

NATIONAL BOARD OF ACCREDITATION

**EVALUATION CRITERIA AND GUIDELINES
FOR
ACCREDITATION
OF
MANAGEMENT PROGRAM
[MBA]**



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PRE-REQUISITES

FOLLOWING ARE THE PRE-REQUISITES WHICH MUST BE SATISFIED BEFORE AN INSTITUTION APPLIES FOR ACCREDITATION OF THE MANAGEMENT PROGRAMME [MBA] IN A DEPARTMENT:

1. At least two batches of Management program [MBA] should have graduated.
2. At least 33% of the faculty associated with the Management Program [MBA] should have a Ph.D. Degree and the remaining with Master's Degree in the related areas.
3. The minimum number of faculty in the Management program [MBA] is 8 for a batch of 120 students.

The Chairperson and the Evaluators of the visiting team are requested to use the **“Criterion Satisfaction Checklist”** provided in the **“Evaluation Criteria and Guidelines for Accreditation of Management Program [MBA]”** as worksheet for posting of points against each sub-criterion, as specified in the Criterion Satisfaction Checklist and return the same along with the Evaluation Report.

EVALUATION CRITERIA

Sl. No.	Criterion	Max. Points
1.	ORGANIZATION'S MISSION, GOVERNANCE AND LEADERSHIP [120 POINTS]	120
2.	INPUT [ENABLERS] [360 POINTS]	
	2.1. Students	35
	2.2. Faculty	50
	2.4. Physical Infrastructure	40
	2.5. IT Infrastructure	50
	2.6. Library	55
	2.7. National and Global Input	35
	2.8. Quality Assurance Policy	40
	2.9. Finance	55
3.	PROCESSES [360 POINTS]	
	3.1. Academic Assessment Process	100
	3.4. Placement Process	40
	3.5. Research and Development Process	45
	3.6. Leadership and Governance	20
	3.7. MDPs Consultancy Process and Industry Interaction	75
	3.8. Faculty Appraisal and Promotion Policy	40
	3.9. Internationalization Process	20
	3.10. Staff Appraisal, Development and Promotion Process	20
4.	OUTCOME [RESULTS] [360 POINTS]	
	4.1. Academic Results	55
	4.2. Placement	60
	4.3. Value and Ethics Centric Outcomes	25
	4.4. Entrepreneurship and Job Creation	10
	4.5. Industry Interaction	55
	4.6. MDPs	36
	4.7. International/Global Linkages	24
	4.8. Research and Innovation	30
	4.9. Stake Holders Satisfaction	40
	4.10. Contribution to Society	25
	TOTAL [1+2+3+4]	1200

GUIDELINES FOR EVALUATION

1. Checklist is to be read in conjunction with reference to all items and norms of evaluation.
2. The score for non-performance of any dimensions, in all cases, will be zero.
3. With credible evidence in each case [Low, Medium, High] the numerical evaluation will be in the interval of next to higher bond of preceding level and higher bond of the current level.
4. Fractional marking should be avoided.

Illustration of evaluation: for Section 1.16:

- a) If the criteria are not met, **zero** marks can be given in the case of non performance.
- b) As per the Checklist, if the criterion fulfilled for the case is **“LOW”** then evaluation can be between 1 to 5 marks depending on fulfillment of the criterion.
- c) Similarly for medium case, between 6 to 9 marks and for high case between 9 to 10 marks can be given.

ACCREDITATION CRITERIA

1. The program gets the status '**Accredited**' for next 5 years from the date of issue of the letter from NBA, if it gets a minimum score of 900 points and scores minimum qualifying 60% marks in each of the criterion specified.
2. The program gets the status '**Provisionally Accredited**' for next 2 years from the date of issue of the letter from NBA, if it gets a minimum score of 720 points and scores minimum qualifying 45% marks in each of the criterion specified.

The Institution may apply after overcoming the weaknesses/ deficiencies to upgrade their status to '**Full Accreditation**' of the program.

3. The Program gets the status '**Not Accredited**' if it gets the score less than 720 points.

CRITERION SATISFACTION CHECKLIST

1. ORGANISATION'S MISSION, GOVERNANCE AND LEADERSHIP PATTERNS						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
1.1	Clarity of Mission	6		The mission clearly states the history and identity of the school (2)	The role of the advisory board is clearly delineated. (4)	The budget details are updated annually and modified with changing expenditure patterns (6)
1.2	Effectiveness of B-School Governing Body - Its identity, its role and scope	6		The governing body regularly meets its stakeholders - parents, students, alumni, experts etc, and discusses the relevant developments. (2)	The governing body has a participative decision making process involving all stakeholders.(4)	The Governing body defines the scope of work pertaining to infrastructure development, curriculum and school welfare, and records are systematically maintained (6)
1.3	Clarity of strategic objectives	6		The school maintains a program conducive to preparing students for the world of work.(2)	The school strategizes on opportunities in national/ international markets and regularly updates opportunity information (4)	The vision for future development ensures quality that is tied in field research (6)
1.4	Periodic assessment for making the activities and processes consistent with the mission	7		All programs are regularly updated and documented (2)	The advisory board regularly assesses the standing of the school and its activities.(5)	Regular assessment of resources, budgetary allocations and expenditure is carried out (7)
1.5	Alignment between School's culture and operational values	6		The school ensures cultural diversity within an overall unity, consistently every academic year through a streamlined admission process. (2)	Inclusive education is encouraged across domains - with seats for students from minority groups and students who are differently abled (4)	Core values, such as emphasis on excellence credibility, decision making skills, effective communication, ethical behavior and the like, are consistently imbibed in the students through focused group activities. (6)
1.6	Match between strategic objectives and resources / constraints	7		Regular talks and interactions with experts from the job market. (2)	Activities, such as interaction with national, international faculty, participation in conferences and exchange programs are carried out (5)	Focus on developing research skills and writing research papers through regular workshops and skill building sessions (7)
1.7	Effectiveness of external and internal decision making structures and Coherence in external and internal decision making structures	6		Periodic meetings are conducted between students and faculty to discuss new programs and opportunities (2)	Periodic review meetings are conducted between faculty and the governing body, and with academic experts to discuss curriculum progress (4)	Periodic assessment of the changes that are introduced in response to the discussion outcomes , maintaining coherence (6)
1.8	Review of School's strategic position every 3 years	6		The school monitors its annual progress and reviews its strategies every three years (2)	Awareness of performance and progress of other B Schools watched over continually (4)	Benchmarking its own performance to national and international standards of top-ranking B schools in the last three years (6)
1.9	The process of innovation and continuous improvement (B school to outline the relevant processes)	10		The school has ensured working on projects and programs that have a scope for fostering creativity and diverse thinking. (3)	Encouraging nascent ideas and building an environment conducive to innovation through workshops and experiential learning (6).	Creating an environment for enriched thinking and problem solving through brainstorming sessions and creativity workshops (10)
1.10	Strategies deployed for meeting any exigencies (B school to outline the relevant processes)	6		Providing quality education as per the demands of the job market so as to ensure that students are up-to-date with technology and skills (2)	Ensuring sustainable growth of the B school as reflected in its academic attainments and external linkages, to meet any exigency (4)	Building a streamlined placement network and process that will ensure jobs for future batches without faltering in case of exigency (6)
1.11	The extent of involvement of corporate in the B-School's functioning	8		Corporate representatives being part of the B School Board and taking an active part in curriculum and placement decisions (2)	The institute being made aware of corporate opportunities, with availability of internships. (5)	Building a corporate student mentorship program that helps build a formidable network (8)
1.12	School's main functional characteristics reflected in the mission and vision statements of the School	6		Resources namely accommodation, library, sports, labs, canteens, internet facilities and recreational facilities are adequately provided. (2)	Positioning of the school at national level - monitored through ranking system (4)	The school's mission regularly refined/upgraded to assimilate new learning from interactions and experience sharing with international schools (6)
1.13	Logistics of the formal mechanisms for internal Quality Assurance & Processes and Indicators used to monitor overall performance	7		Periodic review of policies for quality assurance is carried out (2)	Overall performance is monitored at student and faculty level to understand change in processes, if any (4)	Involvement of stakeholder opinions to improve quality of infrastructure and programs (7)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
1.14	Collective Leadership and its Vision for the School and its excellence	7		Leadership focus on academic excellence in the school at a collective level (2)	Building leadership acumen in its students and encouraging collective leadership to deal with tasks at school and taking up of new initiatives (5)	Encouraging participative leadership programs to teach students leadership and management skills (7)
1.15	Accountability of decision making in Institutional Processes	10		Transparency maintained by the governing body regarding its policies and decisions taken therewith (3)	Involvement of all stakeholders for ensuring accountability in the governing decisions (6)	Maintenance of periodic records and their assessment (10)
1.16	Ways adopted by the Institution to sustain its ownership of the stated core values	10		Encouragement to launching of outreach programs to make a social impact at the local level to begin with (4)	Adoption of primary/higher secondary level schools to provide weekend classes to the underprivileged children (6)	Providing leadership training to the students who are in graduate colleges (10)
1.17	Compatibility of resources to the aspirations reflected in the mission and program objectives	6		School brochure highlighting the profiles of the students and faculty mentioning their current and past achievements (2)	Upgradation of infrastructure and resources on a regular basis (4)	Faculty training and improvement programs conducted annually for skill need domains (6)
TOTAL POINTS		120				

