TSM takes serious measures to develop curriculum which is updated and made relevant to the industry requirement. It involves many senior professional, academicians and management consultant.

V.1. THE ROLE OF ADVISORY BOARD MEMBERS:

The Advisory Board manages the strategic intent of the institution. The membership of the Board is periodically reviewed to assure suitability and relevance. The Board is lead by Shri. B T Bangera, the Correspondent of the Institution.

The composition of the Board is both internal and external, with a majority bring external, to assure independence of the Board.

The budget is formulated annually and reviewed periodically to accommodate changing expenditure patterns based on external and internal forces. The governing body is very active and effective in providing strategic direction to the Institution. The Body meets every year (including alumni and parents) and reviews the Institutions performance in terms of enrolment, curriculum, placements, infrastructure, staffing, admission procedures, as well as any other pertinent aspect influencing the conduct of the Institution.

The strategic objectives of the Institution are vertically and horizontally aligned, in that regular review of programs, staffing and infrastructural needs are conducted. The outcome of these reviews is then fed into the Advisory Board activities as well as budget reviews. This has made the programs current, and the infrastructure adequate to teach the programs. Further, external input is also sought to ensure that both programs and staffing are competitive, and this is a key element of TSM.

In addition to the above, regular staff meetings and retreats are conducted to assure alignment of thoughts, and this has given the Institution a high level of engagement from internal stakeholders, and makes the graduates competitive in the workplace.

Composition of the Management Committee:

1. Members form the Trust
2. Two Senior Professors of the College nominated by the Principal
3. Industrialists nominated by the Management
4. One officer of the Directorate of Collegiete Eduation
5. One nominee of the UGC
6. The Principal of the College…. Ex. Officio Member Secretary
7. One University nominee nominated by the University

Governing Structure

The Founders of this great Institution believed that providing good quality, affordable education is one of the greatest acts of service one can do for the society. And their vision as a family for four generations has been to create a temple of learning and stick to the highest standards of ethics.

The Vision and Mission of Thiagarajar School of Management have been reviewed time to time with the active involvement of all faculty members under the guidance of the Director and the Chairman. The Vision, Mission statements thus serve the Institute as a navigational guide for direction and action.

The Vision and Mission statements have been the starting points for developing the Institute's strategic objectives and the programme level goals of our MBA programme.

The Institution adheres to the

- Undiluted core values of ethics and meritocracy

- "Learn to Learn" culture

- Collaborative, inclusive and continuous learning

- Participation, empowerment and innovation

The mission of TSM is set to address the key concerns of the profiles of students who join us viz. rural and semi-urban students, while continuing to be equally relevant to the others. Our programme structure, design and delivery focus on holistic development of the students—involving not just imparting professional and functional skills and tools, but also soft and life-skills—that would transform them to role-ready self-starters.

The top management of TSM comprises of the Governing Board/Board of Governors, Academic Council and the Director.

Governing Board/Board of Governors:

The Governing Board manages the strategic intent of the institution. The membership of the Board is periodically reviewed to assure suitability and relevance. The Board is currently led by Shri. B. T. Bangera, the Chairman of the Board. TSM Board includes a rich blend of experienced professionals from diverse fields: industry leaders, entrepreneurs and academics, with "outside" members constituting the majority thereby assuring Board independence. The budget is formulated annually and reviewed periodically to accommodate changing expenditure patterns based on external and internal forces.

The governing body is very active and effective in providing strategic direction to the institution. The body meets twice every year and reviews the institutional performance in terms of enrolment, curriculum, infrastructure, placements, staffing, admission procedures, as well as any other pertinent aspect relevant to the smooth orderly functioning of the institution. Sub-committees of the Board are also constituted to deal with specific matters such as faculty appointments. Two such sub committees constituted to explore the opportunities presented by the New Education policy include the following:

- Executive Committee:

Executive Committee of the Board comprises of the Correspondent, Chairman, Director and two nominated members of the Board, Shri Lakshmi Narayanan, and Prof J Philip to forge the institutional developmental activities such as the following:

- Review of changing regulatory and competitive environment

- Future portfolio of the Institutional activities and Strategies

- Identify the Institutional thrust and focus areas

The Committee shall meet once in four months to streamline the work.

- Finance Committee:

Finance Committee comprises of the Correspondent, Chairman, Director and a nominated member of the Board, Shri Lakshmi Narayanan who shall review the financial position of the Institution and appraise the same to the Board of Governors for suitable investment decisions. The Committee shall meet once in three months and the first meeting was held on 1st March 2022

In terms of decision making, there are two levels. Strategic decision making occurs at Governing Board level as this influences the entire organization. Operational decision making occurs at the Director level, in consultation with the Chairman, as required based on appropriate data inputs from academic and administrative staff. The two decision making aspects are tightly woven, synergized and reported systematically at regular intervals. The Chairman and a few of the other Board members, though not operationally involved, have periodic formal and informal interactions with the Director and Faculty Council during which they get updated. This also provides a level of transparency required in institutions such as TSM.

The list of Board of Governors of Thiagarajar School of Business comprises of a rich blend of professionals from academia and industry and is given below:

1. **Shri. B.T. Bangera**

   - Chairman, Board of Governors, Thiagarajar School of Business

   - Managing Director, Hi-Tech Arai Limited, Madurai.

2. **Shri. R Gopalakrishnan**

   - Former Executive Director of Tata Sons, Mumbai

   - Former Vice Chairman, Hindustan Unilever Limited, Mumbai

3. **Shri. Lakshmi Narayanan**

   - Former Vice Chairman, Cognizant Technology Solutions, Chennai

4. **Shri. N. Murali**

   - Co-Chairman, The Hindu, Chennai.

5. **Shri. J. Philip**

   - President, Xavier Institute of Management & Entrepreneurship, Bangalore.

