

**T A PAI MANAGEMENT INSTITUTE (TAPMI), MANIPAL**  
**COMPREHENSIVE PERFORMANCE MANAGEMENT SYSTEM (CPMS) FOR FACULTY**  
**(April 1, 2021 – March 31, 2022)**

**I. Rationale and Purpose**

TAPMI is an AACSB accredited business school stepping into an era of faster growth. The Association of Advance Collegiate Schools of Business (AACSB) recognizes teaching and learning scholarship as an important category of intellectual contribution (IC) by a business school. According to the AACSB's standard on intellectual contributions, teaching and learning scholarship includes new understandings, insights, and teaching content and methods that impact teaching and/or pedagogy. It is important to ensure that the multitude of activities carried out by faculty members are strategically aligned while retaining their individual creativity and freedom. It is also important to ensure that the institute's reward systems act as motivating factors to attract, retain and develop talented faculty. The Comprehensive Performance Management System (CPMS) is an incentive designed to support these aims and intended to guide the performance of individual faculty towards intended performance dimensions, as determined by the review committee from time to time. In case of underperformance on specifically assigned key deliverables, during the faculty review process, the review committee is entitled to withhold the incentive for the year. Presented here is the set of faculty credit norms to be followed for the academic year 2021-22.

**II. Concept**

TAPMI faculty members have five fundamental functions:

1. Teaching
2. Research
3. Continuing Education (EEP/ FDP)
4. Consulting
5. Administration (Institution Building)

The guiding beacons for the CPMS are the principles of fairness, equity and independence for individual academic growth in tandem with institutional growth. It is kept in mind that TAPMI's mission includes benchmarking with best-in-class institutions. Faculty work output is estimated in terms of credits in order to follow a common assessment platform.

The norms for awarding credit points listed herein are intended to be comprehensive, unambiguous and easy to understand. The norms will be reviewed on a yearly basis to keep them up-to-date. In an event of conflicting interpretation regarding assessment of a given work output, the final authority for resolution rests with the Director.

### **III. Period of Validity**

This CPMS pertains for output during the period **April 1, 2021– March 31, 2022.**

### **IV. Minimum expected work output**

A minimum total of 180 points are to be earned by each faculty member for the academic year 2021-22 subject to the following desirable conditions:

- a) At least 100 points must be achieved through PGDM/BKFS/MSM/HR/PhD classroom teaching.
- b) The remaining points must be achieved through research or administration

In addition, an Academically Qualified faculty member (as per AACSB classification) is expected to publish at least one research paper in a recognized peer reviewed journal in any rolling period of two consecutive years.

The teaching workload threshold of 100 hours is indicative. Depending upon the requirements, the Area Chair can ask a faculty member to shoulder up to 180 hours. Any allocation of teaching beyond 150 hours must be mutually agreed upon and recommended to Dean Academics who in turn will forward it to the Director for approval.

If a faculty member falls short of the threshold workload of 180 points, the deficit shall be carried forward and added to the threshold minimum expected work output for the subsequent year (2022-23).

## V. Incentives for Exceeding the Minimum Expected Credit Points

Subject to the satisfaction of above minimum norms in different components, the credit points earned above 180 during the period 2021-2022, will be incentivized as follows: -

Sl.No.	Total Credit Points Earned	Additional Monetary Compensation (subject to TDS)
1	0-180	Nil
2	181-225	Rs. 2500 for each point over and above 180
3	226-300	Rs. 1,12,500 + Rs. 3000 for each point over and above 225
4	≥ 301	Rs. 3,37,500 + Rs. 3500 for each point over and above 301

## VI. Credit Points for the Director

The Director is not entitled to the normal CPMS points laid out in this document. This is because the Director's post is a vocational post, for which the terms of appointment and incentives are decided by the TAPMI Trust.

## VII. Credit points for Academic efforts/initiatives

### A. Teaching

#### 1. Teaching courses:

- **PG Programs** - Each hour of teaching will be considered as **1 point**.
- **Doctoral Program** – Each hour of teaching will be considered as **1.5 points**.

