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**SYMBIOSIS INTERNATIONAL (DEEMED UNIVERSITY)**

**A**

**Policy on**

**Management Development Program,**

**Corporate Education Program and Consultancy Services**

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(Annex- 1: Circular of Symbiosis Society dated 20<sup>th</sup> April, 2018)

# A Policy on Management Development Program, Corporate Education Program and Consultancy Services

## 1. Preamble

The research, consultancy, training and extension activities not only promote external engagement, enterprise, innovation, improvement, exploration of opportunities but in its comprehensive outlook, it is also an orientation to ensure and encourage social justice and empowerment of the disadvantaged sections of the society. Management Development Programs [MDPs], Corporate Education Programs [CEPs] and Consultancy services form an essential and vital part in encouraging a close relationship with the community, including industry, business and commerce. Consultancy Projects have the potential to bring in several benefits to the Faculty, Staff, University and its constituent Institutes/Schools.

## 2. Propose

To encourage and undertake Management Development Programs [MDPs], Corporate Education Programs [CEPs] and Consultancy Services for the upgradation of the knowledge and skills of its members thereby contribute in industrial and social advancement at large.

## 3. Policy Statement

The University is committed to offer an efficient and effective services to the community through its Management Development programmes, Corporate Education programmes and consultancy practices based on the excellence of its educational and research capabilities.

## 4. Definitions

- a. **Consultancy:** Consultancy is the work of a professional nature, undertaken by the University Faculty member in his/her field of scholarly expertise, for clients outside the institution, and for which payment is received by the University and Faculty member. Consultancy services will produce some form of contract output, which, in general, would be partly or wholly owned by the client; and lastly the University normally does not have freedom of publication over the results of the consultancy.

- b. **Management Development Program (MDP):** All the short term programs which have a maximum duration of 3 months will be called "Management Development Programs (MDPs)" (Vide letter no. S/29/3668 dated 27-09-2013 by Finance Dept.) do we need these letters?
- c. **Corporate Education Program (CEP):** The long term programs offered on the site of a corporate or on our Institution's premises, but at the request of a corporate, with duration of more than 3 months, would be considered as "Corporate Educational Programs (CEPs)" (Vide letter no. S/29/3668 dated 27-09-2013 by Finance Dept.)

**Note:** The programs offered on campus, such as Executive MBA/MBA (Executive Education), programs during the weekends / and evenings **are not** MDPs / CEPs. Similarly, workshops or academic activities or value additions programs for our own students **are also not** MDPs (Vide letter no. S/29/3668 dated 27-09-2013 by Finance Dept.)

#### 5. **Benefits associated with undertaking of Consultancy**

- i. Building links with Government bodies and private sector companies
- ii. Offering an efficient , reliable and competitive service to any segment of the community at a local, regional, national or international level that could benefit from the extensive educational and research expertise available at the University
- iii. Developing and enhancing contacts with commercial organisations, leading to collaborative research.
- iv. Providing supporting information for teaching and research; and developing new skill sets and experience.
- v. Enabling staff whose expertise has a significant practical value to benefit financially as well as professionally from their external work.
- vi. Generating recognition for fostering enterprise activity and credit in an evaluation of academic performance.
- vii. Providing an opportunities to the academics of the University to showcase and employ their capabilities in solving the problem of the industry and society.

## 6. University-Industry collaboration

- a. Symbiosis International (Deemed University) hereafter referred as SIU has always believed in nurturing strong symbiotic linkages with corporate world by promoting diverse industrial activities by the faculty and students. In order to keep pace with the increasing number of corporate linked activities and to further accelerate the growth and development of partnerships, SIU encourages all its constituent institutes to form a separate entity on University- Industry Cell.
- b. All SIU constituent institutes may use the following modes of publicizing their faculty and institute's expertise. These shall include - university/institutes website; through alumni; creating professional brochures; newspaper; radio; social media; etc.
- c. SIU also encourages diverse forms of University-Industry partnerships, as depicted in Table-2.

