



# IILM ACADEMY Of HIGHER LEARNING

Jaipur Campus

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## OFFICE ORDER

As per direction of AICTE Ministry of Education, Govt. of India a **Research & Development (R&D) Cell** have been constituted at IILM Academy of Higher Learning Jaipur Campus.

### **Purpose and Scope:**

This research and Development Cell work to create an environment within which faculty, research students, students and staff can carry out a variety of research and publication. This also provides comprehensive framework for implementation and development of research and development management at IILM Academy of Higher Learning Jaipur Campus.

### **Objective:**

- To create and foster research and development, innovation, and industry-academia collaboration environment at IILM Academy of Higher Learning Jaipur Campus.
- To provide support and create awareness by defining research and development guidelines and framework.
- To encourage integrity in research and development.
- To encourage quality research and publications.

**Research & Development (R&D) Cell consisting of the following members:**

| S.No. | Name of Committee Member | Responsibility                                          |
|-------|--------------------------|---------------------------------------------------------|
| 1.    | Dr. Sankersan Sarkar     | Chairperson                                             |
| 2.    | Dr. Jyotsna Sharma       | Associate Professor, Member IPR, Legal, Ethical Matters |
| 3.    | Dr. Reshma Shiekh        | Member, Research Policy Development                     |
| 4.    | Ms. Namrata Mathur       | Member, Finance and Infrastructure                      |

All members follow the instruction as per Annexure -E

By Order

Dr. Samar Sarabhai  
Director



## Annexure –E

The Higher Education system. Research and innovation are important aspects to enhance quality education by the Higher Education Institutions (HEIs). Knowledge creation, assimilation and dissemination are key research objectives at IILM. Research and publications at IILM focus on direct integration of research into teaching-learning process. With this aim, IILM tries to nurture, inculcate and develop a vibrant research and development culture in various functional area viz., Accounting, Finance, Marketing, OB, HR, CSR, Analytics, Economics, Operations, Business Ethics etc. and provides an excellent opportunity for Research, Consultancy and Training. Research at IILM is encouraged in all spheres viz. action research, applied research and industry focused research. Our research ethos emphasizes integrating research directly into teaching learning process. IILM motivates faculty members to present their intellectual contributions both at national and international academic forum, through well rounded research funding norms. Our research policy focuses on encouraging and exploring new frontiers of knowledge, aimed at fostering better learning experience for our students. The National Education Policy (NEP) 2020 envisages the promotion of quality research within. The establishment of Research and Development Cell (RDC) in HEIs will enable attainment of targets of Atma-Nirbhar Bharat and is expected to play a pivotal role in catalyzing multidisciplinary/transdisciplinary and translational research culture mandated in NEP 2020.

### **The objectives of IILM Jaipur Research and Development Cell:**

IILM Academy of Higher Learning, Jaipur R&D Objectives to put in place a robust mechanism for developing and strengthening the research ecosystem within HEIs, aligned with the provisions of NEP-2020, the R&D objectives for the institution and the metrics for each are enumerated below:

1. **Increase Research Output:** Research publications are critical for an academic entity as they serve as a tangible and enduring record of scholarly contributions, showcasing the institution's commitment to advancing knowledge. These publications not only contribute to the academic reputation of the institution but also play a pivotal role in attracting funding, partnerships, and top-tier faculty. The number of peer-reviewed publications with substantial indexing shall serve as key indicator and its annual growth will reflect the institution's commitment to elevating research productivity.
2. **Enhance Interdisciplinary Research:** With a focus on fostering a collaborative and multidisciplinary research environment, the institution aims to increase the percentage of interdisciplinary research projects by 15% over the next three years. Progress will be measured by tracking the number of research projects involving collaboration between different disciplines or

departments within and across the Institutes. The annual percentage increase in the number of interdisciplinary research projects, emphasizing the institution's dedication to holistic problem-solving shall be the index.

3. **Strengthen External Collaborations:** This objective emphasizes expanding the institution's global network by establishing partnerships with at least five leading research institutions or industry organizations within the next two years. Success will be measured through data on the number of formal collaboration agreements and the outcomes of joint research initiatives. The metric for growth on this front will be the annual increase in the number of joint publications and patents. To establish a special purpose vehicle to promote researchers and innovators, identify potential collaborators from industry, research organizations, academic institutions & other stakeholders for cooperation and synergistic partnerships.
4. **Secure Research Funding:** To act as a liaison between researchers & relevant research funding agencies, extend guidance in preparation & submission of project proposals and post-sanctioning of the grants to oversee adherence to timelines. To fuel research endeavors, the institution aims to increase total research grant funding by 25% annually. Monitoring the amount of external research funding secured through grants, industry partnerships, and government initiatives is crucial. The performance metric shall be the annual percentage increase in total research grant funding.
5. **Widen R&D Footprints:** This objective focuses on actively engaging with regions or states requiring support and forming partnerships with local organizations. A record of collaborations and outcomes will be maintained, ensuring the benefits of research and innovation reach diverse populations. A key metric for growth is the annual increase in the number of successful collaborations, highlighting the institution's expanding influence in different geographical areas. To develop an Institutional Research Information System for sharing the status of ongoing/ completed research projects/Programmes, expertise & resources, etc., making effective use of Information & Communication Technology (ICT) for preparing the database of in-house experts to provide industrial consultancy and services.
6. **Improve Research Impact:** Improving research impact is crucial as it enhances the institution's visibility, credibility, and contribution to the broader academic and societal landscape. By increasing the average citation impact factor of research publications, the institution not only elevates its scholarly influence but also attracts attention from peers and collaborators, fostering a culture of excellence. With a goal to enhance the overall influence of research publications, the institution shall increase the average citation impact factor.
7. **Promote Student Involvement in Research:** This objective seeks to actively involve students in research projects and prepare them for fueling the research further. Documenting the number of undergraduate and postgraduate students engaged in research initiatives is crucial. The performance of the institute shall be recorded in terms of annual percentage increase in student participation.
8. **Establish Center of Excellence:** The institution aims to establish center focusing on relevant or emerging areas of importance within three years. Monitoring the establishment and growth of center in terms of research, academic contributions, skill development, training, revenue generation, and