#### 2. Introduction of a new course and anchoring:

In the year in which the course is taught for the first time at TAPMI, and only in courses where the faculty member is eligible to earn credit, by satisfying the minimum number of registrations. For a course to be considered as new, it has to be presented to the area, recommended by the area and approved by the Curriculum committee.

a. Introducing a new course - designing, course outline, part of teaching, and AOL preparation	<b>NIL</b>
b. Anchoring a course with guest faculty / Coursera courses for PG Programs – course outline, evaluation & grading, AOL preparation etc.	<b>5 points</b>

## B. LADC Advisory

The purpose of Leadership Assessment and Development Centre (LADC) is to (a) assess and (b) develop the leadership potential in students. The advisory is based on 7 integrated psychometric tests scores, which each student of the first year of all campus-based programs obtain on taking the test. PGP-2 students also support the system. There is also a staff member exclusively in charge of the system. The Advisory system is coordinated and directed by the LADC Chairman and supported by the faculty (a faculty team) who conduct one-on-one advisory to each student.

After the Advisory, about 100 students of the PGDM Core program are nominated for the “TAPMI Young Leader’s Program”. They go through a selection process based on multiple criteria. Through the selection process, about 20-25 students are identified. They go through intensive coaching, by the selected faculty, over a period of 1 year and several rounds of coaching sessions.

The CPMS points for LADC are as follows:

LADC Chairman	40 points
Faculty who do the development Advisory	1 point per student
Coaching for “TAPMI Young Leaders Program” (YLP)	4 points per student.

## VIII. Research

The emerging new vision of TAPMI, envisages a much greater emphasis on academic research in management. There are high expectations from our faculty, with respect to publishing in quality publications. Going forward, research visibility and outcomes would be the major vehicle to enhance our national rankings and making our presence felt in global rankings. Hence, while recognizing that all academic work is important and of value, the CPMS points are hereby structured to signal the direction of research outcomes that would enable the institute to attain a ranking in the top ten business schools at national level, as well as to enable it to be visible in important global rankings. Global visibility is obtained by publishing in top ranked journals (A\*/A category). At the same time, national rankings (NIRF) require us to be seen among the SCOPUS indexed journals. This need gave further impetus to us to have a closer look at both ABDC and Scopus list. Given that we aspire to be a triple crown school, our benchmark continues to be ABDC list. However, visibility in national rankings is equally critical and is mandated by the Trust. Hence there is a need to use our resources wisely.

Therefore, it is decided that with effect from **June 1, 2020**, all submissions made to B and C ranked ABDC journals must also appear in the SCOPUS indexed list as on the date of submission. At this stage, we are not placing this restriction on submission to A\* and A level journals. This is in alignment with our pursuit of Research Excellence as also to meet international accreditation requirements.

The following table is a cross-tabular analysis showing a mapping of ABDC 2019 list onto SCOPUS 2019 categorizations. It is evident that about 20% of the B level journals and about 49% of the C level journals are not SCOPUS indexed. Going forward, faculty are advised to avoid making submissions to these 654 journals [173 (B) + 481 (C)]. The following analysis along with the complete list of journals will be made available in the faculty intranet.

	ABDC Categories				
	A*	A	B	C	TOTAL
SCOPUS Category					
Life Sciences	3	13	10	19	45
Social Sciences	182	545	632	453	1812
Physical Sciences	44	145	152	122	463
Health Sciences	5	29	24	23	81
General	0	0	1	1	2
Sub-Total	234	732	819	618	2403
Less: Listing across multiple categories	46	151	141	115	453
SCOPUS & ABDC	<b>188</b>	<b>581</b>	<b>678</b>	<b>503</b>	<b>1950</b>
Non-Scopus & ABDC	11	69	<b>173</b>	<b>481</b>	734
<b>TOTAL</b>	<b>199</b>	<b>650</b>	<b>851</b>	<b>984</b>	<b>2684</b>

### Guidelines

- 1 A research output will be credited only if it is in conformance with TAPMI's mission and published with TAPMI affiliation.
- 2 For joint/collaborative outputs of internal faculty, credit points will be split equally among the internal faculty for all research outcomes. (Refer Office order dated April 24, 2020).
- 3 A research output will be credited only after it is published / presented / completed in its final form. For example, for a paper in a journal, credit points are awarded in the academic year in which the paper appears in the journal and not in the academic year in which acceptance is received from the journal.
- 4 Evidence for each research output has to be presented to the Research and Publication Committee in order to claim credit points.