6. **Shri. S Sridhar**

- Former Chairman and Managing Director, Central Bank of India, Mumbai

7. **Smt. Valli Ramaswami**

   - Correspondent, Manickavasagam Charitable Foundation, Madurai

   - Whole-time Director, Loyal Textile Mills Limited, Chennai

8. **Ms Vishala Ramswami**

   - Trustee – Manickavasagam Charitable Foundation

9. **Shri Joseph Zachariah**

   - Former Director, Vikaasa School, Madurai

10. **Dr Murali Sambasivan**

    - Director, Thiagarajar School of Business, Madurai

11. **Prof. N. Venkiteswaran**

    - Former Director, Thiagarajar School of Management, Madurai

    - Former Professor, Indian Institute of Management, Ahmedabad

12. **Dr. M. Selvalakshmi**

    - Principal, Thiagarajar School of Management, Madurai

13. **Dr. N. Manjula**

    - Associate Professor, Thiagarajar School of Business, Madurai

14. **Prof. P Saravanan**

    - Professor, IIM Trichy

15. **Shri D. Rajkumar**

    - Formerly with BPCL

The Members of the Board generally meet twice annually to take stock of the progress of the Institutional Initiatives.

The Board of Governors and their contributions:

Following are the areas in which the Board of Governors actively contributes to the affairs of the Institution:

✓ **Strategic Direction:** The BOG reviews the overall strategic direction of the Institute and

suggests suitable initiatives to align/realign TSM with the changing environment. In fact, the origin of the MBA Programme itself is based on the directions provided by the Board a few years ago. The Executive Committee and Finance Committee shall aid in the process.

✓ **Review Operations:** The Governing Board reviews TSM's progress on various operational aspects and offers guidance as appropriate. The kind of role TSM BOG has been playing on various aspects is illustrated below.

a) **Students Admission**: The keen interest shown by the BOG towards the growth of the Institution starts with their active role in ensuring that only quality students are admitted in the course. The Board discusses the admission strategy and offers suggestion and some of them join as a panel member in the student admission process.

b) **Student Placement:** BOG reviews placement and offers useful suggestions regarding placement strategy

c) **Research & Publications:** The Board reviews the research and publications activities of faculty and advises on strengthening the R&P eco-system.

d) **Faculty Recruitment**: As a part of the faculty recruitment process, shortlisted candidates are interviewed by a panel of BOG members chaired by the Chairman of the Board and this BOG panel is the final approving/selection authority. This way, the BOG ensures that the TSM's commitment to faculty quality is ensured.

e) **Faculty Appraisal**: At the end of each academic year the faculty members are apprised of their performance during the year. The institute has an objective point system of appraisal process to facilitate the faculty to summarise their performance across the year which is supported by the committee of BOG members (including Chairman), who review the performance of each of the faculty and decide their career path, training needs, rewards etc. and offer their advice and guidance for faculty development This is another way by which the BOG assures TSM commitment to quality.

f) **Placement Counselling**: Members of the BOG interact with the students and offer them guidance in choosing their career path and utilize the placement opportunities created by the Institution judiciously.

g) **Budget approval:** The Capital and Revenue Budgets of the Institution are discussed in detail and approved by the BOG/Committee of the Board.

h) **Annual BOG Meetings**: The members of the BOG play active roles in the annual meetings and contribute valuable inputs to the growth and development of the Institution.

Further, the review of the performance during the completed academic year provides valuable insights on the areas of improvement.

i) **Interaction with PDGM Freshers**: The members of the BOG make it a point to meet and interact with the newly enrolled MBA students every academic year to explain to them vividly about the expectations that the industry would have from Management graduates. This enables them to set a floor for learning to learn.

Academic Council and Board of Studies:

The Academic Council (AC) and Board of Studies (BOS) are constituted by the Governing Board to ensure that all academic policies, programs and processes concerning courses, syllabi, curricula, pedagogy, research, faculty appraisal and development are in tune with the emerging best practices in management of business and management education. The Academic Council and Board of Studies, *inter alia*, include the following independent members.

1. Mr K. Nagaraj, Managing Director, Aparajitha Corporate Services Pvt Limited.

2. Mr. Ravi Santhanam, Founder and CEO of MetaDrsti Advisory, Chennai

3. Prof. Devanath Tirupati, Professor, Dean Academics, Formally Director In-Charge, IIM Bangalore

4. Dr S. Jagadish, Former Professor, IIM Bangalore

5. Mr. Joseph Zachariah, Former Director, Vikaasa School, Madurai

6. Mr. R. Krishnan, Former Banker, Bangalore

7. Prof. G. Sethu G, Formerly Professor, IIM Trichy

8. Prof. N. Venkiteswaran, Former Professor, IIM Ahmedabad

Other members include all the programme faculty.

Director: The Director of Thiagarajar School of Business is appointed by the Governing Board and invested with the overall responsibility of superintendence and administrative control over the affairs of the Institute including its day-to-day activities towards operational efficiency and planned effectiveness in its processes. The Director reports to the Governing Board/Board Chairman and participates in the meetings conducted by the Board to review the performance and developmental agenda of the Institute. Director exercises line authority over faculty members who in turn have a direct administrative reporting relationship with the Director. All faculty members, Area Chairpersons (for each functional area of academics), Activity Chairpersons (faculty coordinators for each academic and allied activity) and the Deans have an administrative reporting relationship with the Director.

The Principal who reports to the Director oversees academic administration of the programmes and coordinates the regulatory compliance aspects in consultation with the relevant activity heads and the Director.

Programmes Executive Committee (PEC):

The PEC is constituted by the Director to achieve greater coordination, faculty participation and sense of "ownership". PEC consists of:

The Principal (Coordinator), MBA Programme Chair, Controller of Examination, and Chairs of all Areas and guided by the Director

The role of the PEC is to ensure

- Overall coordination and orderly and smooth functioning of programmes

- Rolling out of curriculum, courses, scheduling and timetables

- Ensure consistency, balance and coherence

- Disciplinary measures vis-à-vis students

- Quick and timely responses to feedbacks from students on issues of relevance

- Review and approval of term-end results

Faculty Council:

Faculty Council is the centrepiece of the faculty governance system operating in TSM. Faculty Council consists of all the members of the faculty and Administrative Officer and headed by the Director. Faculty Council meeting is convened as often as required (on an average once a month). Faculty Council reviews and approves all major academic proposals including programme design and structure, examination and evaluation system, end-term results, award of diplomas and medals for scholastic performance, admissions policy, placement process etc. Faculty is encouraged to bring to the Faculty Council any matter they feel appropriate or relevant for collective deliberations.

Faculty role, academic administration and institution building

Faculty individually and through Committees play diverse roles at various levels in the entire chain of academic and allied functions and processes.

They are responsible for:

- Design and delivery of courses.