2.0. INPUT [ENABLERS] [360 points]

2.1. STUDENTS

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.1.1	Transparency in selection processes for students	8		Entrance examination patterns are revealed, scoring procedure is clearly mentioned (2)	Results of the entrance examination are clearly mentioned, along with the guidelines for the interview (5)	Interview panel consisting of experts from outside the B School, with clear timeline for interview process (8)
2.1.2	Gap,if any, between intake capacity and the number of students admitted	6		Management should have a clear vision of the availability of the resources to plan the student intake (2)	Faculty to student ratio of 1:2 to be maintained (4)	Students should be from diverse backgrounds; international students should also be given admission based on the rules of the school (6)
2.1.3	Quality of students enrolled	6		Students' profile to be thoroughly reviewed for identifying any character issues (2)	Students with high grades and experience should be called for interview (4)	Students should be assessed on both technical skills as well as soft skills (6)
2.1.4	Congruence between the announced application cum admission processes and actual practices as reflected in the admission activity	5		The registration kit should contain detailed information about the courses and programs (2)	The procedure of selection in terms of the criteria for selection like the required skill set and experience is well spelled out (3)	Stringent screening process, wherein the initial cut off is on par with the other B schools (5)
2.1.5	The nature of approval requirement for determining the guidelines for admissions and identification of the competent authority	5		Rules for selection procedure are established after discussing with the board members and academic experts(1)	Review of the guidelines by the competent authority annually before the interview process (3)	Members of governing body of the other top B schools etc are invited to be on the board of management (5)
2.1.6	Correlation between quality of admissions and final results .	5		The skill set required for B school admission are identified as per market demands (2)	Aptitude test is used for initial screening; semi structured interview method is adapted, along with group discussion (3)	Panelists with wide experience and exposure to corporate life are chosen (5)
TOTAL POINTS		35				

2.2. FACULTY

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.2.1	School's faculty strength - the headcount and the quality in conformity with AICTE norms (B-School to provide full data and details)	6		Faculty should possess the requisite qualifications such as doctorates and relevant work experience (2)	The least strength of full time faculty suitable for any B-School should be in the range of 15-20 (4)	Any B school should have corporate representatives as visiting faculty (6)
2.2.2	Faculty - Student Ratio as per the AICTE norms	6		Faculty to student ratio in a B school should be 1:2, i.e. 2 students per faculty (2)	Faculty to student ratio should be such that faculty can provide full time assistance to students during their internship (4)	Part time faculty is required for other projects etc. (6)
2.2.3	Ratio of full-time faculty to part-time faculty	6		Strength of full time faculty in the B school is greater than that of the part time faculty but falls short of the ideal (3)	Strength of full time faculty in the B school is thrice as much as part time faculty, i.e. 1:3 ratio (4)	The ratio is as per AICTE norms and practices(6)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.2.4	Faculty Qualifications as per AICTE norms (B-School to provide full details)	6		Management degree from a reputed B School (2)	PhD from reputed institute with publications; good at soft skills (4)	International exposure in terms of conferences, workshops attended, etc. (6)
2.2.5	Average period of faculty retention (B-School to provide the data)	6		Appropriate reinforcements and feedback (2)	Clarity of roles and expectations (4)	Adequate resources, encouragement to publish papers and faculty development programs (6)
2.2.6	Recruitment and Promotion policies of the faculty (B-School to outline the policies)	4		B-school needs to have clear rules and regulations for recruitment and allocation of tasks. Workload ought to be clarified to the recruited faculty (2)	Faculty performance need to be appraised frequently based on which feedback and promotions to be given, and a timely review of the workload made (3)	Recruitment and promotion policies of the faculty follow the well advertised standards set by the board of governors of the institution(4)
2.2.7	Nature and extent of the faculty exposure to the world of work (B-School to provide details of such exposure)	4		Faculty should be encouraged to do consultancy for corporate (2)	B School should have MOU's signed with few corporate organizations to facilitate faculty's close working with these corporate (3)	Each faculty mandatorily spends time in the world of work keeping in view the well advertised policies of the institution(4)
2.2.8	Faculty development policy with specific instances of its observation (B-School to outline the policy and provide relevant details)	4		The faculty should be encouraged to attend conferences internationally (2)	B School should have MOU's signed with few national/international B Schools to enable faculty to do their sabbaticals there (3)	The faculty has the option of a periodical sabbatical with full pay for pursuit of a agreed program of work(4)
2.2.9	B school 's policy for engagement of outside experts in curricular activities	4		Visiting faculty should be chosen from among people with broad and significant corporate exposure and experience in relevant disciplines (2)	Experts should be invited to deliver guest lectures on current happenings of national and global significance in the world of business (3)	The B school has a well established policy of consultation with established subject experts for curricular activities(4)
2.2.10	Evidence of the research aptitude of the faculty	4		??Faculty student ratio be in conformity to international standards at 1:2 i.e. 2 students per faculty (2) (Editor's view: It's irrelevant for this category)	Faculty with journal publications and conference papers to their credit should be chosen (3)	The faculty regularly reports its research work to the peer level group and the reporting authority as per well advertised policy of the board of governors of the institutions(4)
TOTAL POINTS		50				