- 5 Caps have been identified on CPMS points that can be earned from certain types of intellectual contributions (marked “capped”). This means that CPMS points will be awarded only to the extent of the capped limit of points.
- 6 In case of capping, the publication would be given the points available for the next lower level (if present in the category), provided the capping for the lower level has not yet been exhausted.

Norm	Activity	Credit Points	Remarks
<b>1. PEER-REVIEWED JOURNAL PUBLICATIONS</b>			
1.1	ABDC A* rated Publication	400	Upon publication in its final form.
1.2	ABDC A rated Publication	200	Upon publication in its final form. (capped at 400 points)
1.3	ABDC B rated publication & SCOPUS Indexed	100	Upon publication in its final form. (capped at 200 points)
1.4	ABDC C rated publication & SCOPUS Indexed	40	Upon publication in its final form. (capped at 80 points)
1.5	SCOPUS Indexed (Other than 1.1 to 1.4)	40	Upon publication in its final form. (capped at 80 points)
<p>Overall Capping of Section 1 (1.1, 1.2, 1.3, 1.4, 1.5) shall be at 600 points</p> <p>For high-quality publications not listed above, faculty is advised to write to RPC, who will make appropriate recommendation to Director.</p> <p><b><i>#The Director in consultation with the Review Committee has the discretion to award points over and above the overall cap</i></b></p>			

<b>2. BOOK AND BOOK CHAPTER</b>			
2.1	Authoring a textbook that can be used for teaching in an appropriate MBA course(s), jointly or alone	100	Upon publication in its final form.
2.2	<i>(Discipline based scholarship)</i> : Being an editor for a scholarly theory-building book based on original academic research.	20	Upon publication in its final form. (capped at 40 points)
2.3	<i>(Discipline based scholarship)</i> : Chapter in a scholarly theory-building book (edited volume), based on original academic research.	20	Upon publication in its final form. (capped at 40 points)
2.4	<i>(Contribution to practice)</i> : Authoring a book on a business group / company / industry / sector / industry practices/case	80	Upon publication in its final form. (capped at 80 points)
2.5	<i>(Contribution to practice)</i> : Chapter in an industry practice-oriented book.	20	Upon publication in its final form. (capped at 40 points)
2.6	<i>(Learning and pedagogical research)</i> : Chapter / case published in a textbook for teaching in an appropriate MBA course(s).	20	Upon publication in its final form. (capped at 40 points)
Cap on Section 2 (i.e. 2.1, 2.2, 2.3, 2.4, 2.5, and 2.6 together) is 150 points. The book/book chapter must be published by reputed publishers like Pearson, Thomson- Reuters, Elsevier, Penguin Random House, McGraw-Hill, Wiley, Cengage, Springer, Oxford, Cambridge, SAGE and any other publisher approved by the Director.			
<b>3. CASE PUBLICATIONS</b>			
3.1	Case with Teaching Note ( <i>Category 1</i> ) – published with Harvard Business School Press (HBSP) or any other top-level case clearing such as ISB-Ivey, Darden with cases cross listed in Harvard	60	Upon final acceptance by the clearing house. (capped at 120 points)
3.2	Case ( <i>Category 2</i> ) – published with clearing houses such as Emerald Emerging Markets, UK.	40	Upon final acceptance by the clearing house. (capped at 80 points)
3.3	Case ( <i>Category 3</i> ) – published with Case Centre Research Journal (NACRA), Case Center, Europe and other third-level clearing houses.	20	Upon final acceptance by the clearing house. (capped at 40 points)