collaborations is vital. Sustainability of such centers is important in view of substantial upfront investments and therefore, revenue generation shall be the indicator.

9. **Enhance Research Infrastructure:** Modernization of laboratories, equipment, and technology is crucial for ensuring that the institution's research infrastructure stays aligned with evolving research needs besides guaranteeing a conducive environment for cutting-edge research. This shall be measured in terms of investments over and above the 10% of annual budget in the research infrastructure.
10. **Promote Ethical Research Practices:** Through regular workshops and training sessions on research ethics for faculty and students, this objective aims to instill a culture of ethical research conduct. Monitoring attendance and feedback from these sessions is crucial. Performance on this objective shall be captured through the incidences of unethical practices promoting ethical research practices.
11. **Knowledge Sharing and Dissemination:** This objective encourages faculty participation in conferences, both within and outside India, to foster knowledge sharing and collaboration. Additionally, inviting top Indian researchers contributing at the global level as international experts ensures a diverse and enriching academic environment. This promotes the institution's standing as a hub for global research exchange and collaboration. This objective shall be monitored through the annual percentage increase in faculty participation in international conferences and participation of international experts in conferences organized by the institution. To have better coordination among other cells/centers dealing with University-Industry Inter Linkage, Incubation, Innovation and Entrepreneurship Development and Intellectual Property Rights (IPR).

**Other objectives:** A robust and functional R&D system in an academic entity can have a far-reaching impact to augment its academic status, industry connect, sustenance, attraction for scholars and visibility in the society. While the institute aims for excellence in R&D, it will also:

- **Aim Academic Excellence:** This objective aims to elevate the focus on research within Postgraduate (PG) courses by assigning more credits and aligning them with structures and guidelines prescribed by concerned regulatory bodies like UGC/ AICTE/ NCTE/ DCI/NDC/NMC. The growth in this area can be measured by monitoring the number of students actively involved in publishing papers and filing patents. The institution shall track these metrics and take strategic measures to enhance student engagement in research activities.
- **Promote Technology Transfer Incubation and Innovation:** This objective emphasizes the facilitation of successful commercialization or technology transfer from out of the R&D activities taken up. Infrastructure and facilities required for technology translation towards commercialization will be created, with appropriate manpower allocated for its operation. The institution, in the process, will be able to bridge the gap between academia and industry, with measurable success through the number of patents filed, licenses issued, or products/services brought to the market.
- **Conduct Training/Skilling Programs:** This objective focuses on enhancing the research capabilities of the academic community through short-term courses and workshops. These

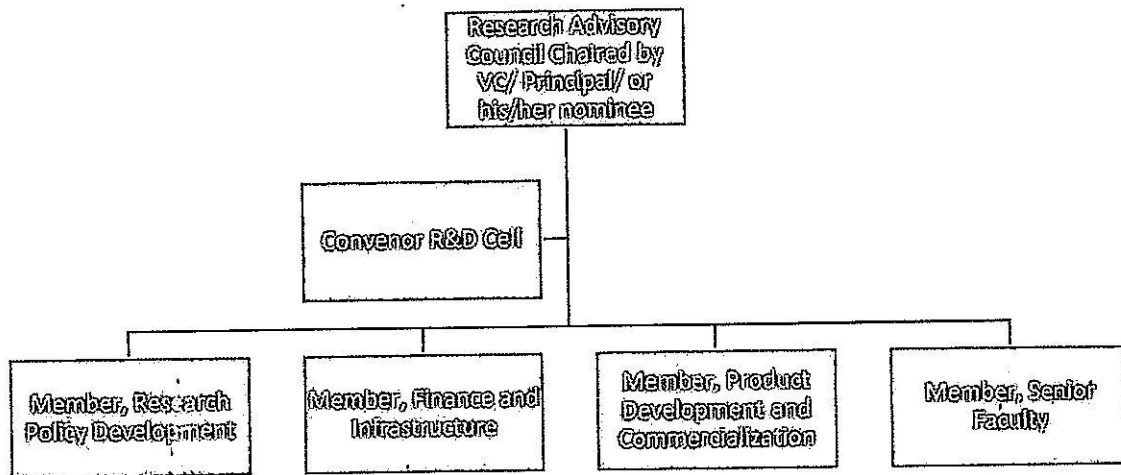
initiatives will provide hands-on and experiential learning, emphasizing practical skills development. The growth in this area can be measured by tracking the number of researchers participating in these training programs.