- Achieving course objectives by mapping learning outcomes of their courses and aligning them with the programme level goals.

- Periodical review of curriculum and pedagogy.

- Contributing towards achieving excellence in teaching, research and training.

- Knowledge creation through research and publications

- Active involvement and participation in academic administration such as programme and area chairs, examination, admissions process, institution building and student development initiatives.

- Design and delivery of Executive Education Programmes (EEPs)/Management Development Programmes (MDPs)

- Consultancy activities

2.1.1.2. Service Rules

Personnel Manual

Effective from 1 October 2015

This manual is created with a primary focus on the employee welfare and performance at their optimum efficiency level. These two variables play a vital role in the Institution's success and the individual's career progress. A handbook of Personnel manual will be given to the employees at the time of their joining the institution.

Organisational Climate and Culture

TSM takes pride in nurturing an organisational climate and culture that ensures and offers to the faculty and staff reasonable career opportunities, job satisfaction, equitable compensation, just and fair treatment and an environment of respect. TSM provides ample opportunities at work to learn and grow thus creating a career focused environment and trust. The work culture at TSM ensures that staffs are committed to delivering excellent service quality.

Personnel Functions: Faculty

- **Appointments:**

Faculty recruitment is done through references from known sources to highly qualified PhDs from IIMs, IITs, NITs and direct applications received and by notification in the Institutional website on career opportunities.

First step: The inputs of Area Chairs and Director on the profile of the candidate are taken and the candidate's credentials are informally verified through references.

Second step: The candidate, if short listed, will be invited for a seminar followed by question and answers session in the presence of the faculty members. After the session feedback is collected from all the members attending the seminar.

Third Step: Faculty Panel consisting of the Principal and Area Coordinators/ Programme Chairs and senior faculty interviews the candidate and the recommendations are forwarded to the Director and Board of Governor's panel.

Fourth Step: Faculty Recruitment Committee of the Board of Governors panel (consisting of the Chairman, the Director and another Board Member) interviews the candidate and taking into account the inputs from faculty seminar and the Faculty Panel decide on the appointment or otherwise and finalise terms as applicable.

Besides suitability from an academic perspective, one important attribute expected in a potential TSM faculty is cultural fit and this aspect is carefully assessed at the time of interviews.

Fifth Step: The selected candidate will be given the offer letter in the prescribed format.

- **Employment Agreements**

An agreement is entered into with the faculty appointed, which is in a standard format. The agreement is made between the faculty and the institution which will be in force during the entire tenure of the employment.

- **Resignation Notice**

The notice period for resignation from the services of the Institution is 3 months (or as extended) in the case of faculty, subject to completion of courses that he/she is taking and one month in the case of Non-teaching staff. In specific cases the notice period may be waived or reduced at the discretion of the management.

- **Medical Procedures:**

Medical expenses reimbursement in excess of what is stated in the appointment letter and medical leave may be granted on case to case basis.

- **Hours of Work**

While the regular college timing starts from 9.30 a.m., to 5.00 p.m., faculty is expected to show flexibility regarding timings as per academic calendar/timetable and attend to their commitments.

For non-teaching staff the regular office timing is from 9.30 to 5.30 p.m. However, the hours of work will depend on needs and the requirements of the work the employees are assigned, including shift-working in certain areas.

- **Lateness for work**

Any absence or late arrival due to illness, injury or any other reason, and the expected duration of leave must be reported to the competent authority as soon as practicable (and prior to the normal starting time wherever possible).

- **Outside Employment**

While an individual is employed, he or she is not permitted to be engaged in any other form of outside employment.

- **Visiting faculty**

Visiting faculty may be appointed to offer specific courses in 1st or 2nd year for which they will be paid honorarium and travelling/conveyance expenses. They have to take either a full course or part of the course as previously agreed and also take care of students' assessment.

- **Retirement**

The age of retirement for Faculty, Principal and the Director will be as applicable as per the rules laid down time to time by UGC and AICTE. Presently the retirement age is 65. Extension may be granted at the discretion of the Management.

Pay Practices

- **Salary Administration:**

For the faculty, TSM currently follows the latest UGC/AICTE pay scales based on 7th Central Pay Commission, Central DA and applicable TN Government announced allowances such as HRA etc. Basic salary is fixed/revised based on the candidate's qualification and experience and performance. TSM contributes to PF (on the entire basic pay and DA) as per the applicable Act and Gratuity is also paid as applicable under the Gratuity Act.

As for non-academic staff, TSM follows a flexible compensation structure, compensation being fixed on the qualification and experience of the employee.

- **Performance Evaluation:**

While formal performance appraisal is generally done at the end of each academic year and the faculty has to submit his/her self-appraisal forms before they leave for the summer vacation. A credit-point based performance evaluation system has been introduced since last year wherein a faculty member is expected to earn a minimum of 300 credit-points in a year, of which a minimum of 100 points is expected in teaching.

The appraisal meeting of the faculty will be held with the director and the members of the Board of Governors.

- **Increments**

The performance appraisals and recommendations as proposed by the Director are vetted by the BOG members and are approved by the Chairman/ Correspondent. Increments and promotions are based on the annual performance, and contribution including institution building. Besides granting special increments, TSM also offers cash awards to recognise outstanding contribution.

- **Promotions**

Promotions from Assistant Professor to Associate Professor and Associate Professor to Professor are made at the discretion of the Management, based on certain clearly laid down

criteria, consistency in performance and experience. A committee consisting of the Chairman/Correspondent and Director finalise promotion cases.

Assistant Professor to Associate Professor

- Should be a PhD with at least 2 years of post-doctoral teaching or industry experience

- Should have at least 10 years of industry and/or teaching experience in the case of a part -time doctorate, and at least 5 years in the case of a full-time doctorate

- Should have a consistently impressive research and publication record, and should have published in 2 Scopus indexed papers post his/her doctorate

- Should have a good teaching record, with average students' feedback of at least 8 points on a 10-point scale

- Should have contributed to the School's institution and brand building

Associate Professor to Professor

- Should be a PhD with at least 8 years of post-doctoral teaching or industry experience

- Should have at least 15 years of industry and/or teaching experience in the case of a part time-time doctorate, and at least 10 years in the case of a full-time doctorate

- Should have a consistently impressive research and publication record, and should have published indexed papers post his/her doctorate

- Should have a good teaching record, with average students' feedback of at least 8.5 points on a 10-point scale

- Should have contributed to the institution and brand building

The above rules may be relaxed in the case of highly meritorious candidates with a very good academic record and experience and/or rich industry experience.