2.4. PHYSICAL INFRASTRUCTURE

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.4.1	Nature of the geographical access	6		B School is located in the centre of the city (2)	Transport facilities are made available by the B School (4)	Public transport facilities are easily accessible and close to the B School (6)
2.4.2	Infrastructure to support quality education in terms of learning and environment	6		B school has good quality furniture for students and faculty (2)	B School is spacious and has good potable water and sanitary facilities (4)	B School is located amidst silent environs, with no noise pollution, and there is greenery around (6)
2.4.3	Space facilities in terms of Auditoriums / Seminar Room / Conference Room, Classrooms, Cafeteria, Open Space, recreation facility etc.	6		B School has good auditorium with quality sound system for students and faculty (2)	B School has latest gadgets and technology to support new age learning with the help of technology (4)	There is availability of a cafeteria and recreational facility (6)
2.4.4	The extent to which the teaching rooms are equipped with learning aids (Indicative list enclosed).	6		The class rooms are well furnished with latest technology to aid lecturing and presentation (2)	All the students have computers for themselves with a 24-hour of internet facility (4)	The students are encouraged to use the facilities such as video conferencing regularly with respect to their course work (6)
2.4.5	The nature and extent of the common academic facilities shared with non management programmes .	5		The available hi end technical facilities are shared among different specialization groups (2)	The B School has other facilities in terms of a good auditorium, conference rooms, etc. as per the international standards (3)	The B school has good facilities for sports and recreation (5)
2.4.6	Landscaping and aesthetics of the Campus	6		Campus is very close to the nature, with lots of trees and plants (2)	Bright colorful paints are used for the buildings (4)	Parking lots, garbage collection points, etc. are tidy and well organized (6)
2.4.7	Adequacy of the hostel facility to meet the daily requirements of student life	5		Students have good spacious independent rooms with furniture (2)	Hostels have good water and sanitation facilities, and facilities to wash and dry clothes (3)	Married students have the facility of family apartments (5)
TOTAL POINTS		40				

2.5. IT INFRASTRUCTURE						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.5.1	The extent of technical competency of the supporting staff in operating ICT systems	5		The supporting staff deployed have skills at par with those dictated by the software needs of the B school (1)	The supporting staff are encouraged to interact with the students and professors to know the need for the appropriate software (3)	The supporting staff are highly qualified, and appropriate and timely training is provided to them on the basis of requirements of the software (5)
2.5.2	A detailed and illustrative account of the nature and extent of use of instructional kits (To be provided by the B-School)	5		The instructional kits are used only in the initial phase of the installation (1)	Students and faculty are given complete information in advance about particular software(s) to be used in their courses prompting them to examine and follow instructions (3)	The B-school keeps track of the upgradation of the software(s) in the market, procures and installs latest versions ensuring thus a wide use of instructional kits by students and faculty (5)
2.5.3	An elaborative account of the state-of-the-art hardware and software installed in the computer lab (To be provided by the B-School)	7		The B school has computers to students ratio of 1:1 i.e. one computer per student (2)	The software required for students and faculty as per their course requirements is made available immediately (4)	The B School has the requisite high end machines and hardware which are at par with the international standards, and all the requisite latest software is made available (7)
2.5.4	The extent of access and usage of Intranet, Internet learning platforms, computers.	7		Students tend to use internet facility only to browse contents related to their specific domain areas (2)	Students and faculty tend to browse the internet to share contents amongst themselves, but use intranet to engage in interactions and discussions (4)	The B school uses internet and intranet regularly to stay connected with its alumni, partners, students and faculty. Internet is browsed extensively for research topics too (7)
2.5.5	The extent of access to electronically enabled system in residential and recreational premises of campus	7		The departments alone are enabled with wi fi facility for the past 3 years (2)	The entire campus is enabled with wi fi facility and hence the usage of net has increased (4)	The B school uses latest technology in both academic and recreational facilities within the campus (7)
2.5.6	The extent of the access and usage of video conferencing and management related softwares	7		Video conferencing is being used for the past 2/3 years (2)	Video conferencing facility is made available only when the faculty and students need to participate in international discussions (4)	Both students and faculty have video conferencing facility at their disposal anytime they need to interact with their industry partners, research partners, international partners (7)
2.5.7	Availability and maintenance of Learning platforms and extent of their use by faculty	12		The urge to continuously learn from its various allies is demonstrated in MoUs signed, joint programs held in the last few years (4)	B school has institutionalized continuous learning from its partners both corporate and research through such processes as collaborative seminars and lectures (8)	B school has been providing international exposure to its students and faculty through lectures and seminars delivered by invited experts on the latest topics, and is proactive in organizing internship for its students with leading corporate (12)
TOTAL POINTS		50				