- **Offer Consultancy:** To maintain a dynamic connection with industry advancements, the institution aims to offer technical knowledge and expertise through consultancy services. This ensures that faculty members remain updated with the latest developments in their fields. The growth in this area can be measured by the number of consultancy projects initiated and the cost of consultancies rendered.
- To develop a research culture and to work out a research agenda for implementation of the same
- To integrate research outputs with the curricula through teaching - learning process, wherever appropriate.
- To effectively disseminate IILM's research output for greater visibility amongst our key stakeholders - academic community, students and industry through publication of research journal, MDPs and consulting, among others.

### **The Governance of IILM Jaipur Research and Development Cell:**

An efficient governance mechanism, which ensures functional autonomy, transparency, accountability, adaptability by strengthening interlinkages to create a conducive research environment. The HEIs can foster the human elements (faculty, staff, scholars, and students), logistics (land, buildings, and facilities), knowledge resources (research equipment, project utilities, and consumables), fund flow, etc. through a steady, proficient, effective governance (Rules, Norms, and Policies) and financial (Grants and Funds) management. Dedicated leadership and administrative structure for research, led by experienced researchers, are essential for establishing an effective and robust Research Governance in RDC at HEIs.

## GOVERNANCE STRUCTURE



IILM Jaipur R&D Cell: In the institution, an R&D Cell shall be established and it shall be the hub of research, development and innovation activities and will

1. Facilitate the R&D activities in the institute, including registering of researchers on the portal;
2. Manage updated information related to research papers, projects, funding, funding opportunities, industry linkages, training, outreach activities etc.;
3. Serve as a nodal point for liaising with IILM Jaipur, other institutions, industries etc.;
4. Provide support to the departments organizing R&D related events, including IPR matters;
5. Render support to researchers submitting proposals for funding;
6. Facilitate review of internally supported activities/ proposals through a Standing Committee to be constituted by HOI; the Committee should evolve norms for an objective review.
7. Oversee implementation of research ethics;
8. Provide support related to documents like MOU, IP filing etc.;
9. Submit reports to BOG of IILM Jaipur & Management;
10. Initiate the process of Policy revision whenever required;
11. Established organizational structure (Bodies, Authorities, and Committees) will facilitate planning, implementation, and monitoring of research activities in HEIs, formulate rules, regulations, and policy frameworks for utilization of facilities and resources at HEIs.

12. A strategy adopted to integrate multiple functional units can support institutional research under a single-window operational system for effective administration.
13. The activities of RDC will be mentored and monitored by various committees for devising research models, technology, appraisal, foresight & review functions, mediating sectoral R&D progress, and IPR protection.
14. RDC should keep a close contact with Ministry Innovation Cell to make use of various innovative plans for facilitating the researchers.
15. Portal for R&D Cell: The portal shall be maintained by the R&D Cell and updated on a continuous basis. This will showcase the activities, achievements, meritorious researchers, opportunities for researchers and industry, etc. with a footprint on social media also.

## **The Research and Development Policy of IILM Jaipur:**

In order to nurture an environment of active research for knowledge creation, IILM's Research Policy provides the following incentives:

**1. Credit equivalence/ Incentive for Research Paper/ Case Study publication in National/ International Refereed Journals:** Research Output(s) published in National/International journals will be considered for a credit equivalence of 1 credit (100 hrs) / incentive (Rupees Fifty Thousand Only). The credit points will be estimated on a benchmarked standard of approximately 100 hours spent on delivering a full credit course at IILM. The credit equivalence of the published work will be assessed by the Research Committee comprising the Research Head, Area Chairs and a panel of experts on the basis of the following:

- ▶ Presentation of the paper by the faculty to determine his/her contribution
- ▶ Evaluation of the paper for rigour and quality of research
- ▶ Publishers' credentials (based on the list of National & International Refereed journals given in Appendix A)

The decision of the Research Committee will be final and binding.

**2. On-duty Leave for Case Writing:** As an initiative to encourage Case Writing, IILM offers a maximum of 7 days On-Duty leave for primary research and site visit for Case Writing. The requests for On-duty leave will be assessed by the Research Committee on the basis of a research proposal submitted by the author/s.

*In case the author has availed an On duty leave for writing a case, the Case Study when published will not be eligible for consideration for Credit Equivalence (Point 1) and/ or Funding for Conference Presentations (Point 3).*

**3. Funding for Conference Presentations:** Faculty members are also encouraged to present papers in National and International Conferences. The following funding norms for research paper presentations in National/ International Conferences are followed at IILM:

- a. Faculty member should have completed their probation period of service at IILM to be eligible to avail funding for conference presentations.
- b. Funding will be provided for a maximum of one conference presentation within the country in a year, and, one conference presentation outside the country in 2 years.
- c. Only full paper presentations will qualify for funding considerations.
- d. The institutional support requested by faculty towards meeting incidental expenses of Conference registration and Presentation will be based on the recommendations of the Research Committee.
- e. Funding for conference(s) Presentation(s) will cover the following:
- f. Registration fee for the conference
- g. Travel cost
- h. Accommodation + Boarding
- i. The maximum permissible funding for Conference presentation will be Rupees Twenty Thousand only + Registration Fee
- j. In case of research papers co-authored by two faculty members, both can apply for conference funding. Alternately, authors have the choice of converting the funding equivalence to course credit.

