D., & Rayate, B.B. (2011). Emphasis on Predictive Analysis can enable the Indian Insurer to gain an edge in a Fast Changing Economy. In *The Myths and Realities of India Advantage*. Excel Publishers

2011-12

109. Banerji, R., & Banerjea, S. (2012). Role of Financial Inclusion in Limiting Entrepreneurial Failure in countries like India. In *Inclusive Financial Infrastructure*. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.
110. Rakshit, S., & Dey, H. (2011). Impact of Green Computing in next generation Computing. In *Handbook of Management and Behavioural Science*. Wisdom Publication.

2012-13

111. Bhattacharya, S.N., Guhathakurta, K., Banerjee, S., & Bhattacharya, B. (2012). Examining the relative non-linear dynamics of stock and commodity indices in emerging and developed market. In *Chaos and Complexity Theory for Management: Nonlinear Dynamics*. USA, IGI Global.
112. Bhattacharya, M., Bhattacharya, J., & Bhattacharya, S.N. (2012). The Interrelationship between Services sub Sector's export, FDI inflows and economic growth in the Indian context. In *Strategic Framework of Infrastructure Financing*. Bloomsbury Publication.
113. Banerji, R., & Banerjea, S. (2012). Role of Financial Inclusion in Limiting Entrepreneurial Failure in transactional countries like India: A Diagnostic Study. In *Inclusive Financial Infrastructure*. Kharagpur. Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur.

2013-14

114. Bhattacharya, M. (2013). SHG-Bank Linkage Programme: Looking Ahead. In *Micro Finance India*. DVS Publishers.
115. Rayate, B.B., & Khan, S. D. (2013). Utility of Facebook Timeline in assisting CRM in the Banking Sector in India. In *Strategic Innovations in Management*. Tech-Max Publications.

Case Study: 2010-11



111. Khan, S. D., & Datta. S. (2011). The Evolution of the First Balanced Score Card. In *Emerging Markets: Case Studies Collection*. Excel Publishers.

Book Publication: 2010-11

112. Rakshit, S., & Sinha, A. (2012). *SAP MM for Beginners*. Navi Mumbai: Shroff Publishers & Distributors Pvt Ltd.

20. Areas of consultancy and income generated

- 33 numbers of Workshops run and coordinated by Prof Robin Sengupta in individual capacity.
- Maj Gen (Dr) SC Jain, VSM** (Retd), Director AIM has disseminated expertise for consultancy services on values and ethics in various Institutes:
 - ✓ On 10th October 2013, lecture given on “Value Based Education” at Satyug Darshan Technical Campus, Faridabad.
 - ✓ On 16th November 2013, lecture given on “Enhance Office Efficiency through Rapid Reading” at 3rd ISTD Eastern Regional Conference, Kolkata.
 - ✓ On 19th January 2014, lecture delivered on Values and Ethics at Ram Chandra Mission, Kolkata.
- During the last four years, consultancy services were provided to ISTD for review of its syllabus and course materials for Rs.10,000 only as honorarium.
- Consultancy services were provided to Asha School, Kolkata for faculty recruitment for the challenged children under Parent NGO, AWWA, Eastern Command for Rs.10,000 only as honorarium.
- Consultancy services were also provided to Mr. Akhilesh Mondal for formulating restaurant business plan focusing on marketing plan and strategies for Rs.5,000 only as honorarium.

21. Faculty as members in

- a) National committees b) International Committees c) Editorial Boards....
- Maj Gen (Dr) SC Jain, VSM** (Retd) is a member of the following:
 - ✓ Managing Committee, Bengal Chamber of Commerce & Industry, Kolkata
 - ✓ Productivity, IR&HR Committee, Bengal Chamber of Commerce & Industry, Kolkata



- ✓ National Council, ASSOCHAM, Kolkata
- ✓ Court of Assam University, Silchar
- ✓ All India Management Association (Life Member)
- ✓ Institute of Engineers
- ✓ Institute of Electronics & Telecommunication Engineers (IETE)
- ✓ Computer Society of India (CSI)
- ✓ Indian Institute of Plant Engineers (IIPE)
- ✓ Institute of Directors I(OD)
- ✓ United Service Institution (USI)
- ✓ Editorial Advisory Board, Kindler
- Mr. Robin Sen Gupta – Sub-committee member (Education), BCC&I.
- Dr. Parveen Ahmed Alam – Editor, Kindler.
- Dr. Malini Majumder – Member, Editorial Advisory Board, Kindler.
- Former Director of the Institute, Dr. K.K. Chaudhuri is a member of the following:
 - ✓ Board of Directors of Sarda Plywood Industries Ltd.
 - ✓ Vidyalaya Management Committee of Kendriya Vidyalaya, Command Hospital, Alipore.
 - ✓ School Management Committee, Army Public School
 - ✓ Executive Committee of Calcutta Youth Self-Employment Centre, Kolkata.
 - ✓ Ph.D. Committee, WBUT.
 - ✓ Audit Committee of Manaksia Ltd., Kolkata.
 - ✓ Board of Studies in Management, Narula Institute of Technology, Kolkata.
 - ✓ Ph.D Committee of Netaji Subhas Open University.
 - ✓ Rail Vikas Nigam Ltd., as Director
- Late Biswajit Chakraborty – Former Member, Editorial Advisory Board, Kindler.

22. Student projects

- a) Percentage of students who have done in-house projects including inter departmental/programme: NIL
- b) Percentage of students placed for projects in organizations outside the institution i.e.in Research laboratories/Industry/ other agencies: **100%**

23. Awards / Recognitions received by faculty and students

Awards received by faculty members:



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- **Alam, Ahmed Parveen** and Ray, Sumati: Speaker in the *International HR Conference*, “HR Leadership: People. Process. Practice.” at IISWBM, Kolkata, February 6-7, 2014. Presented a paper on “A Study on the Effectiveness of Performance Appraisal Ratings”. The paper was adjudged the *best paper* of the session.
- **Pani, Aswini K.:** Speaker in the *International Conference 2013* of Business and Applied Sciences Academy of North America, New York, USA, August 16, 2013. Presented a paper on “Organized Food Retailing; the Indian Scenario”. The paper was adjudged the *best paper* of the session.
- **Bhattacharya, Mousumi** and Bhattacharya, Dr. Jita: Speaker in the *National Seminar on Empirical Research in Commerce* at Department of Commerce with Farm Management, Vidyasagar University, West Bengal, February 23, 2011. Presented a paper on “Services, Trade and Economic Growth in India: An Empirical Study”. The paper was adjudged the *best paper* in Technical Session – II.
- The Hon’ble President of India has nominated **Maj Gen (Dr) SC Jain**, Director, as member of the Court of Assam University, Silchar.