Non-teaching Staff Appointments and Appraisal Procedures

- **Appointments:**

    Non- Teaching Staff are recruited through applications sought through references/by advertisement in the newspaper.

    First step: The candidate's credentials are verified by the admin office.

    Second step: A test is conducted to appraise the candidate's suitability for the post we are hiring.

    Third Step: If the candidate passes the test, he/she is interviewed by Administrative Officer and by a faculty member.

Fourth Step: Shortlisted candidate is interviewed by the Director/Correspondent and if he/she approves, the appointment order is issued in the standard format.

- **Appraisal:**

Non-Teaching staff performance is assessed based on their execution of work, willingness to work, dependability of the work as assessed by the Administrative Officer/Director and the concerned department head where the non-teaching staff works.

The performance appraisal and recommendations as proposed the Administrative Officer/Director is presented to the Correspondent for approval

General

Reimbursement of Employee Travel Expenses

- **Travel**

Reasonable travelling expenses, where incurred in the performance of an employee's duties, will be reimbursed, provided that all claims are made on the appropriate form and supported with the necessary substantiating documentation. The payment of expenses is at all times subject to the prior authorisation of, and at the discretion of, the Practice.

The following is the Travelling Allowance rules applicable to TSM staff (teaching and non-teaching) with immediate effect.

		Faculty	Faculty	Staff	Sub staff
		Professors	Others		
Mode of Travel	As required	Air, AC. 2tier or AC Bus	Air, AC. 3 tier or AC Bus	AC. 3 tier or AC Bus	Second class or Bus
Boarding		Rs.600 per day	Rs.500 per day	Rs.400 per day	Rs.300 per day
Lodging	Metro/Grade A Cities *	3000/2500	2500/2000	1500/1250	750/500
	Grade B Cities **	2000	1500	1200	500
Local conveyance		Taxi/Auto	Taxi/Auto	Auto	Bus
Air travel permitted for distant cities such as Mumbai, Kolkata, Delhi etc. Boarding/lodging on actual basis if required in specific cases. Faculty who visit Metro Cities can use non-meter taxis when they go for placement work with specific permission of the Director					

Supporting vouchers are necessary for all payments except for local conveyance. For local conveyance detailed trip wise breakup is necessary.

<u>Employee Benefits</u>

- **<u>Leave</u>**

  Faculty is eligible for 12 days leave in a year @ one day leave for every completed one month of service. In addition, they are eligible for annual vacation of 21 days (three weeks) at the end of the academic year or pro-rata, depending on the length of service.

  In the case of non-teaching staff, an employee will be entitled 3 days of leave per month and will be entitled to a total of 36 days of leave in an academic year which will be from 01 June to 31st May of the following year. This leave includes the summer vacation leave in May/June every year. Since the administrative office will be functioning even during summer vacation the non-teaching staff will have to avail this leave in rotation during May-June.

  Leave taken over and above the above prescribed limit will lead to loss of pay.

  In addition to the above, during Pongal and Deepavali Festivals, the entire week may be declared as academic holidays.

- **<u>On duty</u>**

  On duty permission is granted for Doctoral work, Research, Consultancy and MDP related work and long leave without pay is provided for Post-Doctoral work.

- **<u>Medical leave:</u>**

  Medical leave may be granted on individual requests on suitable terms based on the specific circumstances.

- **<u>Maternity Leave</u>**

  Maternity leave is granted as per the rule applicable.

- **<u>Holidays</u>**

  For faculty the weekly holidays are all Sundays and 2nd and 4th Saturdays. However, whenever classes are scheduled the concerned faculty is expected to attend to their commitments and there will be no compensatory holidays.

  For the non-teaching staff, the weekly holidays are all Sundays and 2nd and 4th Saturdays.

  The national and festival holidays will be applicable as per prevailing rules.

- **<u>Absence from Work</u>**

Request for Leave of absence has to be conveyed well in advance and prior approval has to be taken from the Director copy marked to the office.

- **Attendance and Punctuality**

Attendance to workplace and punctuality is very important. Leave of absence has to be informed well in advance and prior approval has to be taken from the Director.

Personal Conduct

- **Behaviour of Employees**

TSM's code of ethics and value system has to be respected and followed in all actions and dealings of employees.

The personal grooming appearance of the faculty should be decent, formal and respectable.

- **Others:**

- **Participation in other college events like Board of Studies Member, Examiners etc**.,

The faculty will be allowed to participate in the events of other colleges such as being a Member Board of Studies or as an Examiner, at the discretion of the management. When permitted to participate the travelling, boarding and lodging expenses will have to be borne by the faculty/host institutions themselves.

- **Research Funding**

Faculty will be allowed to seek research funding from TSM when they carry out research project which is broadly in line with management discipline. The sanctioning limit will depend upon the nature and complexity of the project.

2.1.1.3. Policies

Guided by the **undiluted core values of meritocracy and quality education** at affordable price, the institution is committed to provide a rich value-based education system that does not merely stop with imparting knowledge, but also aims at moulding dynamic leaders and resourceful entrepreneurs. It goes one step further in playing an active role in shaping their character, so that the graduates who step out are not merely outstanding young professionals but are good human beings as well.

Admission Policy

The institution believes in being a fair and responsible knowledge provider. TSM **strictly prohibits DONATION** of any kind making high standards education affordable to deserving candidates through scholarships.

Quality Policy of the Institution

Thiagarajar School of Business (TSM) is committed to achieve excellence in its core activities of teaching, research and consultancy in the field of management and information technology education and allied functions and strives for continual improvement in all its endeavours. TSM will diligently practice highest standards of transparency, fairness and integrity in all its stakeholder dealings including student admission and evaluation, employee relations and statutory compliance.

<u>Quality Objectives</u>

- To impart competency-based education and training to the students

- To establish culture of continuous improvement

- To enhance teamwork by total involvement of faculty, students and support staff

- To promote continuous upgrading of knowledge, skills and attitudes of faculty and support staff

- To optimize usage of resources

- To strengthen Industry partnership

The Quality Policy is disseminated and implemented as under:

- The conspicuous display of the Quality Policy at all prominent places of the Institution.