IILM's Vision encourages research that flows into the teaching and learning process.

The approval of the funding, therefore, is subject to fulfilment of the following clause:

- k. The author/s to conduct a Faculty Development Program based on their research
  - i. Faculty members who get approval of funding from the Institute, are additionally recommended to take the following actions :
    - a. The author/s provide a write-up/ abstract of the paper for IILM's in-house magazine, The "PRATIBIMB", which will also be available on IILM's website.
    - b. Given the relevance of research topic, the author/s to incorporate or include the learning from the research paper into an elective/ core module

**4. Performance-based Incentive for attending MDPs/ Conferences/Global Study:** IILM continuously strives to improve its intellectual capital by identifying high-performing faculty and incentivizing them for self development. A steady step in this direction is the introduction of Performance-based incentives. IILM offers Performance-based Incentives of upto Rs 75,000/- (Rupees Seventy Five Thousand only) to faculty members for selfdevelopment that can be availed by the faculty in the form of MDP/ Courses/ Conferences at various IIMs/ IITs or Global Study at its Partner Institutes abroad.

**5. Consultancy:** Consultancy is well recognized as an effective way for academic institutions to disseminate their knowledge and expertise and make an early and direct impact on society. Faculty is encouraged to take consultancy projects on a 30%-70% revenue sharing basis, where 30% of the revenue is shared by IILM. To ensure the balance between the relevance of voluntary consultancy and the core duties of the faculty, a maximum of 10 working days of On-Duty Leave per year would be approved, subject to approval by the Director.

**6. Seed Funding for Research Projects on Contemporary and emerging Issue:** Given the need to encourage research on contemporary and emerging issues, IILM proposes to offer seed funding for Research Proposals. All proposals will be evaluated by the Research Committee. Approved proposal will be provided a seed funding of Rs Ten Thousand.

All funded projects would require submission of a monthly progress report to the Research Committee.

The funding will be applicable for a period of 6 months, on completion of which the final report/ paper has to be submitted. Any further requirement of funding will be processed on a case to case basis by the Research Committee.

If the concerned faculty leaves IILM during the 6 month period, he/she is required to complete the project before departure or hand-over the project (including all documentation and data) as it exists to the Research Cell. The concerned faculty member will then also forsake any claim to the research project and data thus collected.

**Data Protection:** IILM will own the rights to the data collected as a part of the Research Project funded by IILM. Publication of the work outside IILM's journal would require permission from the Research Cell. Furthermore, the publication should clearly indicate that the research had been funded by IILM.

| Refereed Journals List                      |                                                |
|---------------------------------------------|------------------------------------------------|
| Name of Institute                           | Name of Journal                                |
| Faculty of Management Studies               | Journal of Management Research                 |
| IIM, Ahmedabad                              | Vikalpa: Journal of Decision Makers            |
| IIM, Bangalore                              | IIMB Management Review                         |
| IIM, Calcutta                               | Decision-IIMC Journal                          |
| IIM, Lucknow                                | Metamorphosis-A Journal of Management Research |
| IIM, Indore                                 | The Indore Management Journal                  |
| IIM, Shillong                               | IIMS Journal of Management Science             |
| IIT Delhi, Department of Management Studies | Journal of Advances in Management              |
| Indian Institute of Foreign Trade (IIFT)    | Foreign Trade Review                           |
| Management Development Institute (MDI)      | Vision-The Journal of Business Perspective     |
| Tata Institute of Social Science (TISS)     | The Indian Journal of Social Work              |
| Xavier Institute of Management, Bhubaneswar | Journal of Research Practice                   |
| XLRI, Jamshedpur                            | Management and Journal Studies                 |

| In addition to the above, Journals listed in:                                                                                                                                                                                                                   |                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Emerald                                                                                                                                                                                                                                                         | Springer         |
| Elsevier                                                                                                                                                                                                                                                        | Taylor & Francis |
| EBSCO                                                                                                                                                                                                                                                           | Thomson Reuters  |
| Routledge                                                                                                                                                                                                                                                       | Wiley            |
| Sage                                                                                                                                                                                                                                                            |                  |
| Refereed Journals of professional bodies (Accounting / Finance / Marketing / OB / HR / Statistics / Economics / IB / IT / OR / Strategy / Entrepreneurship / Environment / Sustainable Development / Rural Management /any other field of specialization etc.,) |                  |

## Teaching Load & Admin responsibilities

For a management school to be successful in a competitive academic environment, faculty members have to develop expertise in more areas than one. A faculty member has to undertake different roles as a teacher, researcher and a trainer/consultant. In addition, there are institutional building activities/tasks which have to be shared. In school of management, there are administrative responsibilities, both specific and common, which a faculty member must share.

Since every faculty member cannot assume all the roles, the expected output should be clearly defined. This is also necessary to ensure that all faculty members share the load/responsibilities in a pre-defined manner. A faculty member is expected to teach certain subjects/courses in an academic year and also devote the rest of the time for other activities like research, training and consulting.

Out of these four specific areas, a faculty member has to choose a minimum of two, which includes a specified minimum teaching load. Since training(MDPs) and Consulting are two areas where there is provision for income sharing between faculty and university ( in proportions defined in Training /MDP policy separately), the remaining two (teaching and research) are essential part of the job.