Awards received by students in 2013-14:

Sl. No.	Program	Award
1	Carpe Diem 2014 at IIMC	Winners in Fashion Show, Cricket and runners up in Group Dance
2	Serendipity 2014 at Globsyn Business School	Winners in Skit and Ad Mad. Runners up in Finance Simulation and Product Design
3	Zeron 2014 at Calcutta Business School	Winner of the match
4	Money matter 2014 by BCC&I	Winners in Essay Writing
5	Spotlight 2013 at St Xaviers College	2 prize



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Sl. No.	Program	Award
6	Confero 2013 at International Management Institute Kolkata	1 prize in Ad Mad, 2 prize in Debate
7	NIPM HR Quiz 2013	One of the teams qualified the Regional level to participate in the National Level Quiz
8	Tempest 2013 at India Maritime University	3 rd prize in Volleyball

24. List of eminent academicians and scientists / visitors to the department

List of eminent academicians and scientists / visitors to the department in 2014 is as follows:

- Mr. Krishen Mehta – Global Trade, Tax and Social Justice
- Prof Peter P Mueller – Strategy Development, key skills for differentiation in the global environment
- Dr M.K. Barai – The Growing Importance of Indo-Japan Economic Relationship
- Prof. S. K. Chakraborty – Values and Ethics

25. Seminars/ Conferences/Workshops organized & the source of funding

Seminars/ Conferences/Workshops organized for students in 2014:

- Workshop on Values and Ethics conducted by Rabindranath Tagore Centre for Human Values (RNTCHV), a Neotia group initiative.
- Seminars on:
 - ✓ Ethical Hacking
 - ✓ Cyber Crime
 - ✓ Smart Googling
 - ✓ Disaster Management
 - ✓ Advance Excel
 - ✓ Global Economy -The Risk Factors and Outlook for India
 - ✓ Advanced and Basic Excel
 - ✓ Strategic Management
 - ✓ Management Education in India
 - ✓ Motivational Speech
 - ✓ Shaping Young Mind



- ✓ Breakthrough Management
- ✓ Business Leadership & Ethical Values
- ✓ What make good Manager
- ✓ Advanced Excel and SAS

Seminars/Conferences/Workshops organized for faculty members in 2014:

- Faculty Development Program on “Commitment to Quality in Management Education” conducted by Dr. N. R. Banerjee, Former VC, Bengal Engineering & Science University (presently, IIST), Shibpur, West Bengal
- Faculty Development Program on “Decision Making: its Art and Craft” by Mr. Sandip Bhatia, Executive Director, GMM Net Services Pvt Ltd., Principal Consultant Octopus Systems India, CEO Kumar Techno Refractories, President ARTS, an NGO.
- Faculty Development Program on “Train the Trainers” by Dr. Archana Kalra.
- The HR & IR Committee of the BCC&I in association with Socio Legal Aid Research & Training Centre had organized a Workshop on Prevention of Sexual Harassment at Work Place - Act, 2013. Faculty member of AIM attended the same.
- Workshop on SPSS

The Institute funds all seminars/conferences/workshops organized within the Institute.

26. Student profile programme/course wise:

The Institute does not run any inter-disciplinary courses involving any other department or unit. However, the data for the MBA program run by the Institute is given below:

Name of the Course/programme (refer question no. 4)	Applications received	Selected (Sanctioned batch strength=120)	Enrolled		Pass percentage (Admitted as a % of Applicants)
			M	F	
MBA (2011-13)	673	120	81	39	18%
MBA (2012-14)	491	120	80	40	24%
MBA (2013-15)	505	120	80	40	24%
MBA (2014-16)	394	120	81	39	30%

*M = Male *F = Female

27. Diversity of Students

Name of the	% of students	% of students	% of students
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Course	from the same state (West Bengal)	from other States	from abroad
MBA (2011-13)	31.67	68.33	NIL
MBA (2012-14)	24.16	75.84	NIL
MBA (2013-15)	27.50	72.50	NIL
MBA (2014-16)	25.00	75.00	NIL

28. How many students have cleared national and state competitive examinations such as NET, SLET, GATE, Civil services, Defense services, etc.?

To realize the interest of certain students in competitive exams like UGC-CSIR- NET, UGC-NET, SLET, ATE / CAT / GRE / TOFEL / GMAT / Central /State services, Defense, Civil Services, etc. the well stocked library plays a major role. Books and journals like Competition Success Review, India Today, Reader's Digest, India Economy Review, Business India, Business Today, Business World, GEO a new world of knowledge etc. upgrades and prepares the students in a worthy manner and help the students in preparation.

The following is a partial list of students who have appeared and qualified in various competitive exams in the last four years:

Sl. No.	Year	Name of Student	Qualified In
1	Feb-11	Padmanav Chatterjee	SBI
2	Feb-11	Ajit K Singh	Bank PO
3	Oct-11	Rishikesh Singh	Central Police Force
4	Nov-11	Anuj Gulati	Army
5	Dec-11	Raja K. Tahir	Army
6	Feb-12	Mahendra Singh	SI
7	Dec-12	Rahul Kumar	Army
8	Dec-12	Diptoorup Das	Army
9	Sep-13	Amit Guha	Territorial Army
10	Sep-13	Sam Mathai	Army
11	Oct-13	Pushpendra Singh	Syndicate Bank

The qualifying entrance examination for admission to the Institute is CAT, hence, all students are CAT-qualified.

29. Student progression



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Student progression	%
UG to PG	Not Applicable
Employed <ul style="list-style-type: none">▪ Campus selection▪ Other than campus recruitment	Please refer table below for no. of students employed through campus selection.