**Table 2:** Types of University-Industry Partnerships

<b>Sr. No.</b>	<b>Type of partnerships</b>	<b>Proposed activities</b>
1	Consultancy and Research	<ul style="list-style-type: none"><li>• Sponsored corporate research projects</li><li>• Management solutions for all practical problems</li><li>• Technical/Technological solutions</li><li>• Analysis &amp; Design problems</li><li>• Industrial testing (Proofing &amp; Calibration)</li><li>• Research guidance from industry</li><li>• Usage of industrial equipment &amp; labs by University</li><li>• Use of specialized database/ lab equipment of University</li><li>• Creation of collaborative labs/ testing centre at the University</li></ul>

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		<ul style="list-style-type: none"> <li>• Joint Intellectual Property like patents, designs, etc.</li> <li>• Publications of joint research papers</li> <li>• Research fellowship support</li> <li>• Creation of an Industrial chair to support research</li> </ul>
2	Education	<ul style="list-style-type: none"> <li>• Management Development Programmes (&lt; 3 months)</li> <li>• Corporate Education Programmes (&gt; 3 months)</li> <li>• Part time Educational Programmes leading to degree</li> <li>• Collaborative Educational Programmes</li> <li>• Developing of Monographs and Modules to suffice the needs of the industries</li> </ul>
3	University-Corporate Exchange	<ul style="list-style-type: none"> <li>• Industrial visits for students</li> <li>• Project internship for students in industries</li> <li>• In plant training for students during summer and winter vacations</li> <li>• Visiting faculty from corporates</li> <li>• Training programmes / Short term assignments to faculty in industries</li> <li>• Joint industrial projects for faculty</li> <li>• Participation of industry experts in curriculum design</li> <li>• Sabbatical level assignments to the faculty members</li> </ul>

## 7. Scope and Category of Corporate Training and Consultancy services

- a. Faculty may conduct Corporate Training Programm and offer Consultancy Services to Government Departments, Public Service Undertaking, Companies/Industries, Service Sector and other National and International agencies in niche areas of expertise available in SIU.
- b. Consultancy services offered may broadly cover the following areas viz. Law; Management; Computer Studies; Health & Biomedical Sciences; Media

Communication & Design; Engineering; and Humanities and Social Sciences. This may cover a variety of activities such as conducting MDPs/CEPs, Legislation; Rule & Regulations; Marketing Research; Branding; Strategy; Operations; Standardization/Optimization of Processes/Systems; Feasibility Studies; Technology Assessments; Design Assessment; Materials Management; Enterprise Resource Planning; Manpower Audits; Product Design; Process Development, Software Development; Troubleshooting; Retrofitting Exercises; Other Engineering Aspects; Health Services; Energy & Environmental Assessments; Waste Management; Geographical Information System, Agribusiness; Economics; Social Impact Assessment and many others.

- c. Faculty are strongly encouraged to undertake consultancy activity only through SIU. All consultancy and related services may be categorized into two:
- **Category C- 1:** Scholarly Expertise: This type of assignments will be expertise-intensive; and based on the expertise of the Faculty (as defined in item 4)
  - **Category C-2:** Analytical/Testing Projects - This type of project will be Infrastructure intensive and will be based on extensive usage of the university's infrastructure.
- d. Each consultancy assignment/project shall be undertaken either by (i) Standard Terms and Conditions (STC), or by (ii) Specific Consultancy Agreement or Memorandum of Understanding (MOU). Both STC and MOU type of document shall describe the relevant details (Refer Annexure-1). In case of STC, the assignment undertaken may be of short term nature, wherein the obligations and responsibilities of both parties are limited. While the MOU requires significant efforts and time associated with the negotiation and implementation of the research contracts. Therefore, the MOU will involve non-disclosure agreements covering various aspects like deliverables, milestones, payment schedules, role and responsibilities, non-disclosure of confidential information, dispute resolution, liability, IPR matters, arbitration and applicable law.

- e. All Consultancy services and related work need to be structured and executed in the spirit of promoting SIU with Government Departments, Public Service Undertaking, Companies/Industries, Service Sector and other National and International agencies. This will act as a vehicle for augmenting levels of excellence in teaching and research, placement of SIU graduates and post graduates and in the process, generating funds.