2.6. LIBRARY						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.6.1	Books	6		The reference books and textbooks are equal in number(2)	The reference books have a regular budget for updation and so have the textbooks(4)	The library maintains international standards; has updated its technology to keep track of all the books available in the market and is connected to main supply points for an easy procurement of books(6)
2.6.2	Journals (e-Journals, National, International)	6		A few journals are available(2)	There is accessibility for national journals in all management areas (4)	B school has accessibility for international and e-journals in all management areas (6)
2.6.3	Availability of Online Databases	6		There are very few online databases (2)	Online databases are available for most of the areas of management (4)	Online databases are available for all the branches of management (6)
2.6.4	Availability of Management Films and Video Cases and other storage materials and the extent of their usage	5		There is neither access to nor facility for management films or videos (2)	Management films are used rarely, nor are these related to the course (3)	Management videos and films are regularly used to explain concepts (5)
2.6.5	Range of Library Management Software (e.g.. Slim21, Libsys, Libsult, SOUL etc)	8		Library software are not available (2)	B school has library software but its usage is minimal (5)	Library software are used very extensively in the B School (8)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.6.6	Nature of support services for field work	6		Field work has to be taken care of completely by the student (2)	Professors and Guides tend to help in field work through contacts and resources (4)	B School has MOU's etc with other institutes and corporate (6)
2.6.7	Working hours of library and the reading room	6		Library is open only during the day (2)	Library is open until late evening and students have access to the reading room (4)	Library is open on weekends and is open until night with reading room facility (6)
2.6.8	Channels of users' feedback and the extent of its utilization	6		Library has no system in place to obtain any feedback from any one and is not keen on improvising (2)	Only Professors' and senior students' evaluations are considered (4)	Feedback given by both students and Professors are evaluated; explanation provided and implemented (6)
2.6.9	Extent of inter library network	6		Library is not connected to any national or international library networks (2)	The main library keeps track of all the books available in the market and is connected to main supply points for an easy procurement of books (4)	The library maintains international standards; has updated its technology to keep track of all the books available in the market and is connected to main supply points for an easy procurement of books(6)
TOTAL POINTS		55				

2.7. National and Global Inputs

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.7.1	Policy of the school for National and International collaborations	8		The policy for international collaborations was initiated just 3 years ago (2)	Policy for national and international collaborations is clearly delineated (5)	There are MOU's being signed with both leading national and international B Schools (8)
2.7.2	Quality of the School's National and International academic partnerships	5		B School has minimal connections with other academic institutes (1)	B school has a high exposure at the national level but very low at the international level (4)	In its bid to get quality exposure, B school has clearly identified academic partners at both national and international levels (5)
2.7.3	Appropriation of the main National and International strategic alliances	5		The B school started establishing national and international strategic alliances just 2 years ago (1)	The B school has well structured alliances with other national and international B schools (3)	B School has its students, faculty and alumni involved in the alliances with the other leading B Schools (5)
2.7.4	The nature of National and International Exchange Programs	6		There is a marked increase in B school's exchange programs at national and international levels (2)	The interaction happens as per the need and requirement of both the participating institutes (4)	The purpose of interaction is clearly identified, with well spelled out objectives (6)
2.7.5	Quality of School's National and international corporate partnerships	5		The partners come together to fulfill the basic need of having international exposure (1)	The partners have clearly defined need and hence maintain the quality required to satisfy the need (3)	The partners maintain a governing body comprising of experts to evaluate their interaction (5)
2.7.6	Research collaborations with other institutions	6		The B School has begun collaborating with other institutes to enhance its research capabilities and outputs in the last few years (2)	B School has identified the institutions for research collaboration and also entered into formal tie ups (4)	B school has MoU's signed for research collaboration with scope for faculty interaction and guidance for the students also (6)
TOTAL POINTS		35				

2.8. QUALITY ASSURANCE POLICY

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.8.1	Implementation Legacy of B-School's Quality Assurance Policy	8		B school has maintained records of all its activities (2)	B School has a department assigned to deal with quality assurance issues, and its working is regularly evaluated (5)	B school has international standards as its benchmark for its quality, and it endeavors to live up to it (8)
2.8.2	Nature of internal assessment process to ensure quality in design and delivery of management education.	8		The faculty members periodically interact and meet up with the chairperson of the governing body, and their performance is regularly evaluated (2)	There is peer review process for both the students and the faculty (5)	The management tends to evaluate the performance of the faculty by hiring an external consultancy firm based on which rewards are decided (8)
2.8.3	Nature of the curriculum review process and extent of consultation with stakeholders for the purpose	8		The faculty and the management group tend to review the curriculum (2)	Other institutes' faculty and industry experts are involved in curriculum review process (5)	Faculty from international B Schools and overseas industry executives are included in the review panel (8)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.8.4	Nature and use of the employer organizations' feedback in teaching and learning processes	8		Feedback from the employer organizations is obtained regularly on a yearly basis (2)	Feedback from employer organizations is obtained every 6 months, and faculty and students make use of this to improve teaching-learning processes (5)	Employer organizations provide feedback based on inputs from the consultancy firm, and they cross check to ensure the feedback is applied by the faculty and other staff (8)
2.8.5	Nature and use of the support provided to develop and apply the real world practices based content of the curriculum	8		The management encourages the faculty to regularly update its curriculum to be in tune with the demands of the job market (2)	Financial support is provided for quality improvement programs of the faculty and for bringing in industry experts for seminars etc. (5)	The Faculty are encouraged to attend international conferences and seminars (8)
TOTAL POINTS		40				

2.9. FINANCE

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
2.9.1	Effectiveness of funds sourcing practices to ensure a sound financial health of the B-School on a sustainable basis	8		B school depends on finances received from its trust (2)	B School continuously obtains sponsors from among the network of its alumni and other well wishers (5)	B school has sponsors from among the corporate and from some of the organizations of its governing body members representing industry (8)
2.9.2	The extent of the financial self sufficiency of the B school	8		B school is self reliant in meeting its funding requirements from finances generated by its trust and alumni network (2)	The school meets most of its funding requirements from the admissions fees and accruals from other projects (5)	B School is self-reliant in its funding from the projects, research, consultancy etc undertaken by the faculty, students and the overall administration of the school (8)
2.9.3	Financial performance of the B school over the preceding 3 years	7		The performance has been average, running basically on its trust funds (2)	The funds have been generated and are quite sufficient for the near future (4)	Funds are in excess and the school is making huge profits through admissions, projects etc (7)
2.9.4	Nature of the B-School's internal finance control and reporting system	8		The finance department of the school has effective monitoring systems over the expenditure (2)	The school has regular financial audits conducted by external institutions and governing body (5)	The school has experts in finance and expenditure, who regularly audit and check the expenses of the school and also provide expert assistance (8)
2.9.5	The nature and scope of the performance indicators, monitoring systems for the staff and faculty activity	8		B school conducts regular appraisals and tends to give feedback to the faculty (2)	B School tends to set clear goals and objectives for the faculty and trains the faculty based on the obtained appraisals and feedback (5)	The B School follows international standards for rating its faculty and tends to provide training by bringing in experts in the respective fields from other reputed B Schools (8)
2.9.6	Scope and range of funding sources	8		Funds are obtained from the management and its well wishers (2)	The school tends to obtain regular funds from the governing body and can use it at its freedom for academic purpose (5)	B School obtains funding from its alumni, research partners, national and international organizations because of its extensive tie ups (8)
2.9.7	Ways of Ensuring Accountability	8		B school has clear rules and maintains records to keep track of its expenses (2)	B School tends to take stock of its expenditure regularly by having meetings with its management, experts and its auditors (5)	Expenditure tracking is automated, and regular, constant checks are done with regard to the funds received and the expenses incurred with the help of the auditors (8)
TOTAL POINTS		55				