<u>BATCH / STRENGTH</u>	<u>NO. OF STUDENTS EMPLOYED THROUGH CAMPUS SELECTION (%)</u>
MBA – 13: 118	99 (84%)
MBA – 14: 117	88 (75%)
MBA – 15: 113	113 (100%)
MBA – 16: 116	116 (100%)

30. Details of Infrastructural facilities

- a) Library
- b) Internet facilities for Staff & Students
- c) Class rooms with ICT facility
- d) Laboratories

a) Library

Over the years, AIM Kolkata has developed its library as an outstanding learning resource centre, catering to the ever-growing and uncompromising information and intellectual requirements of students and faculty. It has a rich collection of print and digital resources in terms of quality and quantity. The air-conditioned library is built over an area of around 341 sq. metres and it has a seating capacity of approximately 60 students. Students are offered all-round support throughout the year for their academic and professional development.

AIM Library provides access to more than 9200 books, including advanced reference materials, on areas like Marketing, Finance, Systems, Human Resources, Operations, Economics, Quantitative Techniques, Social Sciences, Business Law, etc. Several reputed foreign and national journals and magazines have been subscribed. A reputed database of e-journal viz., 'EBSCO Business Source Elite', which contains more than 2800 peer-reviewed foreign and



national journals, is also available in the library and accessible throughout the Institute.

‘Capitaline Plus’, a highly informative corporate database of around 24,000 companies, enriches the research projects of the students and faculty. The entire library operation is computerized with the help of LibSys, an integrated library management software, which enables the library to serve its clientele in a better, faster and more efficient manner. Students can also access the web at the library, while search for books and journals is made easy through open access catalogue. Reprographic facilities can be conveniently availed of at the library.

Book Bank system has been introduced for all students with the books costing Rs.6.35 Lakhs so far.

AIM is an institutional member of British Council Library, Kolkata and American Centre Library, Kolkata. Students can avail this facility to use these learning resource centres.

b) Internet facilities for Staff & Students

Technologies and facilities available and used by the staff and students are as follows:

- Broadband 24-hr internet connectivity (7 and 2 Mbps dedicated leased lines)
- Access to online library database
- Access to corporate database
- Access to internet in all rooms of the hostel

c) Class rooms with ICT facility

- The class rooms are equipped with Air conditioners, computers, LED projectors, sound system etc.
- Total no. of class rooms: 05
- Total Area: 402 sq. m
- No. of Tutorial Rooms: 01
- Total Area: 43 sq. m

d) Laboratories: Not Applicable

31. Number of students receiving financial assistance from college, university, government or other agencies



- Scholarships offered by the Institute are as follows:

Name of Scholarship	No. of Scholarships	Scholarship amount	Total Value	Sponsored By
Army Commander's Scholarships	Four	Rs. 25,000/- each	Rs. 1,00,000/-	HQ Eastern Command
Army Commander's Meritorious Scholarships	Four	Rs. 25,000/- each	Rs. 1,00,000/-	HQ Eastern Command
Chairman's Scholarships	Four	Rs. 25,000/- each	Rs. 1,00,000/-	HQ Bengal Area
AGIF Scholarships	Forty-eight	Rs. 40,000/- each	Rs. 19,20,000/-	Army Group Insurance Fund Army HQ, New Delhi
TATA Merit Scholarships	Two	1 st in Merit – Rs. 20,000/- 2 nd in Merit Rs. 15,000/-	Rs. 35,000/-	Ceremonial and Welfare Directorate AG's Branch, Army HQ, New Delhi
DLF Raghvendra Scholarship	Four	Rs. 50,000/- each	Rs. 2,00,000/-	DLF Foundation

- All the scholarships are distributed on time each year and the students can take full advantage of the scholarship.
- Scholarship offered by Government of West Bengal: Merit-cum-Means Minority Welfare Scholarship
- The no. of students varies from year to year depending on the eligibility of the students each year.

32. Details on student enrichment programmes (special lectures / workshops / seminar) with external experts

Students are exposed to the following for developing advanced level of knowledge and skills:

- Special program on Advanced Excel
- Reliance NSDC course



- Industry visits
- Participation in seminars conducted by various professional bodies like BCC&I and AIMA
- Sessions on SPSS
- Special sessions by experts from the industry and academia
- ✓ Personality Development Program-related held in 2014:
 - "Sharpening GD and Interviewing Skills" by Mr. Suman Banerjee
 - "EI (Emotional Intelligence): EI Components & Self-Directed Learning" by Col. Mukteshwar Prasad
 - "Why they should do what they are doing: a take on ROI for the course" by Col (Retd) Prabir Sengupta
 - "Interviewing Skills, Group Discussion and Competency Based Interviewing" by Mr. Suman Banerjee
 - "Soft Skills Development" by Ms Swati Sharma
 - "Business Communication" by Mr. Prithwish Bose, India Skill Bridge
- ✓ Expert Lectures by eminent faculty from IIM held in 2013:
 - Management Education in India by Dr. PK Ghosh, IIMA
 - Motivational Speech by Dr. KK Chaudhuri, IIMC
 - Breakthrough Management by Mr. AK Chaudhuri, IIMC
- ✓ Other exposures
 - Overview of a Stock Exchange Mr. Avik Shankar Dasgupta of National Stock Exchange - The students were so encouraged by the lecture that in their annual fest Inferno, the Kuber Club organized a competition which involved a virtual stock market.
 - Interaction with cricketer Mr. Bishen Singh Bedi and Mr. Aswin at Tollygunge Club.
- ✓ Other Skill Development Programs:
 - Linkages with Professional Bodies in 2013 – Collaborative programs with Calcutta Management Association (AMA), All India Management Association (AIMA), Federation of Indian Chambers of Commerce and Industry (FICCI), Bengal Chambers of Commerce and Industry (BCCI).
 - 'Global Economy – The Risk Factors and Outlook for India' (organized at CMA) by Dr. Anirban Banerjee.
 - 'Shaping Young Mind' (organized at National Library by AIMA and CMA) by Dr. J.J. Irani and 07 Speakers.
 - 'Business Leadership & Ethical Values' (organized at AIM Kolkata by CMA) by Dr. D.N. Ghosh, Former Chairman, SBI.