## **8. Eligibility and consent**

- a. Consultancy services and other related assignments can be taken up by full time/regular faculty of the institutes / Departments affiliated to the SIU. Any other employee (other than the faculty Adjunct faculty, such as Head etc.) of the Institute may take up consultancy work with prior approval of the concerned.

## **9. Duration limit of assignments**

- a. No full time faculty of Symbiosis institutions would engage in MDPs/CEPs and/or Consultancy services for more than 52 days in a year (rate of one working day per week) for teaching or co-ordination. This activity will be over and above the expected teaching hours as prescribed by SIU. Faculty may be permitted to utilize, on an average one working day per week as non-working day with prior approval.
- b. Consultancy assignments may be taken up and implemented, within the constraints indicated above, provided they do not have any adverse impact on the outgoing academic, research and related activities. Further, such assignments need to be carefully scheduled in the light of ongoing commitments. If required, a clear indication of the earliest date on which the assignment can commence may be clearly spelt out in the proposal form.
- c. The services of permanent employees (like non-teaching staff) of the Institute may be utilized for the execution of the consultancy projects provided it does not affect their primary functions and responsibilities to the Institute.
- d. Students who are willing to work on consultancy projects may be permitted as per Institute norms to do so provided it does not affect their academic commitments and performance. Such work by students may be compensated by suitable honoraria.



**10. Travel**

- a. Travel out of the campus on account of consultancy activities should be undertaken with intimation to the Head/Director.
- b. In case of outstation travel, prior approval should be obtained from the Head/Director. Approvals of this nature will be given within two working days in order to ensure that prior commitments to clients are honoured. In emergencies, prior intimation and subsequent sanction could be considered acceptable.

**11. Intellectual Property**

- a. It is the policy of the University that the product of consultancies carried out through SIU is of immense value and should be owned, protected and used by the University for the benefit of the entire SIU family. This position is subject to negotiation where the expectation of some new IP elements being created is of particular interest to clients. In these situations, the proposed creation of new IP should be reflected in the consultant's fee.
- b. All Faculty and staff are required to discuss IP issues with the IP Cell of SIU in advance of carrying out any work likely to lead to its creation. Disbursement of future income or royalty from IP, patents, etc. will be agreed between the University, the IP Cell and the individual or the organization to which the consultancy is being provided (For details refer to the SIU IP Policy).
- c. All rights pertaining to any intellectual property generated/ created/ invented during the course of the project, will be the joint property of SIU and the Client.

**12. Revenue Sharing:**

In this regard the Circular of Symbiosis Society dated 20<sup>th</sup> April, 2018 (attached herewith: Annex- 1) be observed and followed.

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# SYMBIOSIS SOCIETY

## Circular

Date: 20<sup>th</sup> April, 2018

To  
The Directors/ Heads,  
SIU Institutes

Dear Madam/ Sir,

Subject: MDPs/ CEPs/ Consultancy assignments.

This is to inform that all MDPs/ CEPs and Consultancy assignments to be handled by Symbiosis Institutions (excluding SCCE) in future will be governed by the guidelines mentioned hereunder which become applicable with immediate effect and supersede all previous Circulars related to MDP/CEP or Consultancy.

Management Development Programs (MDP)s:

MDPs would involve programs which would have certification by Institute. Further, the MDPs would not exceed a duration of 30 days per program in a year.

1. The Internal faculty of all Symbiosis Institutes can be engaged for such programs. However their involvement should be restricted to the overall limit of 52 days in a year (including working days and holidays) as per SIU policy. The engagement would be over and above the expected teaching hours as prescribed by SIU. Director/Head to certify and keep record of number of days the faculty engages in such programs.
2. The In-House faculty taking lectures at any institute (including SCCE) as Visiting Faculty on Sundays/ holidays or after working hours would be paid honorarium at full rate as applicable to Visiting faculty. If they teach on working days during working hours, honorarium rate @ 75% of the honorarium rates would be applicable. In these cases the Institutes where the faculty takes lectures would be paying honorarium at the full rate applicable to the parent Institute where the faculty member works as a full time employee. From this payment, 25% of the amount would be retained by the parent Institute where the faculty is full time employee and 75% would be paid to respective faculty along with the salary with due verification by SIU.
3. The incentive to be distributed to be based only on the Surplus as certified by the auditors for each and every program. The surplus would be calculated considering the income and expenditure of each program. Payment of incentive has to be made after audit and approval from Finance Department, SS.
4. 30 per cent of the Income would be retained by the Institute and 70 per cent would be available for covering expenses and the incentive.