- Mentioning the Quality Policy in all external communications of TSM such as admission and placement brochures, College Web site etc.,

- Spreading the core message of the Quality Policy at every forum by Faculty members.

- The Quality Policy and guidelines are made available as a handout to all the faculty and students.

The Quality Management System (QMS) is established, documented, implemented and maintained in line with the requirements of ISO 9001:2018. Continual improvement of the effectiveness of this QMS, with the requirements of ISO 9001:2018 standards, is constantly monitored and its effectiveness is measured.

At TSM, the management is fully conscious of the need and importance, of timely planning and provision of all resources in adequate quantity and of appropriate quality. The resources have been identified and made available to ensure the following:

a. To improve and maintain the QMS and continually improve its effectiveness,

b. To enhance student satisfaction by meeting student requirements

- **Academic and Administration-Policy**

The Academic administration processes of the programmes are well structured and guided by apex bodies such as Board of Studies, Academic Council and Programmes Executive Committee (PEC) and are involved in the following key activities:

1. Programme Structure

TSM regularly reviews its programme structure by benchmarking against best-in-class peer institutes' programmes, seeking inputs from industry professionals and through internal faculty discussions. The programme structure is presented before the Board of Studies (BOS) and the Academic Council (AC) and finalised after incorporating various suggestions and inputs from BOS and AC.

2. Course Design and Coverage

Along with the programme structure the broad design and coverage of individual courses are also reviewed/revised taking into account benchmark comparison, external inputs and area-wide discussions. These are also placed before BOS and AC for their inputs and suggestions.

3. Course Allocation

The allocation of course subjects to Faculty is decided in Area Meetings and in consultation with the Director and the Programme Chair. This process starts well before the course commencement, wherein the faculty is advised to state his/her preferences for the succeeding year. The Area then meets under the chairmanship of the Area Chair and firms up the plan for approval by the Director. The Area Chair wherever required, identifies visiting faculty requirements in consultation with the Director.

4. Course Planning

As each faculty knows the subject to be taught during the forthcoming semester, he/she is expected to prepare in advance detailed session-wise plans The course plan broadly covers session details, objectives for the sessions, teaching methodology, learning

assessment, evaluation scheme, reading material like text-books and reference materials, cases identified etc.

5. Student Evaluation/Examination system

The system has adequately been strengthened to achieve quality check and minimise incidence of revaluation/re-examination and to rationalise faculty time involved therein. Transparency and enhanced credibility are achieved by use of evaluation templates to aid in the evaluation of each answer book—ensuring greater consistency, objectivity and comparability. Answer books along with the relevant evaluation templates are made available for review by students

6. Stakeholders Feedback

Feedback is collected from all the stakeholders of the Institution viz. students, recruiters and parents periodically. Online and Offline procedures are being employed to systematically collect, collate and share the feedback to enhance and effectiveness.

2.1.1.4. Strategic Plan

Steps taken to achieve Mission and Vision:

The institution is committed to the core value system of accountability, governance and integrity practiced by the founding industrial group. While rooted in the founders' philosophy and value system, TSM has also a culture of dynamism and adaptability that has seen TSM adapting to the changing academic and industry environments to stay relevant and excel.

The strategic objectives of the Institution are vertically and horizontally aligned, in that regular reviews of programs, resources, staffing, infrastructural needs etc are conducted. The outcome of these reviews is operationalised through close coordination between the Board and Director and faculty team. This has made the programs stay current and relevant, and the infrastructure appropriate for the current and emerging needs. Further, external input is also sought to ensure that both programs and staffing are competitive by ensuring that the Board, the AC and BOS consist of persons with diverse background and experience.

In addition to the above, regular staff meetings and retreats are conducted to assure alignment of thoughts, and this has given the Institution a high level of engagement from internal stakeholders and makes the graduates competitive in the workplace. Innovative practices in design, development and delivery of cross-functional elective courses in emerging areas of management are encouraged, appreciated and supported by the Institute. The process of review of curriculum, pedagogy and courses—content, structure and delivery—is directed towards establishing relevance of courses to the constantly evolving business context, in alignment with the Mission and Vision of the Institute.

An illustrative list of the measures initiated by TSM, in recent years in furtherance of its vision and mission given below.

- Pursuit of diversity amongst students and faculty by reaching out to candidates outside the state of TN and southern region. As a result, we have students from North and Eastern India including from J&K, Chandigarh, Kolkata, Indore etc. Similarly, nearly 40%-50% of our faculty are from outside Tamil Nadu including those hailing from UP, Orissa, West Bengal, Maharashtra, Delhi, J&K etc.

- In its pursuit of quality in its entire operation, TSM has implemented ISO 9001:2015 quality management system and has been an ISO 9001-2015 certified institution for several years. This means that TSM subjects itself to rigorous external audit of its systems and processes.

- TSM has implemented an academic ERP system effective from 2018-19. This implies that the entire academic processes from admission, attendance, programme administration, examination and evaluation related processing etc. are substantially on digital platform. This ensures error free, consistent and speedy processing of academic data, in the process empowering faculty and freeing up their valuable time from routine to higher level activities.

- TSM has systematically addressed the challenges posed by the pandemic for educational delivery and has converted it into an opportunity by investing, time, money and effort into developing an technologically empowered blended learning method.

We believe that TSM must be amongst the handful of management institutions in the country with both ISO certification and an academic ERP system.

The Strategic Plan is designed taking into consideration of the core values of the Institution as envisioned by the Founders.

Core Values:

- Demonstrating integrity, in everything we do, with transparency and professionalism.

- Embracing diversity and developing a culture of inclusion, nationalism and internationalism.

- Developing ethical leaders who are the agents of change in a world driven by innovation and technology.

- Advancing the environment of research that expands the frontiers of knowledge, encourages collaboration, rewards innovation and makes a societal impact.

- •Promoting entrepreneurialism and supporting entrepreneurship through mentorship and start-up activities.