33. Teaching methods adopted to improve student learning

In addition to regular classroom lectures, teaching methods adopted to improve student learning include the following:

- Case-based learning
- Application-oriented pedagogy
- Sessions on SPSS
- Summer Internship Project (SIP)

Further efforts made by the Institute to enrich and organize the curriculum to enhance the experiences of the students so as to cope with the needs of the dynamic employment market are enumerated below:

- Orientation program for new batch
- Special program on Advanced Excel
- Special tutorial sessions in Accountancy and Mathematics
- Spoken English classes
- Reliance NSDC course
- Personality Development Program
- Drishtikon, the Budget analysis
- Colloquium, weekly discussions on current management topics
- Special sessions by experts from the industry and academia
- Industry visits
- Participation in seminars conducted by various professional bodies like BCC&I and AIMA

34. Participation in Institutional Social Responsibility (ISR) and Extension activities

Being aware of the significance of the wider context surrounding us this Institute always takes various initiatives to make our stakeholders community oriented and socially responsible. Some of the initiatives are listed below:

- AIM provides the Institute Campus to the Command Hospital (Eastern Command) every year to conduct the Admission Test for Nursing Course.
- The Institute maintains a close liaison with the Command Hospital and Army Nursing College for mutual benefits. Students participate in Blood donation Camp at least once a year; faculty members participated as resource person for delivering lectures on Hospital Management Program organized by Command Hospital.



For various activities of the students, different Clubs have been formed. AWAAZ Club organizes all types of society and community-related activities. In the recent years the following activities have been conducted by the students:

- “Green Walk” was organized in association with Kolkata Municipal Corporation on 11th February 2007. The dignitaries present were Mr. Kalyan Mukherjee (Honorable Deputy Mayor of Kolkata), Mr. Faiyaz Ahmed Khan (MMIC: In-charge of information & public relation), MMIC Building and Basti. Many schools and NGOs were also invited for the event. Around 300 hundred people joined the walk. The program was sponsored by Anil Dhirubhai Ambani Group. It was a silent and peaceful walk wherein no mikes or slogans were used. The main purpose of the event was to spread awareness about the alarming pollution rate in the city. Pamphlets were distributed and placards were displayed to educate people about how as an individual they can contribute to pollution control. Students also cleaned streets setting an example for other citizen to keep their city clean. This one-day program with its slogan saying, “Let our city breathe” was a big initiative taken by AIM to further the cause of conserving the environment by keeping it clean.
- Green Kolkata Plantation Campaign was launched at the Maidan, near Victoria Memorial at the initiative of HQ Bengal Area on 28 July, 2013. The event was graced by Lt Gen Dalbir Singh, UYSM, AVSM, VSM, GOC-in-C Eastern Command and Lt Gen AK Choudhary, AVSM**, SM, VSM, GOC Bengal Area. The Director along with Administrative Officer and 89 students participated in the campaign.
- AIM students in association with Command Hospital (Eastern Command) have been organizing Blood Donation Camp in the Institute campus for last few years. Volunteer students and staff donate their blood for the noble cause.
- The Club also operates various activities for social welfare initiatives which involve both physical services and extending material support and collaborated with NGOs working in these areas.
- The Club took initiative to extend services related to registration for voters’ identity card and Aadhar Card.

The various club coordinators along with the faculty members design the extension and outreach programs. Several activities are planned and executed. In order to pertain to the growing need to inculcate management students with an overall perspective of self development, skill enhancement, communication, time management, discipline and other facets of modern management tools, the Institute makes available the following programs:



- Student Exchange Program
- Orientation Program (introduction to major subjects, learning through movies, visits to National Library and British Council Library)
- Attending seminars, symposiums, conferences arranged by BCC&I, CMA
- Industrial Visits to organizations of repute
- Alumni Meet
- Cultural fest named Inferno, marketing fest

35. SWOC analysis of the department and Future plans

The SWOC (Strengths-Weaknesses-Opportunities-Challenges) analysis of the Institute is as follows:

STRENGTHS

- (a) 'A++' ranked B-School in the country.
- (b) Provides quality management education at an affordable cost.
- (c) Fully residential in an eco-friendly campus.
- (d) Admission through CAT.
- (e) Excellent placement in reputed companies.
- (f) Reputed and dynamic faculty members with work experience in industries and best B-Schools.
- (g) Army discipline
- (h) Cosmopolitan student profile ensuring adaptability and mobility – pre-requisites by industry for placement.
- (i) Strong Institute-Industry interface, facilitating placement and ensuring speakers for seminars, workshops, colloquia etc.
- (j) Adequate and appropriate infrastructure including state-of-the art air-conditioned class rooms, seminar hall, conference room, exclusive faculty block etc.
- (k) Air-conditioned, Wi-Fi enabled Library with access to e-journals and business database.
- (l) Effective ICT facilities within the campus.
- (m) Research facility including SPSS package
- (n) Emergency medical support provided by Command Hospital, Army Eastern Command, adjacent to the campus of the Institute.



- (o) Application oriented pedagogy with curriculum enrichment programs.
- (p) Structured mentoring system.
- (q) Special remedial sessions for slow learners.
- (r) Orientation Course every year for the new batch of students.
- (s) Induction program for new faculty members.
- (t) Different Workshops conducted at various levels.
- (u) Strong alumni base.
- (v) Availability of various scholarships for students.
- (w) Proper documentation/SOPs for all activities.
- (x) Opportunities for inter and intra B-school competitions / activities, which encourage students' aesthetic and creative potentials.
- (y) Emphasis on extracurricular activities organized by in-house clubs.
- (z) Subsidized healthy food for all.

WEAKNESSES

- (a) Course structure including choice of specialization is bound by the affiliating University.
- (b) Current campus is on Defence land and has little scope for modernization and no scope for expansion. State-of-the-art hostel facilities could not be provided because of old building structures.
- (c) Accommodation for teaching staff cannot be provided within the campus.
- (d) Fixed laid down procedures sometimes hamper quick decision making.

OPPORTUNITIES

- (a) Provision of new state-of-the-art campus at Rajarhat, Kolkata in the academic hub facilitating the following:
 - Better residential provisions.
 - Introduction of more specializations.
 - Introduction of more courses.
 - Organizing conferences – national and international, running on-campus MDPs, etc. which is not possible in the current



campus.

- National and international exchange programs.
- Residential facilities for teaching and non-teaching staff.
- (b) Captive student base, hence less competition in admission.
- (c) Collaborative / tie-up programs with national and foreign institutes/universities.
- (d) Opportunity for research by faculty members and students through funds from external agencies.
- (e) Creation and development of Entrepreneurship Development Cell for creating job opportunities.
- (f) Use of Cloud Storage and Knowledge Networks to enrich the knowledge base.