IILM has a well-defined reward policy to encourage research output of good quality, published papers, working papers, presenting papers in national and international conferences and also organizing national and international conferences. This note defines the expected teaching load and exceptions available for faculty members due to admin responsibilities. These rules regarding teaching load have to adhered to by all to ensure smooth academic activities round the year.

As per the practice in most of the good b-schools six courses equivalent of 3 credits each is the standard annual load. Since there are different courses which carry different credits, the teaching load is not defined in terms of number of courses but in terms of credits equivalent. Thus a faculty member in IILM will have an annual load of courses equivalent to 18 credits. Exceptions to this load of 18 credits will be provided based on the admin responsibilities as defined here.

| Faculty                                                                                        | Load in Credits   |
|------------------------------------------------------------------------------------------------|-------------------|
| Professor                                                                                      | 18                |
| Asso. Professor                                                                                | 18                |
| Astt. Professor                                                                                | 18                |
| The following table defines the waiver from the teaching load in terms of credits :            |                   |
| Admin Responsibility                                                                           | Waiver            |
| Faculty member in first academic year at IILM (with total career experience less than 1 years) | 3 credits         |
| Faculty member in first academic year at IILM (with total career experience less than 2 years) | 2 credits         |
| Dean (Program with more than 300 students)                                                     | 4 Credits         |
| Dean (Program with 200- 300 students)                                                          | 3 credits         |
| Dean (Program with less than 200 students)                                                     | 2 credits         |
| Associate Dean (Any program)                                                                   | 1.5 Credits       |
| Controller of Exams                                                                            | 4 credits         |
| Deputy Controller of Exams                                                                     | 1.5 credits       |
| Director Placement                                                                             | 2 Credits         |
| Area Chair (with more than 5 members in the area)                                              | 1 Credit          |
| In-charge of NAAC/NBA/Rankings/Ratings (The waiver will be split, if the task is shared)       | 2 credits         |
| Any other task assigned by VC                                                                  | (As per the task) |

Besides the above if a faculty member is involved in consulting project of substantial value and importance, special waiver from teaching will be considered by a committee (formed by VC for this purpose). Similarly if a faculty member develops a New Course/Module, which is offered for the first time (the same faculty member offers that course to all the sections, a waiver of 2 credits may be granted for the first time.)

## Capacity Building

RDC would play a crucial role in building the capacity of faculty and students to undertake research problems in line with the latest advances in diverse disciplines to push the boundaries of knowledge through publications and contribute to technological developments relevant to societal needs. It would also pave the way for HEI to attract more research grants under norm-based funding, improve its accreditation ranking and enhance its brand image. Regular events such as refresher courses, workshops, trainings/internships, group discussions and

seminars/conferences may be organized for capacity building. RDC would play a pivotal role in creating central R&D facilities with the provisioning of associated training/internship thereon

**Research Skills Development Programs:** The institution shall offer research skills development programs to enhance the capabilities of the research community through following approaches:

- a. **Research Workshops and Seminars:** Organize workshops and seminars on various research methodologies, data analysis techniques, literature review, and other essential research skills. These sessions provide opportunities for researchers to enhance their knowledge and skills in specific areas.
- b. **Research Training Courses:** Offer research training courses that cover topics such as research design, data collection methods, data analysis, and research project management. These courses can be tailored to the needs of different disciplines and research areas.
- c. **Research Collaboration and Networking:** Facilitate opportunities for researchers to engage in collaborative research projects, interdisciplinary collaborations, and networking events. These activities promote knowledge exchange, skill-sharing, and cross-pollination of ideas.

**Research Methodology Training:** The institution shall lay emphasis on the importance of research methodology in conducting rigorous and high-quality research. Towards this, it shall provide research methodology training to equip researchers with the necessary tools and techniques. This includes:

- a. **Research Design:** Offer training on research design, including experimental design, survey design, case study design, and qualitative research methods. Provide guidance on selecting appropriate research methodologies based on research objectives.
- b. **Data Collection Techniques:** Provide training on various data collection techniques, such as interviews, surveys, observations, experiments, and focus groups. Train researchers on best practices for collecting reliable and valid data.
- c. **Data Analysis Methods:** Offer training on statistical analysis techniques, qualitative data analysis methods, and software tools commonly used for data analysis. Provide guidance on selecting and applying appropriate data analysis methods based on research questions.

**Research Ethics Training:** The institution shall provide training on research ethics to ensure that researchers adhere to ethical principles throughout the research process. This includes:

- a. **Responsible Conduct of Research:** Offer training on responsible conduct of research, including ethical considerations in research design, data collection, data analysis, and reporting. Emphasize the importance of integrity, transparency, and responsible behavior in research.
- b. **Human Subjects Research Ethics:** Provide training on ethical guidelines and regulations related to research involving human subjects. Train researchers on obtaining informed consent,

ensuring participant confidentiality, and addressing potential risks and benefits.

- c. **Animal Research Ethics:** Offer training on ethical principles and guidelines for conducting research involving animals. Educate researchers on the ethical treatment, care, and use of animals in research. Ensure compliance with institutional policies and regulatory requirements

**Grant Writing Workshops:** The institution shall encourage and support researchers in securing external research funding through grant writing workshops. These workshops provide guidance and support in developing competitive grant proposals. This includes:

- a. **Grant Writing Techniques:** Provide training on grant writing techniques, including proposal structure, content development, budget preparation, and evaluation criteria. Offer tips for effectively communicating research objectives, methodology, and expected outcomes.
- b. **Funding Agency Guidelines:** Familiarize researchers with the guidelines and requirements of various funding agencies. Train them on aligning research proposals with the funding agency's priorities and objectives.
- c. **Peer Review Process:** Educate researchers on the peer review process for grant proposals. Provide insights into common review criteria and strategies for addressing reviewer feedback.