A through SWOT Analysis of the Institution forms the basis of the Strategic Plan

Strengths

- About 80% of our faculty members are PhD holders (about 33% from IITs and NITs)

- Has diversity (from different parts of India) in student and faculty population

- Ability to attract academically good students for the MBA program

- Ability to attract good organizations for placement of students

- Supportive leadership and supportive environment for experimenting

- Availability of research-incubation center for MSME

- Has a strong alumni base

- No capitation fee and nominal fee structure

Weaknesses

- Lack of international accreditations

- Faculty turnover (move to IITs and NITs)

- Limited collaboration with national and international business schools

- Limited collaboration with industry

- Limited infrastructure to conduct in-house MDPs/EDPs

Opportunities

- Changes in the National Education Policy

- New marketing approaches through social media

- Initiatives in innovation and entrepreneurship (especially, MSME)

- Developing PhD program with affiliations from good universities

- Exploring study abroad/dual certificate opportunities

- Enhancing EDP/MDP programs

- Collaborating with businesses, especially MSMEs

Threats

- Competition and faculty attrition – emergence and expansion of business schools

- Too many business schools

The following 5 Strategic Goals and Objectives have been framed and communicated to the various stakeholders of the Institution.

GOAL 1: Deliver a current and responsive curriculum that promotes ethical, intellectual and professional development.

- Objective 1: Assess MBA curricula and make changes (add/drop courses) to reflect latest developments in the industry and technology

- Objective 2: Explore relevance and possibilities of starting new programs/specializations.

Goal 2: Promote excellence in scholarly endeavors

- Objective 1: Build collaboration with national and international business schools

- Objective 2: Recognize and reward excellence in research

Goal 3: Enhance the reputation of TSM through national and international accreditations

- Objective 1: Make efforts to improve the national ranking/accreditation

- Objective 2: Get accredited by ACBSP or AACSB.

Goal 4: Develop and enhance the EDP/MDP programs and CoE for MSMEs

- Objective 1: Increase the contribution to the industry through EDP/MDP programs

- Objective 2: Develop and build MSME center of excellence

Goal 5: Enhance the student internship / placement opportunities

- Objective 1: Make efforts to intern/place our students in PSUs/MNCs/larger corporations

- Objective 2: Make efforts to increase the %age of PPOs and average CTC

2.1.2. Faculty Empowerment

2.1.2.1. Faculty development policies

Faculty Development Initiatives:

a) TSM has been nominating one faculty to the Faculty Development Programme conducted by IIM, Ahmedabad. This is on full salary during the period, and all the out-of-pocket expenses are borne by TSM in this regard.

b) During November 2021, faculty development programme was organized exclusively in the area of Communication for Management Teachers anchored by former faculty from IIMA.

c) All faculty are encouraged to do consulting in Private and Public Sector Units and Government departments. The revenue sharing is in the ratio of 60:40 for Faculty to Institution.

d) Faculty are encouraged to visit companies for practical exposure and the college organizes such visits.

e) Faculty are encouraged and supported to present papers in conferences and seminars organized by institutions of repute with appropriate financial support. On duty is given for the same.

f) In some cases, the faculty are supported to attend overseas conferences

g) Faculty are granted leave with full pay for completing their Ph.D.

h) Faculty are provided with desktop/laptop to support their research and academic pursuits.

i) Research fund is budgeted every year and faculty are encouraged to submit proposals to a constituted committee which will approve the proposals.

j) Faculty are also encouraged to do collaborative research with faculty from other reputed Business schools.

k) Faculty are granted permission for field work required for their research

l) Retreat has been organised annually to refresh and reorient the faculty members

Development of Non-teaching staff is facilitated through provision of:

- Excel workshops

- ISO auditor training

- Communication Workshops

- Staff Retreat

2.1.2.2. Decentralization, delegation of power and Collective decision making

The institute does promote a culture of participative management. With a good faculty-governance system in place, the entire faculty body is involved in decision-making process relating to their domain of activities. As regards academic matters, the Faculty Council is by and large the final authority in initiating, fine tuning and implementing change.

Decentralization in Decision-making:

The organizational structure of TSM is a blend of professional autonomy, individual accountability and well-defined authority structure enmeshed in a network of integrating roles—the roles of activity and area chairpersons. The Institute functions under the overall superintendence and control of the Governing Board. The Director/Principal is the Chief Executive and administrative head responsible for providing direction, leadership and for the day to day functioning of the Institute and the Deans/Programme Chairs are the functional

heads responsible for the orderly conduct of academic programs and processes within the broad framework of its Mission, Vision, strategic objectives and goals and the guidelines issued by the Governing Board from time to time.

Within this overall framework, faculty members have the professional operational autonomy in conducting their teaching, research, training and consultancy apart from introducing new courses of relevance. The chairpersons of various areas and activities do similarly operate independently in their respective domains within the framework of clearly defined expectations reflected in the Institutional objectives. The Director thus delegates his administrative authority to various activity chairpersons for effective discharge of multifarious activities and the academic functional authority to the Area Chairpersons and other faculty members. This results in delegation of functional and administrative authority percolating down to faculty members creating professional autonomy through this enmeshed structure.

Faculty members are involved in the processes of faculty recruitment and selection wherein their inputs and feedback play a significant role in selecting new faculty members. Their involvement in identifying their own training and development needs matches with the Institutional support of sponsorship for such programs for talent development.

The interface and involvement of faculty members in all aspects of academic administration throughout the Institution is assured by the structural design. The faculty members invariably assume the roles of activity chairpersons and membership in administrative committees and the budgetary inputs for various activities and the activity chairpersons who are expected to match budgetary allocations with the academic priorities ensuring their relevance submit functions. Faculty members are actively involved in the admission process where they select prospective students of TSM exercising control over student input quality.

Transparency in academic administration is achieved through well-defined roles and objectives, professional practices and processes communicated through the Students' Handbook circulated to all faculty members and students respectively. All academic programs and processes including the respective roles of faculty members and Deans are guided by the provisions of Student Handbook, Academic Manual, Faculty guidelines and circulars issued from time to time. Modifications to the academic policies, programs and processes as deemed necessary, are carried out after due deliberations and debate at the faculty body meetings.