3.0. PROCESSES [360 Points]

3.1. ACADEMIC ASSESSMENT PROCESS

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.1.1	The nature of coherence of the School's portfolio of programs	4		B school follows a uniform syllabus for each of common specialization areas such as Organization Management ,HRM, Marketing, Finance, etc. across its different programs as prescribed by NBA/AICTE (1)	B-school ensures minimum number of teaching hours as prescribed by NBA (3)	B school has necessary teaching materials and facilities (4)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.1.2	Policies and Provision of students evaluation process	4		B school's credit system/grading system is in accordance with norms prescribed by UGC/AICTE/NBA((1)	Students' performance in term-end exams is evaluated by faculty from other B-schools/institutes (3)	The conduct process of term end exams is supervised by external examiners(4)
3.1.3	Effectiveness of program design to ensure the content, delivery methods and materials for programs are relevant, up-to-date and of high quality	9		B school fulfils both academic and world of work requirements((2)	The contents of course materials are set in the Indian context (6)	Contents of course materials are set in both Indian as well as international context(9)
3.1.4	Programs and practices used for development of managerial skills in the students in terms of practical work, summer placements, project work, group work, training in research and consultancy skills, etc.	8		B school organizes special lecture sessions and assignments to help students develop managerial skills(2)	B school conducts workshops and training programs for development of soft skills such as communication, interpersonal and leadership skills, and for personality development(5)	B school provides ample opportunities for its students to get practical exposure in different work organizations(8)
3.1.5	Process of review and revision of the program(s) with reference to business and industry needs	8		Program(s) is/are reviewed once in four years ((2)	Program(s) is/are reviewed once in three years(5)	Program(s) is/are reviewed once two years (8)
3.1.6	The nature of involvement of corporate stakeholders in the program design and delivery	4		B school invites resource persons from the world of work once in a year(1)	B school invites resource persons from the world of work once in six months(3)	B school invites resource persons from the corporate sector once in three months(4)
3.1.7	The extent of emphasis placed on reinforcement/renewal of learning among students in B-school's program delivery methods	8		There are quarterly lectures, presentations, case discussions and research article reviews by the students (3)	There are quarterly lectures, presentations, case discussions and research article reviews by the faculty members(5)	B school organizes guest lectures, training programs and workshops by external resource persons at short intervals throughout the academic year(8)
3.1.8	Periodicity of the course material distributed if any	4		Once at the beginning of the term(2)	Periodically distributed(3)	regularly distributed, always keyed with the class sessions to follow(4)
3.1.9	The regularity of Program Monitoring and Review Process - Evaluation by students and faculty committees - Periodic Review	4		Once every term (1)	Once in two months(3)	Once every month(4)
3.1.10	Quality of the program administration	8		There is transparency in all academic activities(2)	Proper records and documents are maintained for all the activities (5)	The institution has a clear articulated policy on the reassurance of the quality of the program administration(8)
3.1.11	Compatibility of B school goals with those of the Indian and Global Business partners	7		Goals are congruent insofar as meeting Indian and global industry challenges forms part of partnership agenda (2)	Goals are congruent insofar as meeting the Indian and global academic challenges forms part of partnership agenda(4)	Goals are congruent insofar as meeting the challenge of expanding the industry-academia collaboration to the Indian and global frontiers forms part of partnership agenda(7)
3.1.12	The avenues for students' pursuit of personal development agenda	7		There are once in two months lectures, presentations, case discussions and research article reviews by the students (2)	There are monthly lectures, presentations, case discussions and research article reviews by the faculty members (4)	There are regular guest lectures, training programs and workshops conducted by internal and external resource persons (7)
3.1.13	Mechanisms used by the B school to instill professional ethics in students' conduct	4		B school creates opportunities for exposure to professional ethics (2)	All B school members - management, faculty, students and staff are encouraged to live by a well articulated professional value system (3)	B school recognizes practice of good professional ethics by its members (4)
3.1.14	The extent to which school's programs instill societal concern among its students	4		Providing service to the society is an integral theme of instructions and activities at the B-School (2)	Students are encouraged to apply the concepts learnt and skills acquired for betterment of human existence (3)	B school encourages community participation in its various social and public cause initiatives and activities (4)
3.1.15	Opportunity time span for practical work or project-based work	3		once in two month(1)	once a month(2)	in a project mode lasting for more than two months(3)
3.1.16	The avenues and resources for development of students' communication skills	8		A fully functional communication lab (2)	Students are given responsibilities in all academic activities (5)	B school subscribes to newspapers and magazines, both academic and business- daily, weekly and monthly and regular discussions are held on management related current affairs (8)
3.1.17	Mechanisms and avenues for development of cross cultural skills in the students	6		B school has collaboration with different institutes across the country and overseas for joint programs and academic activities (2)	B school organizes regular competitions and activities which encourage inter-cultural appreciation (4)	B school encourages exchange of students and resource person from different cultural backgrounds at regional, national and international levels (5)
TOTAL POINTS		100				

3.4 PLACEMENT PROCESS						
S. No.	Sub-criteria	Points		Low	Medium	High
		Max.	Alloted			
3.4.1	Quality of student placements - extent and attractiveness of job offers	6		Up to 30% of students across all specialisation areas placed in reputed firms at medium to high salary packages (to be benchmarked against three national surveys of the years concerned) in last three years (1)	Up to 60% of students across all specialisation areas placed in reputed firms at medium to high salary packages (to be benchmarked as in the preceding column) in last three years (4)	Between 60 and 100 % of students across all specialisation areas placed in reputed firms at medium to high salary packages (to be benchmarked as in the preceding column) in last three years (6)
3.4.2	Nature of core and co-curricular activities of the institution undertaken continuously with concurrent placement preparatory work	12		Soft skills activities - personality development, awareness of issues of identity and legacy, communication, team work, interpersonal skills (3)	A good deal of practical world of work exposure is provided to students along with subject-specific instructions (8)	Alongside course work and co-curricular activities, students are able to devote enough time to pre-placement work of industry liaison, brochure development and communication with potential recruiters (12)
3.4.3	The nature of student counselling services	6		B-school has set up a counselling centre in the campus (2)	Career counselling and guidance sessions; programme for development of skills for professional success, and the like are organised regularly (4)	B-school has a Student Help Desk, and it also organises cultural activities and other organisational skill development programmes (6)
3.4.4	Nature of corporate involvement in the recruitment and placement processes	6		Strong network with corporates/industries/academic institutes is maintained (2)	B-school regularly invites corporate/industry people to deliver guest lectures, hold informal discussion sessions, participate in seminars, etc. (4)	B-school provides its students interludes of real work opportunities in reputed corporates/industries to enable them to apply theoretical concepts learnt in the classroom and hone new skills acquired during the course of their earlier field work, summer placements and project work (6)
3.4.5	The nature of encouragement provided to students to participate in co-curricular activities	5		Students are made to engage in individual development activity through such devices as seminars, presentations, article reviews and other activities (2)	Students are made to engage in group work such as group presentations, seminars, journal publishing, club work, cultural activities and the like in order to develop their team-work skills (4)	Students are required to establish fruitful connections with other institute students in terms of collaborative/reciprocal academic activities - presentations, seminars, research and management quiz and contests (5)
3.4.6	The extent of the support provided for student industry interaction	5		Students are given responsibilities for organising seminars, guest lectures and to invite resource persons from the industry (2)	Students are made to engage in group work such as group presentations, seminars, journal publishing, club work, cultural activities and the like in order to develop their team-work skills (4)	Students are encouraged to form/join alumni associations and organise and manage fruitful activities for it to help bring back industry people who once studied here (5)
TOTAL POINTS		40				