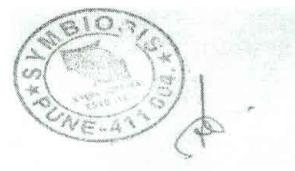
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5. Expenses permitted would only be those under selected heads as under:—
  - a) Honorarium for delivery of the program.
  - b) Printing & Stationary
  - c) Travelling & Conveyance
  - d) Food
  - e) Audit Fees
  - f) GST
  - g) Photocopy.
  - h) Any expenses other than a) to g), only after prior approval of Chief-Finance, SS.
6. Distribution of incentive would be entirely left to the discretion of the Director/ Head of the Institute/ Program Director subject however to the guidelines on maximum incentive payable as indicated in Para 8 below.
7. Distribution of incentive to non-teaching employees would be permitted, however no overtime to be paid to any such staff for any MDP related work. Overtime would be permitted to Class IV staff.
8. The maximum incentive payable would s under:

Particulars	MDP
Director & Faculty	10% of Revenue ( Net of GST, Govt. Tax)
Coordinator and other Non-teaching staff put together , upto Class III	Rs. 5,000/- per MDP

9. Distribution of incentive to be done only after financial statements are audited and certified and TDS certificates collected.
10. GST component would be collected separately and deposited in the Treasury.
11. The hourly honorarium permitted to be offered by the Institute to the faculty for MDP to be in the range of Rs.1500 to Rs.2500. Any exception to this to be approved in advance by Finance Department, SS.
12. It is recommended that the Institute offering MDPs conduct the same at SCCE to utilize its infrastructure and to generate rent income for SCCE.

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### Corporate Education Program (CEP)s:

The long term programs offered on the site of a corporate or on our Institute premises but at the request of a corporate, with duration of more than 30 working days, and involving SIU certification would be considered as "Corporate Educational Programs" (CEP).

- CEPs would need prior approval of SIU and Chief-finance, SS.
- Income & Expenditure statement to be prepared for every CEP activity at the end for verification and audit. Separate accounting to be done for every activity.
- Incentive model for CEPs of SCCE - Coordinator Rs.1500/- per CEP per month with a maximum cap of Rs.5000/- per month.
- SIU institutes would generally not be permitted to conduct CEPs. Should any corporate approach an institute or insist on having a CEP handled by an institute of SIU, the institute and SCCE to have a joint meeting with the corporate so that such CEP can be conducted by SCCE. In such case, 10% of the income to be retained by the institute.

### **Consultancy**

1. In case of Consultancy assignments, 30% of the income would be retained by institutes, 70% would be available for expenses and payment of incentive which has to be made after audit and approval from Finance Department, SS.
  - The programs offered on campus such as Executive MBA/ MBA (Executive Education) programs during the weekends/ and evening would not be considered as MDPs/CEPs. Similarly, workshops or academic activities or value addition programs for our own students would also not be considered as MDPs.
  - All MDP/CEP/Consultancy assignments would be subject to quality audit by SIU.
  - Should there be a component of incentive which cannot be distributed on account of the guidelines given, that portion also would be retained by the Institute in addition to the institute share as per prescribed rate mentioned as per norms.
  - A code of conduct would be devised for the adherence of SCCE and Institutes to avoid communication problems, competition within Symbiosis group and to facilitate concerted effort for attracting clientele for MDPs & CEPs.
  - Consultancy assignments, any MDP/CEP/certification proposals which cannot fit into the covenants stated above to be referred to Chief-Finance, Symbiosis Society for a decision on case to case basis, the objective being not to turn away any proposals which cover basic cost and there are problem areas to be addressed.

Yours faithfully,

Anand Deshpande  
Chief - Finance

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