CHALLENGES

- (a) Dwindling interest in pursuing MBA Degree in India.
- (b) Expectation of higher pay package by students and multiple job offerings.
- (c) Developing an appropriate Research Culture within the institute.
- (d) Holistic improvement of students with weak academic background (admitted to fulfill the wider welfare objectives of AWES) to make them employable.
- (e) More competition including that from institutes under the aegis of AWES.
- (f) Involving more speakers and guest faculty from abroad.
- (g) To establish the brand of AIM beyond India.

FUTURE PLANS

A five year plan has been prepared and fwd to HQ Bengal Area vide AIM letter No 0037/Dir/Placement/AIM dated 19 October, 2013. The aspects considered for inclusion in the plan are detailed below.

ACTION PLAN OF ARMY INSTITUTE OF MANAGEMENT KOLKATA

To achieve its vision of international recognition, AIM Kolkata requires proper planning and an action plan. Development at the Institute has to be two-pronged in order to:

- Continue to maintain it's A ++ status and improve farther
- Reach its Vision of having international recognition



In order to achieve these two targets, development planning has to be spread over short term, mid term and long term periods. The short-term planning will focus on the development of the students per batch in order to make them industry-ready. The intensity of the developmental drive will vary from batch to batch depending upon the strength and weakness of each batch. Therefore, assessment of the strength and weakness of each individual through profiling is a must every year. Developmental inputs would depend on this analysis.

On the other hand, the Institute must develop its infrastructure and other support facilities, of international standards, such that meeting the short term goals would be smooth and routine. Planning would include the development of both students and faculty. The focus areas for development would be as follows:

Students:

- Domain Knowledge
- Communication Skills
 - ✓ Verbal and Non-Verbal
 - ✓ English language
 - ✓ Body language
- Discipline
- Character Development
- Personality Development
- Skill Development
- Team work
- Problem solving

Faculty members:

- Upgradation of skill and employment of quality faculty
- Discipline
- Personality Development Workshop
- Additional responsibilities

SHORT TERM PLAN

The Action Plan to achieve the above-mentioned areas in the **short-term period** is as follows:

- Domain Knowledge
 - ✓ Subject knowledge is an important component of success in placement. Besides, scheduled class lectures, special lectures can be organized by inviting faculty of repute from IIMs and other Institutes so that the depth of knowledge in the subject specially in areas that are beyond

syllabus but in vogue like Strategic Management, Sustainable Development, Six Sigma, Supply Chain, etc. are cultivated.

- ✓ Special classes need to be given to students in areas like Quantitative Techniques, Economics, Accountancy, etc., such that their fear of the subject is overcome. These can be imparted by external tutors as well as by the 2nd year students.
 - ✓ Students may be kept updated with market-related information for example, impact of recession, up and down of Dollar, etc. through special sessions on the topic or special guest lectures on the topic or by making the students prepare presentations on the same. These lessons will be in addition to the University syllabus followed by the Institute.
 - ✓ Academic environment should be created such that students create study hubs not only before exams but around the year in canteen, cafeteria, library, etc. Surprise Quizzes, weekend assignments may be given to keep them ever-ready and focused.
 - ✓ The culture of reading management-related journals, magazines and newspapers would also increase awareness about business and environment. News Workshops would be of great help to force students into this habit.
 - ✓ In order to keep the students focused on academics, syllabus and a set of questions may be sent to all would-be students prior to their joining (new batch) such that they may get an idea about the academic culture of the Institute. A zero-level test may be conducted post joining. The same process may be repeated when students (both batches) go for their semester break/long holidays and exams held post joining to check whether they have actually studied the same or not.
 - ✓ Factory visits by the students will introduce them to plants and machineries and make them aware of the feel of work environment.
- **Communication Skill Development**
The first step to develop the communication skill of students is to assess the strength and weakness of individual students in English and take appropriate measures accordingly. A few of the steps are as follows:
 - ✓ In order to increase the communication skill and presentation skill of students, the major focus should be on practice. Speaking in English on campus during working hours must be made mandatory. Deviations are bound to happen, but it will at least ensure that a sizable number of students start speaking in English which will increase their fluency and vocabulary.
 - ✓ Encourage students to ask questions in class and in seminars/conferences.
 - ✓ Participation in various college events like debate, dramatics, street plays, etc. – both inter and intra-college – would also boost their confidence and fluency in spoken English.



- ✓ Hosting events or being the MC (Master of Ceremonies) of an event gives the required confidence of public speaking.
 - ✓ Giving presentations in class should be the most important academic activity which can be a part of University marks (assignments).
 - ✓ Listening to news in English, watching English movies (initially with sub titles), listening to English songs and radio jockeys will sharpen the hearing ability.
 - ✓ Students can write articles/research papers/book reviews on management issues and submit to 'Kindler' – the Journal of AIM Kolkata.
 - ✓ In association with faculty members/ individually too, students can participate and present papers in national/international conferences.
 - ✓ Body language is an essential part of communication and may be addressed to in Personality Development sessions.
- **Discipline**
The USP of AIM Kolkata should be discipline as generally it is associated as an integral part of Army culture/upbringing. Unfortunately, the children are generally pampered and discipline needs to be strongly implemented. This can be done by creating a culture of discipline in the environment – dress code, punctuality in mess timings as well as in all classes and events, moral policing, sessions on time management, etc. The responsibility of ushering in the culture of discipline also rests on the faculty members as they should be the trendsetters and students would follow them.
 - **Character Development**
 - ✓ Special sessions may be conducted on ethics and values, meditation (raj yoga), meditation for self management, life skills, self management, etc.
 - ✓ Counselors may be appointed by the Institute to address personal issues of the individual students.
 - ✓ In order to increase social skills, etiquette training may be organized, eg, students may be trained to eat from plates and bowls with spoon and fork instead of from thalis.
 - ✓ In order to sensitize the students about the society at large, CSR (Corporate Social Responsibility) activities can be organized like Blood Donation camps, Tree Plantation, donations to Orphanages, etc.
 - **Personality Development**
One of the most stressed on area by AWES, Personality Development is also an important focus area for AIM Kolkata. Sessions are held and will be continued with equal or more strength. Soft skill development is of prime importance in these sessions. PDP sessions are employment-focussed and cater to what the industry wants in its new joiners. If



required, faculty members may also be nominated to attend such sessions so that they get equipped in soft skills and are able to guide the students accordingly.