3.5 RESEARCH & DEVELOPMENT PROCESS						
S. No.	Sub-criteria	Points		Low	Medium	High
		Max.	Alloted			
3.5.1	Extent of the operational support provided to Research & Development activity	7		Funding support for research is provided by the B-school (2)	B-school provides other critical support in terms of in-house research infrastructure, and expert guidance over and above funding support (4)	B-school actively scouts for support from business and industry for its research endeavours (7)
3.5.2	The extent to which inputs and insights from research are used and for what purposes viz. curriculum development and updation, etc.	7		For improving research standards in the institute (2)	Research insights are used to address and resolve issues of corporate world/industry in limited geographic context (4)	Research insights are used to address and resolve issues of corporate world/industry in national and/or international contexts (7)
3.5.3	Nature and quality of Schools research output	11		All research is required to conform to the prescribed standards, and should find use in curriculum development for research coursework (2)	Publication in reputed national and international journals (7)	Research findings should help to sort out some industry issues/societal problems etc. (11)
3.5.4	The utilisation of B-school's research by corporate and world of work	11		Most research carried out by the B-school is focused on current industry issues and problems (2)	Most research carried out by the B-school directly addresses issues and problems of business and industry in regional and national contexts (7)	Most research carried out by the B-school addresses current industry issues and problems in international contexts (11)
3.5.5	Support provided to faculty for development of linkages with outside world	9		B-school provides leave for research projects which focus on outside world (3)	B-school provides support to obtaining funds for developing linkages with the outside world (5)	B-school provides financial support from internal resources, besides supporting in other ways, for obtaining support for linkages with the outside world (9)
TOTAL POINTS		45				

3.6 LEADERSHIP AND GOVERNANCE						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.6.1	The extent to which the board of governance is an actual player in decision making process of the institution.	8		Board members are consulted on institute's non-critical administrative issues only (2)	Board members are consulted on both faculty recruitment, promotion and separation issues as well as non-critical administrative issues (5)	Board members are involved in decision making in all the critical areas of governance such as those concerning students, faculty and management (8)
3.6.2	Proportion of board membership having actual background in research & development (in percent figure)	6		30 - 40 % (2)	50 - 60 % (4)	70 - 100 % (6)
3.6.3	Board's role in institute's corporate management and HR decisions	6		Only in appointment etc. at the very top level such as that of institute's Principal, Director, registrar, corporate affairs director (2)	In appointments of core faculty as well as top positions of director, principal, registrar, corporate affairs director (4)	Complete involvement of the Board in all HR and other policy decisions, all management decisions concerning capital expenditure and expansion plans and the like (6)
TOTAL POINTS		20				

3.7 MDPS, CONSULTANCY PROCESS AND INDUSTRY INTERACTION						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.7.1	Quality of MDP programs delivered	12		Only training programs (2)	Training programs and workshops for industry executives (7)	Training programs, workshops, and follow up with corporate for consultancy projects (12)
3.7.2	Number of corporate /organizations that come back for repeat utilization of institution's extension facilities	12		1-3 in a year (2)	4 - 5 in a year (6)	6 - 10 in a year (12)
3.7.3	Nature of companies and organizations (sector, size) which utilize institution's extension facility	4		Participating companies represent two industry sectors only (2)	Participating companies represent 2-5 industry sectors (3)	Participating companies represent more than 5 industry sectors (4)
3.7.4	Number of people who attended MDPS conducted by the institute in preceding 3 years	9		Minimum 150 (2)	250 - 400 (5)	More than 400 (9)
3.7.5	The process used to evaluate the learning outcomes among individual MDP participants and their organizations	9		Discussion with individuals and the employers (2)	Discussion with employers only (6)	Using checklists and advanced training evaluation tools (9)
3.7.6	Extent of faculty involvement in Executive Education	6		Once in two weeks (2)	Once a month (4)	Once in three months (6)
3.7.7	Main message points in institute's marketing communication for MDPS	7		Enhanced work output (2)	Customer satisfaction (4)	Both work output and customer satisfaction. ???Increasing turnover ratio (7)
3.7.8	The nature of overall customer orientation of the B school	7		Limited to offering only school programs and facilities (2)	Support to individual customer's special needs (4)	Support to individual customer's special needs as well as ensuring customer satisfaction (7)
3.7.9	Nature of links to the corporate world and their level and intensity - local, national, international (B school to provide full description)	9		B school undertakes training programs, workshops and consultancy projects for the industry at regional level only (2)	B school undertakes training programs, workshops and consultancy projects for the industry at national level (5)	B school undertakes training programs, workshops and consultancy projects for the industry at international level (9)
TOTAL POINTS		75				

3.8 FACULTY APPRAISAL AND PROMOTION POLICY						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.8.1	Nature of Faculty appraisal process - policies and practices of the B school	9		Appraisal is mainly based on self-evaluation by individual faculty members on such dimensions as job description, achievements in the past and future potential, etc. (2)	Evaluation is done by by appraiser/management/Board on dimensions such as achievements in the past - quality of work, productivity, use of initiative, team skills, customer care skills, training and supervisory skills, contribution to institute's promotion and welfare schemes (5)	Evaluation also includes appraisal by peer group on such dimensions as achievement in the past - quality of work, productivity, use of initiative, team skills, customer care skills, training and supervisory skills, contribution to institute's promotion and welfare schemes (9)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.8.2	Quality of self appraisal by faculty in the faculty appraisal process	9		Self-appraisal is done on a proforma containing standard personality evaluation dimensions besides seeking details of joining date, designation, qualifications etc. (2)	Self appraisal is done on dimensions such as work done in the past - quality of work, productivity, use of initiative, team skills, customer care skills, training and supervisory skills and other skills, extent of involvement in students' growth and development (6)	Self appraisal is done on dimensions such as work done in the past - quality of work, productivity, use of initiative, team skills, customer care skills, training and supervisory skills and other skills in different dimensions plus details of contribution to institute's growth and development (9)
3.8.3	Practices adopted for enabling the faculty to pursue research	12		Providing support in terms of permission from council/board of the institute/state or central government to carry out some specific research such as that on policy issues and action/applied research (2)	Providing permission with adequate financial assistance to carry out project work and other academic activities with national and international institutes (7)	Support also includes detailed guidelines/MOU for tie ups with regional, national and international institutes in terms of any academic activities or project work (12)
3.8.4	Institute's faculty retention policy, if any (Institute to provide detailed description of relevant policies)	10		Institute has personal life policy covering areas such as leave, work-life balance etc.(2)	Institute has a professional development policy - internal grant for faculty development, external grants assistance, research assistant fund program, new faculty orientation program, etc. (6)	Institute has a policy to provide assistance for teaching materials and aids - separate room, computers, internet access etc. (10)
TOTAL POINTS		40				