<p>Cap on Section 3 (i.e. 3.1, 3.2 and 3.3 together) is 150 points.</p> <p>The guidelines for authorship, affiliation, and incentives for publication of cases will be similar to those for journal articles and will continue to be regulated by the RPC. Whenever primary or secondary data is obtained from external organizations, necessary approvals must always be obtained from the organizations. Names of the organizations and un-obfuscated data must be used only with the organizations consent.</p>			
<b>4. OTHERS</b>			
4.1	Article / paper including, but not limited to, association bulletins, industry magazines, news magazines and newspapers and other authentic publications not listed in ABDC or SCOPUS. <i>(based on discipline-based, practice-oriented or pedagogical research).</i>	10	Upon publication in its final form. (capped at 40 points)
4.2	Consulting / sponsored study report	20	Only if this report is published by a recognized body in a publicly accessible manner e.g. WHO, UNO, NCAER etc. (capped at 40 points)
4.3	Conference chair of a scholarly academic conference in TAPMI.	40	This does not include coordinator-ship of seminars and workshops at TAPMI
4.4	Being the doctoral thesis advisor of a student in a reputed Indian / Foreign university.	60	Upon successful completion of the thesis defence <i>viva voce</i> . (capped at 120 points)



4.5	Being the doctoral thesis Co-guide of a student in a reputed Indian / Foreign university.	25	Upon successful completion of the thesis defence <i>viva voce</i> . (capped at 50 points)
4.6	Members of the Doctoral Advisory Committee (DAC) of a student in a reputed Indian / Foreign university	NIL	For each academic year in which the faculty member holds this post as on the closing date (March 31 <sup>st</sup> ) of that academic year.
Cap on Section 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6 together is 100 points.			

# **IX. INSTITUTION BUILDING (ADMINISTRATION)\***

<b>A. Position / Committee</b>	<b>Chair</b>	<b>Co-Chair</b>	<b>Member</b>
Dean (Academics)	200	-	
Dean (Administration)	200	-	
Dean (Research)	200	-	
Associate Dean (Academics)	150	-	
Associate Dean (Administration)	150	-	
Associate Dean (Research)	150	-	
Chairperson, Branding and PR	125	40	
IT Committee	35		
Library Committee	20		
PGP Committee	125	20	-
Examinations committee	80	20	-
CACE Committee [Separate Policy for CACE]	-	-	
Admissions Chair and Co-Chair	125	40	-
Student Activities Chair and Co-Chair	60	25	
Hostel Committee	40		
Wellbeing @ TAPMI	-	40	
EEP & FDP Committee	60	25	
Program Heads (Program Chairs / Co-chairs) [PGDM, BKFS, HR, MKT, MuSigma]	60	25	
Alumni Relations Committee	50	25	
Disciplinary Committee	20	-	5
Quality Cell	75	40	-
International Accreditation	75	40	-
Area Chairs	60	25	
TAPMI Young Leaders Program (YLP)	20	-	
LADC	40	20	
Centers of Excellence (CoEx – such as the Centre for Inclusive Growth and Competitiveness)	60	25	-

***\*Additional points for the above mentioned roles are at the discretion of the Director***

## **X. COMPENSATION FOR ACTIVITIES OUTSIDE OF CPMS**

### **CONSULTING & OTHER EXTERNAL ACTIVITY**

- a. **Consulting Assignment** for an outside organization or engaging in an external activity that earns remuneration: **The surplus is divided in the 80:20 ratio, with 80 % going to the faculty.**
- b. **Teaching courses in other Institutes** or training programs conducted by other associations is governed by the Office Order on “Policy for Teaching Outside TAPMI” dated Sep 30, 2019.

### **XI. Eligibility conditions for CPMS**

- If a faculty leaves before completion of the academic year, he/she will not be eligible for CPMS. Faculty must be present till the end of the Academic year ie. March 31, for being eligible for CPMS incentive (refer office order dated Apr 21, 2018).
- In the event of faculty's research output getting published with TAPMI affiliation after their exit from service, the due CPMS points shall be paid as per Institute norms.
- For new faculty joining in the year, their CPMS will be computed pro rata, subject to fulfilling of eligibility norms.
- Faculty who have left the institute for disciplinary issues, won't be eligible for CPMS (refer office order dated Apr 21, 2018).
- For incentive claims for items not listed in this document, a note must be submitted to the Director for prior approval.

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