- **Skill Development**
These are more value-addition sessions which are likely to increase the employability of the students. Sessions on Rapid Reading, Smart Googling, Cyber Crime, etc can be conducted. Students can also attend sessions to be technologically savvy like Advanced Excel, etc.
- **Team Work**
Team assignments, organizing and managing events, etc. can be given to students to increase their ability to work in teams.
- **Problem Solving**
In order to inculcate systematic approach and good analytical skill, problem solving must become a part of teaching pedagogy in both course curriculum and beyond-the-syllabus learning mode. Case study is the best method of problem solving and they can also be made to witness live cases like the Kaidi Kitchen and analyze the live case study.
- **Other Administrative Initiatives**
 - ✓ Faculty members would be required to maintain subject file for each paper that he/she teaches which will contain lesson plan, past question papers, cases/exercises used, etc.
 - ✓ Subject coordinators to be nominated from existing faculty members to be responsible for each Specialization/functional area. The major responsibilities will include:
 - Overseeing that the subjects files are being maintained properly or not.
 - Reviewing the syllabus at the end of each semester with subject area faculty members and provide suggestion to the University through the Director for incorporation of the same in the syllabus.
 - Emphasizing on case study method of teaching and maintaining case studies being used in a file.
 - Maintaining database for Summer Internship projects
- **Mentoring of students** must be an integral part of student development whereby faculty members would be responsible for a number of students of both batches. Individual files would be created for each student that will contain all details about him/her. Mentor would monitor his/her overall development.
- **Club activities** to be handled by various faculty members.



- Calculator may be provided by the Institute.
- Create a Question Bank for Placement purpose which will contain all questions asked by the companies to the students during selection process. The process must be made mandatory for all students or else Clearance Certificate may be withheld before their leaving the campus.
- Linkages may be established with College of Defence Management for obtaining Case Study, study materials, ice-breaking games, list of visiting faculty members, etc.
- Mattresses may be provided to all MBA students.
- In order to improve the quality and speed of providing chapati to students so that they report to class on time after lunch break, an automatic chapati maker may be procured.
- To facilitate easier handling, multiple FDs of smaller amount may be combined to form a few FDs of higher denomination.

AIM Kolkata has already implemented a number of suggestions given in the Short Term Plan.

MID TERM PLAN

- **Provision of New Campus at Rajarhat, Kolkata**

Army Institute of Management Kolkata is functioning from a re-appropriated accommodation of the Army establishment since it was established in 1997. AWES acquired 6.005 Acres of land at Rajarhat, Kolkata (Plot No III, B-11 New Town) and took possession of it from the WBHIDCO authority on 13th March 2009. The process of construction of the new Institute campus on the acquired land has started thereafter. AIM Kolkata's Rajarhat campus is surrounded by high profile and quality construction projects namely IIT Kharagpur, the West Bengal National University of Juridical Sciences and UNITECH housing project. The standard and the quality of campus has a lasting impression and a bearing on the quality of students in seeking admission for two year residential co-educational MBA program of 240 Students; 120 being the yearly intake. This also has a positive impact on the industries providing placement. The new campus will have the following provisions:

- ✓ Multiple purpose complex (Multiplex) comprising the administrative block and the auditorium in G+6 configuration.



- ✓ Boys Hostel for 150 Boys in 75 Rooms including visitors room, warden room, visiting faculty room in G+7.
- ✓ Girls Hostel for 100 Girls in 50 Rooms, 4 Guest Rooms, ATM, Shops and MI Room in G+5.
- ✓ Amenity block consisting of dining halls, Cafeteria, Gym and the common rooms for the students in G+3.
- ✓ Cook House.
- ✓ Residential Accommodation (G+1) for four, viz. Director, Registrar and two wardens.
- ✓ Shed for Bus and DG Set.
- ✓ Sump cum Pump House.
- ✓ Electrical Sub Station.
- ✓ Gate Office.
- ✓ Security wall, Sentry Post and two Gates.
- ✓ Arboriculture and Landscaping.
- ✓ Volley Ball Ground.
- ✓ Basket Ball Ground.
- ✓ Street and Security lighting
- ✓ Air Lightning protection
- ✓ Hot water supply

Main Features

- ✓ A conference Room for approx 40 persons (participants) has been catered for conducting in-house conferences and important events like conduct of Annual Conference of Directors of AWES Professional colleges/Institutions.
- ✓ 6 Class Rooms for holding central classes together for all 240 students of the Institute.
- ✓ 2 Seminar Rooms to conduct seminars of 100 participants.
- ✓ Common washrooms at the corners of the hostel building separately for Boys and Girls.
- ✓ Common Dining Hall and Kitchen.
- ✓ 2 Computer centers (60 work stations in one room) served by a central server room.
- ✓ The labs have efficient Variable Refrigerant system (VRS) AC to reduce heat generated due to the equipment.
- ✓ An independent UPS room located away from the Bldg as it is a fire hazard.
- ✓ 52 Inch Television Sets in both Computer Labs for the instructor to teach the students.
- ✓ The Campus will have Wi-Fi connectivity.



- ✓ A 340 seating capacity Auditorium with proper acoustics, stage with stagecraft, lighting and a multirole sound system.
- ✓ Variable Refrigerant system (VRS) AC catered for Academic & Admin block and auditorium.
- ✓ Solar panels coupled with energy saving devices and solar water heating system.
- ✓ Security wall of 2.7 Mtr with RCC Jalli and Spikes on top.

In order to facilitate proper construction of the new campus a core team may be formed with existing AIM Kolkata members – Director, Administrative Officer, select members from the faculty and staff who have experience/interest in construction activities for their suggestion at various juncture. This team would be involved in monitoring and control of the project based on the scheduling planned by the MES or appropriate executing authority.

- **Revision in Course Curriculum and Relationship with the University**

- ✓ In order to have a say in the University, representation from AIM Kolkata, especially the Director, in important committees of the University is important. This will ensure that at the time of revision of course curriculum, faculty members of AIM Kolkata would be made a part of the syllabus review committee, who can usher in the revision keeping placement in focus.
- ✓ Visibility of AIM Kolkata faculty members is very less in WBUT. They go for script evaluation only for 4 days/semester and their names are rarely put forward as Head Examiners.