The institute provides various forums and platforms for faculty and staff to develop leadership at various levels by giving them various portfolios of areas/activity. Some of them are as follow:

1. Chairperson of the MBA Programme –Dr Goutam Sutar

2. Area Chairpersons

3. Student Placement Training- Dr. Kongkana Dutta

4. MDPs and FDPs: Dr Nataraj B

5. Consultancy: Dr. Nachiketus Nandhakumar

6. Alumni Affairs- Dr M Balaji and Dr. Sivapragasam

7. Controller of Examinations- Dr P Mutharasi

8. Admissions Chairperson- Dr N Manjula

9. Placement Coordinator: Dr K. Srikumar

10. Disciplinary Committee: Dr M Selvalakshmi

11. Students' Grievance Redressal Committee- Dr M Selvalakshmi

12. Prevention of Sexual Harassment Committee- Dr S. P. Denisia

13. Anti-Ragging Committee- Programme Chair

14. Sports Activities- Mr Siva Vignesh P

15. Editor TSM Journal: Dr Mathiyazhagan

16. Yukti Coordinator- Dr Rameshkumar J

17. Club Activities Advisor – Area faculty

In addition, faculty members are also involved in task forces for specific purposes such as Accreditation, Curriculum and Pedagogy Review, Students Manual etc.

All faculty members and Chairpersons of different Areas and Activities have a functional and an administrative reporting relationship with the Director.

2.1.3. Effective Governance Indicators

2.1.3.1. Grievance redressal mechanism

The institute has Student Grievance Redressal Committee, Anti- ragging Committee and Sexual Harassment Committee headed by the Principal and Dean, Administrative Officer, Faculty members and Hostel Wardens as its members to address the grievances of students' community. The committee also offers counselling services if any personal problem is reported.

Grievance Redressal Committee (GRC):

i. The students of TSM are informed about the existence of such a committee, the members and the procedure of submitting grievances-academic or non-academic.

ii. The Grievance Redressal Mechanism does not replace their existing establishment(s) of TSM. Students must approach the respective primary establishment(s) within TSM campus first. Only unresolved cases are referred to Grievance Redressal Committee (GRC).

iii.   In this context, the aggrieved student is required to submit the grievance or complaint in writing to the Director of TSM. Students are advised to make a detailed submission of grievances along with necessary evidence(s)/ document(s).

iv.   The Director convenes a meeting within ten working days of receiving the complaint. To facilitate expedition of multiple cases during a period, the coordinator takes a call for convening the meeting by collating all the cases. Members of the committee discuss and suggest remedial steps or deal with the grievance as appropriate.

v.   The redressal meetings are convened with a quorum of minimum three members including/excluding the coordinator.

vi.   The report, only in case of remedial steps suggested by the committee, is submitted to the Director within five working days of the meeting.

vii.   The decision of committee is communicated to the student within three further working days. GRC will also ensure proper and timely execution of suggested remedial steps through respective establishment(s) of the Institution

Anti- ragging Committee and Sexual Harassment Prevention Committee:

Activities of the Committees are as follows:

- Enable the students to take up the online anti-ragging Affidavit by Aman Movement.

- Have coordinate installation of CCTV system and cameras in the college and hostel premises to take to provide a sense of security and comfort.

- Displaying circulars on anti- ragging principles and committee members with their contacts

- Putting up banners and posters giving information on Anti-Ragging helpline – displays

- Sensitize students and staff through awareness programmes on sexual harassment

The existence of such Committees provides a smooth and conducive learning environment in the Institution.

2.1.3.2. Transparency

TSM has a mandatory disclosure column in our official website, wherein we disclose AICTE Mandatory disclosure, Annual Quality Assurance Report (AQAR) and National Institutional Ranking Framework (NIRF) data. Apart from that the details of Board of Governors, Members of the Faculty, Program structure, fees structure, admission process, placement brochure, alumni details are also available for ready reference.

Transparency in Student Placement:

TSM has a transparent placement mechanism which accepts nomination from the eligible students who are interested in the given job description.

Transparency in Student Assessment

As regarding continuous Assessment (CA) component:

a) The test papers are shown to the students for verification.

b) The quiz papers are made online and answers are shared to the students for verification.

c) The valued assignments are returned to the students.

Students are actively encouraged to seek clarification and get their doubts cleared with the faculty/Programme Chair.

Transparency in the examination system:

The examination system at TSM is highly transparent, consistent and robust with the following features:

➢ Use of evaluation templates

➢ Random check of the valued answer scripts by another faculty

➢ Opportunity for review of answer scripts by students

➢ Provision for revaluation

➢ Transparency session is organized for every end-term examination where the corrected answer scripts along with the key/evaluation sheets are distributed to the students for review and the concerned course faculty members will also be available at the venue to clarify the queries raised by the students.

Transparency in Faculty/Student Selection:

Transparency is Faculty/Student section is enabled through a fair set of procedures involving fellow Faculty, Administration and the Members of the Governing Board. The Faculty Committee constituted for the purpose ensures transparency by involving all the faculty at different levels of selection procedures

2.1.3.3. Leader and Faculty selection process

TSM has a robust and fair recruitment policy as set by the Board. The Board of Governors/Chairman as authorised constitutes a Search Committee constituting of the members of the BOG, external experts as appropriate to evaluate candidates for the position of Head/Director of the Institute. Based on the recommendations of the Committee and the subsequent interactions with the Correspondent/Chairman, the leadership position is firmed up.

The Institution seeks diversity in its faculty recruitment. The advertisements are published in newspapers; websites etc. and interviews are conducted with external stakeholders participating in selection procedures

Procedure for Faculty Selection

Faculty recruitment is done through references from known sources to highly qualified PhDs from IIMs, IITs, NITs and direct applications received and by notification in the Institutional website on career opportunities.

- The inputs of Area Chairs and Director on the profile of the candidate are taken and the candidate's credentials are informally verified through references.

- The candidate if short listed will be invited for a seminar followed by question and answers session in the presence of the faculty members. After the session feedback is collected from all the members attending the seminar.

- Faculty Panel consisting the Principal and Area Coordinators/ Programme Chairs and senior faculty interviews the candidate and the recommendations are forwarded to the Director and Board of Governor's panel.

- Faculty Recruitment Committee of the Board of Governors panel (consisting of the Chairman, the Director and another Board Member) interviews the candidate and considering the inputs from faculty seminar and the Faculty Panel decide on the appointment or otherwise and finalise terms as applicable. Besides suitability from an academic perspective, one important attribute expected in a potential TSM faculty is cultural fit and this aspect is carefully assessed at the time of interviews.

- The selected candidate will be given the offer letter in the prescribed format.