3.9 INTERNATIONALIZATION PROCESS

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.9.1	Nature of students exchange programs with national and international B schools	9		There are arrangements for internship programs/summer projects in highly rated national and international institutes/universities (2)	Arrangements are in place for short term academic visits to top rated institutes/universities for subject learning, project work, etc. (6)	Arrangements are in place for long term academic visits to top rated institutes/universities - one year course work and project work (9)
3.9.2	Nature of faculty exchange programs	8		Collaboration with other institutes to take up some project work is there (2)	There is exchange program for visiting faculty assignments for teaching students in foreign institutes (5)	There is active collaboration with other institutes of repute in all academic activities (8)
3.9.3	Foreign students enrollment	3		Admission process guidelines - including eligibility criteria, supporting documents, financial support and other facilities exist (1)	A certain number of seats are reserved for admission of foreign students (2)	Institute also has a placement coordination cell for foreign students enrolled (3)
TOTAL POINTS		20				

3.10 STAFF APPRAISAL AND DEVELOPMENT PROCESS

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
3.10.1	Nature of staff appraisal process - policies and practices of the B school	5		Appraisal is mainly based on self-evaluation by individual staff on such dimensions as job description, achievements in the past and future potential, etc. (2)	Evaluation is done by appraiser/management on dimensions such as achievements in the past - quality of work, productivity, use of initiative, team skills, customer care skills, training and supervisory skills, contribution to institute's promotion and welfare schemes (3)	Evaluation also includes appraisal by peer group on such dimensions as achievement in the past - quality of work, productivity, use of initiative, team skills, customer care skills, training and supervisory skills, contribution to institute's promotion and welfare schemes (5)
3.10.2	Procedures adopted by the institution to implement the standard policies of appraisal and development process	6		Conducting appraisals in a periodic manner (2)	Conducting appraisals in a formal way (4)	Maintaining appraisal records and documents (6)
3.10.3	Practices of the B school for upgradation of staff skills and qualifications	9		B school reviews and determines minimum qualification for the staff in each department/specialization (2)	B school creates awareness among its staff on college'/institute's aim, objectives, vision and mission and ethical procedure through lectures and training sessions (6)	B school provides teaching and learning support to its staff in the institution itself (9)
TOTAL POINTS		20				

4.0. OUTCOME [RESULTS] [360 Points]

4.1. ACADEMIC RESULT

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.1.1	Types of students and corporate clients served by the school	17		There has been an increase in the diversity of students with international students, students with different abilities enrolled by the B school in the last three years (4)	The school is working with more corporate clients for technical talks, workshops and mentoring programs (10)	More students with work experience enrolled in the last three years (17)
4.1.2	The number of quality books authored by the faculty	18		There has been an increase in the number of books authored by the faculty in the last few years (6)	More faculty members are active writing books in recent years (11)	The institution is providing support and resources to the faculty for writing more books (18)
4.1.3	Documentation of field work for development of cases and audio visual material, if any	20		There has been an increase in the number of field work projects undertaken in the last three years (6)	There has been an increase in the case study technique usage and a better understanding of the method (14)	There has been an increase in the audio visual materials created as a result of documentation of the field work undertaken by the school (20)
TOTAL POINTS		55				

4.2 Placement

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.2.1	Change in response of key employers of institutions' students placed	30		There has been an increase in the number of companies coming for placements in the last three years (10)	There has been an increase in the number of students hired across domain areas in the last three years (20)	A gradual increase in the success percentage of the placement process in the last three years is witnessed (30)
4.2.2	Level of Employment and Salary Packages of B school alumni	30		B school alumni are employed across domains and key sectors of the industry (10)	There has been an increase in the salary packages offered to the students over the years (20)	Level of employment and salary packages enjoyed by B school alumni are comparable to international standards (30)
TOTAL POINTS		60				

4.3 VALUES AND ETHICS CENTRIC OUTCOMES

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.3.1	B school's core value system, if articulated and how it reflects in its various activities	6		Transparency in the admission process of the students is ensured (2)	Transparency in the recruitment of faculty is ensured (4)	Transparency in the promotions of faculty members is ensured (6)
4.3.2	Procedure used by the B school to ensure its core values are internalized	6		There is an ongoing dialogue with students about their academic processes (2)	There is a continuing interaction among faculty members as well as between faculty and the governing body for evaluation of their work (4)	Students' interaction with faculty is encouraged, and participative evaluation and feedback techniques are employed (6)
4.3.3	Actions reflecting incorporation of business ethics into the program design, outcomes and personal development of the students	6		There has been an increase in the number of students enrolled from different cultures, and people at the institute are sensitized to different cultures (2)	There has been an increase in the number of faculty recruited from across cultures and minority groups (4)	Business ethics are imbibed in the students through soft skills development workshop conducted annually (6)
4.3.4	Transparency and accountability in the processes and transactions as reflected in the school's conduct and actions	7		There is a clear code of ethics delineated for the students (2)	There are clear codes of ethics delineated for management, faculty and support staff (4)	Policies for equal opportunity enrollment and employment and measures to deal with sexual harassment issues are clearly defined and implemented (7)
TOTAL POINTS		25				

4.4 ENTREPRENEURSHIP AND JOB CREATION

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.4.1	If entrepreneurial skill building modules designed into the program / curriculum	4		An application oriented course on entrepreneurship is offered (2)	Case studies on entrepreneurship are given to students for discussion (3)	B school organizes workshops with real entrepreneurs annually for discussing entrepreneurial ecosystem (4)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.4.2	Evidences of entrepreneurial initiatives	3		There has been an increase in entrepreneurial ideas presented by students in a particular academic year (1)	There is provision of resources and incubation centers to work on the ideas (3)	Existence of entrepreneur-student mentoring program to help students understand the entrepreneurial process (4)
4.4.3	Evidences of contribution to management of family business	3		Number of students belonging to families running family businesses is recorded (1)	Ideas are presented related to family businesses in several instances (2)	The B-school has records showing that the new ideas had indeed added a productive dimension to management of family businesses (3)
TOTAL POINTS		10				