- **Use of Technology**

Technology Aided Learning (TAL) should be ushered in with adequate investment in infrastructure, technology and faculty training.

- **Interface with Industry**

- ✓ Interface with Industry will encompass both short term and long term planning. In the short term, the interface can be by inviting Senior Executives as guest lecturers to expose the students to real problems in the industry. They can also be invited as speakers in events like Symposium, Colloquium, etc. to increase the awareness about the Institute. They are usually a part of the panel during selection process.
- ✓ National/International conferences can be organized once the new campus comes up at Rajarhat which will encourage active interaction of the faculty and executives.
- ✓ Consultancy activities by the faculty members will also increase the



interface.

- ✓ At the time of recruitment, faculty members with corporate experience should be preferred over only academics as management is more about application than theory.
- ✓ AIM Kolkata can collaborate with the upcoming micro, small and medium enterprise (MSME) sector which is likely to provide employment opportunities.
- ✓ Industry-academia collaboration will also help bring innovative ideas which will help the overall growth of the economy.
- ✓ The Institute should be well represented in the industry sector by the Director or any senior officer. Having membership of Industry Associations and various Chambers of Commerce like CII, BCCI, FICCI, ASSOCHAM will develop the image of the Institute in the eye of the corporate.
- ✓ Association with professional bodies like AIMA or CMA, NIPM, Kolkata and ISTD Kolkata will increase the visibility of AIM Kolkata in the corporate sector. Joint programs can be conducted with these bodies.
- ✓ Faculty members may boost placement by visiting industry.

LONG TERM PLAN

- **Exchange Programs**

AIM Kolkata can collaborate with foreign universities for student and faculty exchange program. This will lead to international recognition. It may do the same with other national Institutes of repute in India. Faculty may be asked to teach a full course in better universities/Institutes for improvement and learning from such activities needs to be shared with the students. This will keep them at par with what is being taught at various Institutes. AIM Kolkata should become a name to be reckoned with in the academic circle and must be associated with discipline and quality education.

- **Training in Foreign Language**

Due to globalization of the economy and industries operating more on overseas projects, knowledge on foreign languages are considered as premium in job market and draws huge preference. Moreover, in order to meet the globalization vision of the Institute, students must be exposed to foreign languages like Spanish, French, Italian, Japanese, Chinese, etc. This can be done at a later stage as we can start off with this exercise only when we have the infrastructure ready to have exchange programs.

- **Creation of Entrepreneurship Development Cell (EDC)**

Placement is one of the greatest challenges that an MBA Institute faces and AIM Kolkata has so far reached almost 100% placement every year. However, few students are keen to become entrepreneurs and a few more can be encouraged to become so with the creation of an Entrepreneurship Development Cell (EDC) which will run an Incubation Center (IC) to nurture and develop innovative ideas of students.

The IC will help in the initial phases of the start-up. Though the IC may not fund the start-up, the EDC will help in finding venture capital and investors who would be ready to provide monetary support and take the start-ups into the expansion phase. However, the EDC must have a mandate to have a long term goal to generate sufficient funds from various activities so as to help such start-ups with a share of seed capital. EDC should also motivate participants to start in-campus ventures to cater to the needs of the students community. For example, students can start off by running the Institute cafeteria and experiment what all is required to attract customers, assess the demand for each variety of food, develop brand image, meet financial requirements for day to day functioning and what it takes to reach break-even, etc.

This kind of lean start-up strategies would equip the budding entrepreneurs to become confident about their judicious decisions and help in a long way to become self-empowered and not only manage their own employment but also provide employment to the masses and initiate the productivity-led growth of the nation.

- **Development of Intellectual Capital**

Faculty members should be exposed to Faculty Development Programs including Refresher courses. Teachers pursuing their PhD should be provided with the necessary infrastructural support and adequate time for conducting research. Moreover, students can be made a part of research and a flair for academic writing can be generated in them. Any publications made by the students will add value to his/her CV. Faculty members must contribute in academic publications. At present, the research output is highly insignificant. Between 1990 and 2009, India — as a whole — contributed to only 108 papers in the top management journals or about five papers a year.

- **Case Research Centre**

AIM Kolkata can have a Case Research Centre where both faculty and students can collaborate in developing case studies. This Centre can also collaborate with national and international Institutes. The cases developed



can be made an integral part of the pedagogy. A significant amount of information is available in public domain and a start can be made from these sources, eg., Subhiksha bankruptcy, Kingfisher Airlines and Air India crisis. The case studies will be based on the universal management education but focused on the Indian context which will enable the students to understand the subject better as they will be able to relate to it much more than those based on international background.

- **Accreditations symbolizing Quality**

Most business school accreditations such as NAAC and NBA have focused on assessing quality for the purpose of improving management education. Though not much in vogue, AIM Kolkata can go for ISO Certification also.

- **Institutional Mentoring**

AIM Kolkata can seek the mentoring of any Institute of repute in achieving its mission of global recognition.

- **Certified Courses**

It is difficult for any Institute to survive by running only one course for a long period of time. Measures needs be taken to re-introduce Certificate courses like the one run for the Air Force Officers titled, 'Certificate course in General Management' (9 months course) at AIM Kolkata in 2003-04, 2004-05 and 2005-06. The Institute can also plan running two/three Executive Education programs. It is likely to benefit the Institute since experienced candidates will come and share their way of working which in turn will benefit the main stream students as well as the faculty members.

A number of suggested measures have already been picked up and are at different advanced stages of implementation.