**Research Publication and Dissemination Training:** The institution shall encourage researchers to disseminate their research findings through publications and other appropriate channels and shall organize training programs on research publication and dissemination, which shall include:

- a. **Scientific Writing Skills:** Provide training on scientific writing, including writing research articles, conference papers, and book chapters. Train researchers on effective organization, clarity, and scholarly writing conventions.
- b. **Journal Selection and Publication Process:** Guide researchers in selecting appropriate journals for publication. Provide insights into the publication process, including manuscript submission, peer review, revisions, and acceptance.
- c. **Presentation Skills:** Offer training on effective presentation skills for conferences, seminars, and other research dissemination events. Train researchers on delivering engaging presentations, conveying research findings, and handling questions from the audience.

**Research Support Services:** The institution shall provide comprehensive research support services to facilitate and enhance research activities. This includes:

- a. **Research Administration:** Offer administrative support to researchers in managing research grants, budgets, and compliance with funding agencies' requirements. Provide assistance in proposal development, project management, and reporting.
- b. **Research Ethics and Compliance:** Provide guidance and support in navigating research ethics requirements, ensuring compliance with ethical guidelines and regulations. Offer training programs and resources to promote responsible conduct of research.

- c. **Grant Writing and Funding Support:** Offer workshops, training, and resources to assist researchers in developing competitive grant proposals. Provide guidance on identifying funding opportunities, navigating the grant application process, and developing budgets.
- d. **Statistical and Data Analysis Support:** Provide access to statistical and data analysis support services to help researchers with study design, data collection, analysis, and interpretation. Offer training programs and software resources for statistical analysis.
- e. **Intellectual Property Support:** Provide support and guidance in matters related to intellectual property protection, patent filing, technology transfer, and commercialization of research outcomes

**Data Management and Storage:** The institution recognizes the importance of robust data management and storage infrastructure for research projects and towards this, it shall ensure:

- a. **Data Management Plans:** Encourage researchers to develop data management plans for their projects, outlining data collection, storage, sharing, and retention practices. Provide guidelines and templates to assist researchers in creating effective data management plans.
- b. **Data Storage and Backup:** Ensure secure and reliable data storage facilities, both onsite and offsite, to store research data. Implement regular data backup procedures to minimize the risk of data loss.
- c. **Data Security and Privacy:** Establish protocols and measures to ensure the security and privacy of research data. This includes data encryption, access controls, data anonymization, and compliance with relevant data protection regulations.
- d. **Data Sharing and Collaboration:** Promote data sharing and collaboration by providing researchers with platforms and tools for secure data sharing and collaboration with external partners, while maintaining necessary confidentiality and privacy safeguards.

**Access to Research Resources:** The institute is committed to facilitating access to research resources for its faculty members and researchers. This includes:

- a. **Library and Information Resources:** Maintain a comprehensive library with a wide range of physical and digital resources, including books, journals, databases, and research publications. Ensure access to online research databases and scholarly journals.
- b. **Research Materials and Samples:** Facilitate access to research materials, samples, and repositories, both within the institution and through collaborative networks, to support research projects across different disciplines.
- c. **Interlibrary Loan Services:** Collaborate with other libraries and institutions to provide interlibrary loan services, enabling researchers to access resources not available within the institution.
- d. **Plagiarism check software:** Facilitate access to the software crucial to maintain its academic integrity and ensure originality in scholarly work; this is necessary to protect reputation of the institution.

## Integrity and Ethics

Regular initiatives by RDC will ensure that researchers understand the importance of integrity and ethics and comply with ethical codes of research and publishing practices at institutional, national, and global levels. A standard plagiarism check should be mandatorily implemented and the requisite software in this regard made accessible to all researchers. In addition, the RDC will sensitize the research community about dubious research and publishing practices and predatory journals.

**Institutional Research Governance Structure:** The institution's governance structure shall have mechanism to ensure ethical conduct, compliance with regulations, and the effective management of research activities. The institutional research governance structure shall include the following components:

- a. **Research Ethics Committee:** Establish a dedicated research ethics committee responsible for reviewing and approving research proposals involving human subjects, ensuring ethical considerations and participant protection.
- b. **Institutional Review Board:** Form an institutional review board (IRB) to oversee the ethical aspects of research involving human subjects. The IRB shall consist of experts from various disciplines and ensure compliance with ethical guidelines and regulations. For healthcare institutes, the role of IRB shall be to only check scientific rigour, merit and strength of study and propose changes before placing it in front of the Research Ethics Committee.
- c. **Research Compliance Office:** Establish a research compliance office responsible for monitoring and enforcing compliance with regulatory requirements, including research ethics, data protection, and intellectual property.
- d. **Research Integrity Officer:** Appoint a research integrity officer who serves as a point of contact for addressing research misconduct, promoting responsible conduct of research, and ensuring compliance with research integrity standards.