4.5. INDUSTRY INTERACTION

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.5.1	B school's stated policies with regard to industry interaction	7		B school has clearly delineated policies about corporate participation (2)	Academic-industry interaction is facilitated through talks and seminars (5)	B school has clearly delineated policies on industry internships for students (7)
4.5.2	Overall customer orientation of the school	6		Customized learning materials are developed for different domain projects with the industry (2)	List of industry customers is maintained and annually updated (4)	Policies clearly mention customer focused behavior of the school during its interactions (6)
4.5.3	Nature of inputs contributed by management practitioners and outside academics during school's activities	18		There has been an increase in the involvement of management practitioners in the decision making process(6)	Practitioners advice is made use of in decisions related to B school's entry into new industry segments (11)	Practitioners are involved in designing workshop curriculum for students (18)
4.5.4	Extent to which industry is involved in conduct of institutional activities	12		Industry representatives present in governing body and placement committee (4)	Visiting faculty from corporate participate in industry related case study sessions (7)	Student-industry interaction forum present for placement guidance (12)
4.5.5	Parental/Guardian sponsorship expectation for the institute activities	12		Institute activities for sponsorship on the rise (4)	Parental sponsorship expectations met (8)	Guardian sponsorship expectations met (12)
TOTAL POINTS		55				

4.6. Management Development Programs (mdps)

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.6.1	Revenue Percentage of MDPs in total revenue of the school and state of MDPs	18		There has been an increase in Revenue Percentage of MDPs in total revenue of the school in the last three years (6)	Programs are revised annually to better MDP outputs (12)	More corporate are joining institute's MDPs (18)
4.6.2	Revenue Percentage of Consultancy in total revenue of the school and state of consultancy endeavors	12		There has been an increase in the number of Consultancy projects in the last three years (4)	There has been an increase in Revenue Percentage of Consultancy in total revenue of the school in the last three years (8)	There has been an increase in the number of students and faculty involved in the consultancy projects (12)
4.6.3	Revenue generated by industry research and consultancy projects awarded due to MDPs	6		There has been an increase in the MDPs facilitating award of industry research projects (2)	There has been an increase in the MDPs facilitating award of consultancy projects (4)	There has been an increase in the revenue generated by industry research and consultancy projects awarded due to MDPs (6)
TOTAL POINTS		36				

4.7. INTERNATIONAL / GLOBAL LINKAGES

S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.7.1	State of International Exchange Programs	6		There has been an increase in the number of International Exchange Programs in the last three years (2)	There has been an increase in the number of faculty involved in the international exchange programs (4)	There has been an increase in the number of students involved in the international exchange programs (6)
4.7.2	State of international Exchange Partnerships	6		There has been an increase in the number of International Exchange Partners in the last three years (2)	There has been an increase in the awareness about international opportunities (4)	There has been an increase in the number of MoUs signed with national and international exchange program partners in the last three years (6)
4.7.3	State of research collaborations with the Indian and foreign partners	12		There has been an increase in the number of research collaborations with the Indian partners in the last three years (4)	There has been an increase in the number of research collaborations with the Foreign partners in the last three years (8)	More number of faculty and students are involved in collaborative research programs and there were greater number of publications (12)
TOTAL POINTS		24				

4.8. RESEARCH AND INNOVATION						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.8.1	Nature and extent of faculty involvement in research and publications	9		There has been an increase in the percentage of faculty involved in research and publications (3)	There has been an increase in the number of self standing research centers in the school that have been established in the last three years (6)	There is an increased awareness about sponsorships and grants for research among the faculty (9)
4.8.2	State of research papers published in refereed journals	21		There has been an increase in the number of papers published in the last three years in refereed journals(7)	Workshops are conducted annually on research paper writing and style guides (15)	Incentives are provided to faculty to produce more research publications (21)
TOTAL POINTS		30				

4.9. STAKEHOLDERS SATISFACTION						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.9.1	Ways of obtaining student feedback and its uses	8		Student are encouraged to provide feedback (2)	Student feedback is taken annually through a structured format and questionnaire (5)	Student feedback is utilized in review and revision of curriculum and faculty roles (8)
4.9.2	Ways of obtaining faculty and Staff feedback and their uses	11		Faculty and staff are encouraged to provide feedback (3)	Faculty feedback is taken annually through a structured format and questionnaire (7)	Faculty and staff feedback is utilized for improving school infrastructure, resources and curriculum and for meeting students' needs (11)
4.9.3	Ways of obtaining Industry, Recruiters' and Partners' feedback and their uses	9		Transparent communication is ensured, and feedback taken from industry representatives and management experts through meetings (3)	Feedback is recorded and acted upon to work on the shortcomings and future investment plans (6)	There has been an increase in the number of recruiting companies making field visits to the school (9)
4.9.4	Ways of obtaining Alumni feedback and its uses	6		Alumni association established and active (2)	Activities of alumni association and meetings are recorded for future reference (4)	There has been an increase in the involvement of alumni in the mentorship programs (6)
4.9.5	Nature of Alumni support in brand building of the school	6		Alumni networks successfully hold meetings across cities (2)	There is online mentoring board for alumni to answer student questions and encourage discussions on career choices for students (4)	Help the current students network and connect them to industry, thus building the brand value of the school (6)
TOTAL POINTS		40				

4.10. CONTRIBUTION TO SOCIETY						
S.No.	Sub-criteria	Points		Low	Medium	High
		Maximum	Allotted			
4.10.1	Extent to which the school contributes to the society at the local level	6		There has been an increase in the involvement of the school in governance activities at the local level (2)	There has been an increase in contribution to the business community, through professional training programs and incubation support to small businesses (4)	B school regularly conducts workshops to disseminate business knowledge (6)
4.10.2	Extent to which the school contributes to the society at the national level	6		There has been an increase in the involvement of the school in activities of national level management bodies (2)	The school has been increasingly engaged in bringing together representatives of the management bodies on a common platform for interactions and academic workshops (4)	Faculty and students are encouraged to acquire membership of professional management organizations (6)
4.10.3	Extent to which the school contributes to society at the international level	6		There has been an increase in the brand value of the school at the international level (2)	B school has established strategic contacts and relationships through exchange programs (4)	B school has made significant contributions and representation at workshops and management programs at international schools (6)
4.10.4	B school activities which lie outside of normal teaching or research – contribution to the mission	7		B school has been increasingly engaged in outreach programs and work with NPOs in the recent past (2)	B school has been engaged in teaching management basics to students in government educational institutions through weekend classes (4)	There has been an increase in student involvement in local/regional/national level sports and cultural activities (7)
TOTAL POINTS		25				