Self-Study Report Army Institute of Management, Kolkata

Copy of latest approval letter from AICTE



All India Council for Technical Education
(A Statutory body under Ministry of HRD, Govt. of India)

7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
PHONE: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

F.No. Eastern/1-2012934141/2014/EOA

Date: 04-Jun-2014

To,
The Secretary (Technical education)
Govt. of West Bengal,
Bikash Bhawan, Room No. 602,
6th Floor Salt Lake, Kolkata-700091

Sub: Extension of approval for the academic year 2014-15

Ref: Application of the Institution for Extension of approval for the academic year 2014-15

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations 2012 notified by the Council vide notification number F.No.37-3/Legal/2012 dated 27/09/2012 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to

Regional Office	Eastern	Application Id	1-2012934141
		Permanent Id	1-6680611
Name of the Institute	ARMY INSTITUTE OF MANAGEMENT	Institute Address	JUDGES COURT ROAD OPPOSITE ALIPORE TELEPHONE EXCHANGE ALIPORE KOLKATA-700027, KOLKATA, KOLKATA, West Bengal, 700027
Name of the Society/Trust	ARMY WELFARE EDUCATION SOCIETY	Society/Trust Address	ADJUTANT GENERAL'S BRANCH INTEGRATED HQ OF MOD, MINISTRY OF DEFENCE BUILDING NO202, SHANKAR BIHAR, DELHI CANTT, NEW DELHI, Delhi, 110010
Institute Type	Unaided - Private		

Opted for change from Women to Co-ed	No	Opted for change of name	No	Opted for change of site	No
Change from Women to Co-ed approved	Not Applicable	Change of name Approved	Not Applicable	Change of site Approved	Not Applicable

to conduct following courses with the intake indicated below for the academic year 2014-15

Application Number: 1-2012934141*

Page 1 of 3

Note: This is a Computer generated Letter of Approval. No signature is required.

Letter Printed On: 30 June 2014

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Self-Study Report Army Institute of Management, Kolkata



All India Council for Technical Education
(A Statutory body under Ministry of HRD, Govt. of India)

7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
PHONE: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

Application Id: 1-2012934141			Course	Full/Part Time	Affiliating Body	Intake 2013-14	Intake Approved for 14-15	NRI Approval status	PIO Approval status	Foreign Collaboration Approval status
Program	Shift	Level								
MANAGEMENT	1st Shift	POST GRADUATE	BUSINESS ADMINISTRATION	FULL TIME	West Bengal University of Technology, Kolkata	120	120	NA	NA	N

- Validity of the course details may be verified at www.aicte-india.org/departments/approvals

The above mentioned approval is subject to the condition that ARMY INSTITUTE OF MANAGEMENT shall follow and adhere to the Regulations, guidelines and directions issued by AICTE from time to time and the undertaking / affidavit given by the institution along with the application submitted by the institution on portal and subsequently upload and update the student/ faculty/ other data on portal as per the time schedule which will be intimated by AICTE.

In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

Strict compliance of Anti-Ragging Regulation:- Approval is subject to strict compliance of provisions made in AICTE Regulation notified vide F. No. 37-3/Legal/AICTE/2009 dated July 1, 2009 for Prevention and Prohibition of Ragging in Technical Institutions. In case institution fails to take adequate steps to Prevent Ragging or fails to act in accordance with AICTE Regulation or fails to punish perpetrators or incidents of Ragging, it will be liable to take any action as defined under clause 9(4) of the said Regulation.

(Dr. Kuncheria P. Isaac)

Member Secretary, AICTE

Copy to:

1. The Regional Officer,
All India Council for Technical Education
College of Leather Technology Campus
Block LB, Sector III, Salt Lake City
Kolkata - 700 098, West Bengal
2. The Director Of Technical Education,
West Bengal

Application Number: 1-2012934141*

Page 2 of 3

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Letter Printed On:30 June 2014

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Self-Study Report Army Institute of Management, Kolkata



All India Council for Technical Education
(A Statutory body under Ministry of HRD, Govt. of India)
7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
PHONE: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

3. The Registrar,
West Bengal University of Technology, Kolkata
4. The Principal / Director,
ARMY INSTITUTE OF MANAGEMENT
JUDGES COURT ROAD
OPPOSITE ALIPORE TELEPHONE EXCHANGE
ALIPORE
KOLKATA-700027,
KOLKATA,KOLKATA,
West Bengal,700027
5. The Secretary / Chairman,
ARMY WELFARE EDUCATION SOCIETY
ADJUTANT GENERAL'S BRANCH INTEGRATED HQ OF MOD,MINISTRY OF DEFENCE
BUILDING NO202,SHANKAR BIHAR,
DELHI CANTT.,NEW DELHI,
Delhi,110010
6. Guard File(AICTE)

Application Number: 1-2012934141*

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Note: This is a Computer generated Letter of Approval.No signature is required.

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Self-Study Report
Army Institute of Management, Kolkata

Copy of Certificate of Compliance
(original submitted with LOI)



Maj Gen (Dr) SC Jain, VSM (Retd)**
Director

Army Institute of Management, Kolkata

Judges Court Road, Opp. Alipore Telephone Exchange
Alipore, Kolkata - 700 027
Telephone : 033 2479 4494, 2439 8335/37/38
Telefax : 033 2479 4495
Mobile : 9836682118
E-mail : scjain555@gmail.com / director_aim@yahoo.co.in
Website : www.aim.ac.in

Certificate of Compliance

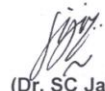
This is to certify that **Army Institute of Management** fulfils all norms:

1. Stipulated by the affiliating University, West Bengal University of Technology, and
2. Regulatory Council, All India Council for Technical Education, and
3. The affiliation and recognition are valid as on date.

It is noted that NAAC's accreditation, if granted, shall stand cancelled automatically, once the institution loses its University affiliation or Recognition by the Regulatory Council, as the case may be.

In case the undertaking submitted by the institution is found to be false then the accreditation given by NAAC is liable to be withdrawn. It is also agreeable that the undertaking given to NAAC will be displayed on the college website.

Date: 03 Jul 14


(Dr. SC Jain)
Maj Gen (Retd)
Director

Maj Gen (Dr) SC Jain (Retd)
Director
Army Institute of Management
Kolkata - 700 027



Maj Gen (Dr) SC Jain, VSM (Retd)**
Director

Army Institute of Management, Kolkata

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Telefax : 033 2479 4495

Mobile : 9836682118

E-mail : scjain555@gmail.com / director_aim@yahoo.co.in

Website : www.aim.ac.in

Declaration by the Head of the Institution

I certify that the data included in this Self-study Report (SSR) are true to the best of my knowledge.

This SSR is prepared by the Institution after internal discussions, and no part thereof has been outsourced.

I am aware that the peer team will validate the information provided in this SSR during the peer team visit.

Signature of the Head of the institution with seal

Place: Kolkata

Date: 06 Dec, 2014

Maj Gen (Dr) SC Jain (Retd)
Director
Army Institute of Management
Kolkata - 700 027