**Research Ethics and Integrity:** The institution shall be committed to upholding the highest standards of research ethics and integrity and ensure them through following mechanisms:

- a. **Ethical Review and Approval:** All research involving human subjects, sensitive data, or potential ethical implications shall undergo thorough ethical review and obtain appropriate approvals from the institutional research ethics committee or IRB. For healthcare institutions, the Registration of Research Ethics Committees for Biomedical & Health Research must be done through the Central Drugs Standard Control Organization (CDSCO), Directorate General of Health Services, Government of India and with the National Ethics Committee Registry for Biomedical and Health Research (NECRBHR), Department of Health Research (DHR), Government of India through the portal [[naitik.gov.in](http://naitik.gov.in)]
- b. **Informed Consent:** Researchers shall obtain informed consent from participants involved in research studies as per their age, ensuring that they have a clear understanding of the purpose, procedures, potential risks, benefits, and their rights as participants.
- c. **Confidentiality and Privacy:** Researchers shall prioritize participant confidentiality and privacy by handling data in a secure and anonymized manner, protecting personal identifiable information, and adhering to relevant data protection and privacy regulations.

- d. **Conflict of Interest:** Researchers shall disclose any potential conflicts of interest that may arise from their research activities, ensuring transparency and minimizing any bias or influence that could compromise the integrity of the research.
- e. **Publication and Authorship Ethics:** Researchers shall adhere to ethical standards in publishing research findings, including proper acknowledgment of contributions, transparent authorship criteria, and avoidance of plagiarism or data manipulation. For healthcare institutes, guidelines issued by the International Committee of Medical Journal Editors (ICMJE) shall be followed. For biomedical experiments EQUATOR guidelines shall be followed.
- f. **Human Subjects Research:** When conducting research involving human subjects, the institution shall follow the ethical guidelines and regulations to ensure participant welfare and protection which shall include:
  - g. **Informed Consent:** Obtain informed consent from participants, ensuring that they have a clear understanding of the research purpose, procedures, potential risks, benefits, and their rights as participants. Maintain documentation of informed consent.
  - h. **Risk Assessment and Minimization:** Conduct a thorough risk assessment to identify and mitigate potential risks to participants. Minimize risks and ensure that the potential benefits of the research outweigh any potential harm.
  - i. **Confidentiality and Anonymity:** Safeguard participant confidentiality and anonymity by storing and handling data in a secure and anonymized manner. Protect personal identifiable information and comply with data protection regulations.
  - j. **Vulnerable Populations:** Give special consideration to the inclusion and protection of vulnerable populations, such as children, the elderly, individuals with disabilities, or those with diminished decision-making capacity. Obtain additional safeguards and approvals when involving such populations. For healthcare institutions, clinical trial registration is mandatory.

**Animal Research:** When conducting research involving animals, the institution shall follow ethical guidelines and regulations to ensure the welfare and humane treatment of animals, which include:

- a. **Institutional Animal Care and Use Committee (IACUC):** Establish an institutional animal care and use committee responsible for reviewing and approving animal research protocols, ensuring compliance with animal welfare regulations and ethical guidelines.
- b. **Animal Welfare:** Ensure that animals used in research are treated with care and respect. Adhere to the principles of the Three Rs: Replacement (minimize or replace animal use), Reduction (minimize the number of animals used), and Refinement (optimize procedures to minimize pain or distress). Ethical Review and Approval: Obtain ethical approval from the IACUC before commencing any animal research. This includes demonstrating the scientific necessity, proper housing and care, and monitoring of animal well-being throughout the study.
- c. **Training and Expertise:** Ensure that researchers and staff involved in animal research receive appropriate training and possess the necessary expertise to handle and care for animals properly.

**Data Protection and Privacy:** The institution shall value the importance of protecting data and privacy in research activities, that will include:

- a. **Data Security:** Implement robust data security measures to protect research data from unauthorized access, loss, or theft. This includes encryption, restricted access controls, and secure data storage practices.
- b. **Data Privacy:** Comply with data protection regulations and guidelines, ensuring that personal identifiable information is handled and processed in accordance with applicable laws. Obtain informed consent and provide clear information on data handling practices.
- c. **Data Sharing and Transparency:** Promote open and responsible data sharing practices, ensuring that research data is made available for validation, replication, and further scientific inquiry while safeguarding participant privacy and confidentiality.
- d. **Research Data Management:** Establish data management protocols and procedures to ensure data integrity, quality, and long-term preservation. Develop data management plans that outline data storage, sharing, and retention practices throughout the research lifecycle.

### Research Incentives and Recognition:

Incentives play a significant role in triggering and catalyzing research interest among scholars and faculties. Incentivizing quality publications and patents by students and faculty will have an enduring positive impact. Institution of Excellence Awards for accomplishments/achievements in the form of impactful quality research and/ or research-based teaching will further stimulate and invigorate the research and innovation activities of the HEI. RDC should also develop a policy focussing on identifying specific intensives for research faculty and develop a unique Research Career ladder for strengthening the mission “Research”