2.1.3.4. Stability of the academic leaders

TSM is part of an established educational group of institution serving the needs of local population. The very existence and success of the fairly new Post Graduate Diploma Programme to the South India for more than a decades indicates that TSM is very particular on its performance, backed up with core values, relevant to the regional needs. This is reflected in its culture, recruitment, admission, teaching and placement.

The academic leaders of the Institution including the Correspondent, Chairman and Members of the Board, Director, Principal and the Programme Chairs have all been associated with the Institution well over 5 years. The Area Chairs and other academic administrative positions are appointed on rotation basis in order to expose the faculty to the demands of academic administration, enrich their own profiles and deepen institute's bench strength. More so, such positions have generally been given to resources with adequate exposure to the institutional systems and procedures.

Such meticulous measures enable the institution to maintain the legacy and strengthen the institutional systems to meet the emerging needs

2.2. Financial Resources

2.2.1. Budget Allocation, Utilization, and Public Accounting at Institute level Financial management and resource mobilisation:

The Institute has established a structured system of budgeting for effective allocation of financial resources and budgetary control system to ensure efficient utilization of such resources. The budget development process of estimating the requirement of funds for various academic, allied and support activities of the Institute is carried out through involvement and participation of Chairman, Director and Finance Officer. Budgetary Control of comparing the budgetary allocations with the actual utilization of resources for analysing deviations is exercised at periodic intervals.

a) **The Budget Cycle of TSM:** The Institute's budget preparation is an annual planning process commencing in November / December every year. The Head of Finance (Controller of budget) coordinates with the Director, Activity Chairpersons (like Admissions, Placements, Library etc.) and heads of committees as well as Faculty members for preparing the budget for the forthcoming financial year based on previous year's data and the new initiatives planned for the forthcoming year. In the month of January, the initial budget proposals discussed in detail with the Director along with the concerned departments / area and activity heads for any additions / deletions in the budget. In the month of February/March, the budgetary proposals are submitted to the Chairman for discussion and approval. The final approved budget is received from the Chairman in the month of March/early April every year.

b) **Budget Implementation**: The following procedures are followed to ensure that all expenditure incurred is in accordance with the approved budgetary allocations:

i. **Constitution of Purchase Committee / Price Negotiation Committee (PNC):**

The Purchase Committee / Price Negotiation Committee is constituted to achieve buying efficiencies. In general, the constitution of the Purchase Committee / Price Negotiation Committee is as following:

- Finance Officer

- Administrative Officer

- A member from the founding institution, Loyal Textile Mills Ltd.

ii. **Approval of PNC Proposals and Decisions on Contracts and Procurement:**

All capital expenditure finalized by the PNC to be finally approved by the Director/Chairman/Correspondent. Any expense exceeding the Purchase Order needs to be re-approved by the PNC before settlement of account.

All requirements for purchases/services to be negotiated by PNC except procurement of small urgent requirements / items, which shall be ratified by the PNC in its next meeting.

iii. Periodical Analysis of Budget vs. Actual Expenditure:

The analysis on budget vs. actual expenditure is carried out by the Head of Finance and the report is discussed with the Director.

Summary of current financial year's budget and actual expenditure incurred (for the institution exclusively) in the three previous financial years.

Total Income at Institute level: For CFY, CFYm1, CFYm2 & CFYm3

CFY: Current Financial Year, CFYm1 (Current Financial Year minus 1), CFYm2 (Current Financial Year minus 2) and CFYm3 (Current Financial Year minus 3)

Table no. 2.2.1 a - Total Income at Institute level For CFY

	Income (in rupees)				Total Income
	Fee Received	Grant Received from Govt.	Grant received from Industry	Other Sources (Specify)*	
CFY	84,725,400.00	-	-	28,132,177.00	112,857,576.00
CFYm1	75,339,000.00	-	-	17,790,126.00	93,129,126.00

* Hostel rent, Interest received from bank, Application and Exam fee, Faculty Development Programme and Consultancy fees.

2.2.1.1. Adequacy of budget allocation

At the time of budget preparation all the activity and infrastructure-related requirements for the ensuing year are sought from the relevant heads and are reviewed and collated and consolidated. In respect of major capital expenditure, a careful phasing/prioritising of the expenditure over multiple years is done from the point of view of efficient cash flow management.

The director and the finance officer carefully go through the expenditure plan to see that the budgeted amounts are adequate from the point of efficient management of TSM's core programmes. This is done by comparing the previous years' expenses, planned activity levels and new initiatives, inflation etc. No item of expense is subjected to arbitrary cuts. It has been our experience over the years that budgeted expenses generally have been found to be more than adequate

2.2.1.2. Utilization of allocated funds

The budget allocated across the various heads has been properly utilised as per the proposed plans. The Administrative Department is directly involved in monitoring the spending of budget amount and do the necessary correction then and there to get better yield out of the budget provisos.

Priority was given to student development initiatives, faculty and staff welfare and development activities. The amount budgeted for major works, nature of the construction, up-gradation of existing infrastructure, procurement and maintenance of common utilities, house-keeping, gardening, lab development, internet, WIFI facilities, Library books purchase HBR cases subscription are properly met out by better utilisation of budget every year.

In addition to the above, expenses related to student development like purchase of high standard Text books, inviting Highly qualified Industrial experts/Professors for Guest lectures, Training for soft skill, placement training, industrial visits, etc are well planned and due expenses made to yield better results to the student community. Scholarships are given to the deserved students every year. Apart from above, financial support is being budgeted and provided annually for Student managed Inter collegiate Management meet 'Yukti' and Infrastructure for Student run Cafeteria in order to encourage the entrepreneurial spirit of the students

New and novel initiatives in relation to curriculum or extra-curricular activities is met through provisions in the miscellaneous accounts. In the academic year 2021-22, the Institution organized an area level Plogging event to sensitize the citizens on the theme "Save Earth". The event was hosted and financially supported by the institution.

2.2.1.3. Availability of the audited statements on the institute's website

As of now, the audited statements of accounts of the college are not made available on the institute's website. However, this can be done with the permission of the Management in due course.

TSM – Organizational Chart

Board of Governors

Director/ Principal

Faculty Council

IQAC

Program Chairs/Deans

Board of Studies/Academic Council

Finance & Admin

Faculty

Area Chair

Admission

COE

Placement

Alumni

Library

IT