| Research & Publications                         |                          |                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Paper in - Classified journals</b>           | (Reward in Thousand INR) | Affiliation: should mention IILM for the credit. Credit available only on publication. In case of joint authorship by more than one author, proportionate reward to be earned. (List of Journals belonging various categories to be prepared based on NIRF & other criteria)ABDC/Scopus/WoS |
| Category A+ ABDC or IILM list                   | 60                       |                                                                                                                                                                                                                                                                                             |
| Category A of ABDC or IILM list                 | 50                       |                                                                                                                                                                                                                                                                                             |
| Category B+ of ABDC or IILM list                | 40                       |                                                                                                                                                                                                                                                                                             |
| Category B of ABDC or IILM list                 | 40                       |                                                                                                                                                                                                                                                                                             |
| Any other Incl. UGC Care                        | 20                       |                                                                                                                                                                                                                                                                                             |
| <b>Case Writing along with teaching note</b>    | 20                       |                                                                                                                                                                                                                                                                                             |
| <b>Research based Book</b>                      |                          |                                                                                                                                                                                                                                                                                             |
| Research (published by Category 'A' publishers) | 50                       | Affiliation: should mention IILM for the credit. In case of joint authorship by more than one author, proportionate reward to be earned.                                                                                                                                                    |

|                                                                                                                  |                                                                                        |                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research (published by Category 'B' publishers)                                                                  | 20                                                                                     |                                                                                                                                                                                                                                                                                                                           |
| <b>Edited by the IILM faculty member (inclusive of all volumes).</b>                                             |                                                                                        |                                                                                                                                                                                                                                                                                                                           |
| Published by Category 'A' publishers                                                                             | 30                                                                                     |                                                                                                                                                                                                                                                                                                                           |
| Published by Category 'B' publishers                                                                             | 15                                                                                     |                                                                                                                                                                                                                                                                                                                           |
| Edited by the IILM faculty member -<br>Published by publisher other than those mentioned in Category 'A' and 'B' | 10                                                                                     | Credentials of publishers not belonging to 'A' or 'B' category to be submitted to Faculty Development & Evaluation Committee for approval.                                                                                                                                                                                |
| <b>Edited Volume (editor not from IILM )<br/>but paper contributed by IILM</b>                                   |                                                                                        | Affiliation: should mention IILM for the credit. In case of joint authors, proportionate credits only. In case of joint authorship by more than one proportionate work units to be earned.                                                                                                                                |
| <b>Faculty</b>                                                                                                   |                                                                                        |                                                                                                                                                                                                                                                                                                                           |
| Published by Category 'A' publishers                                                                             | 15                                                                                     |                                                                                                                                                                                                                                                                                                                           |
| Published by Category 'B' publishers                                                                             | 10                                                                                     | Maximum two chapters in any edited book                                                                                                                                                                                                                                                                                   |
| <b>Book chapters</b>                                                                                             |                                                                                        |                                                                                                                                                                                                                                                                                                                           |
| Published by Category 'A' or 'B' publishers                                                                      | 10                                                                                     | Affiliation: should mention IILM for the credit. In case of joint authorship by more than one author proportionate work units to be earned.                                                                                                                                                                               |
| <b>Full feature Professional Articles in International News Paper /Magazine</b>                                  |                                                                                        | Affiliation: should mention IILM for the credit. In case of joint authorship by more than one author, proportionate work units to be earned. Note: Maximum of FIVE articles in international newspapers in an academic year will be considered for work unit allocation.(List of International News Paper To be prepared) |
| 'A' Category                                                                                                     | 5                                                                                      |                                                                                                                                                                                                                                                                                                                           |
| 'B' Category                                                                                                     | 3                                                                                      |                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                  |                                                                                        |                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                  | (Later ,when IILM starts a working paper series, then this reward could be considered) | Affiliation: should mention IILM for the credit. In case of joint authorship by more than one author, proportionate reward to be earned.In case working paper is converted into conference paper and / or published in refereed journal, the work                                                                         |

|                                                                                                                                                  |                                                                                                |                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  |                                                                                                | units already earned for working paper will be deducted from the points for which a faculty member is eligible.                                                                                                           |
| Working Paper                                                                                                                                    |                                                                                                |                                                                                                                                                                                                                           |
| Papers Presented in National /International Conferences                                                                                          |                                                                                                | Affiliation: should mention IILM or the credit. In case of joint authorship by more than one author, proportionate work units to be earned.                                                                               |
| Conferences that have been held for 5 or more consecutive years where 50 papers or more are presented in the said conference                     |                                                                                                |                                                                                                                                                                                                                           |
|                                                                                                                                                  |                                                                                                | A maximum of two conference papers in an academic year will be eligible for rewards/expenses. This includes registration/delegate fees. The faculty has to declare that no other support available from any other source. |
| Conferences that have been held for less than 5 years and where 30 papers or more are presented in the said conference                           | No reward, but full expenses for travel and conference fee, up to a maximum of Rs 30 thousand. |                                                                                                                                                                                                                           |
| <b>IILM Research Journals :</b>                                                                                                                  |                                                                                                |                                                                                                                                                                                                                           |
| <b>(i) IILM's own research Journal (When it restarts publication)</b>                                                                            |                                                                                                |                                                                                                                                                                                                                           |
| Editor                                                                                                                                           | 10 Per issue                                                                                   |                                                                                                                                                                                                                           |
| Assistant Editor                                                                                                                                 | 05 Per issue                                                                                   |                                                                                                                                                                                                                           |
| <b>Organising Conferences</b>                                                                                                                    |                                                                                                |                                                                                                                                                                                                                           |
| <b>International Conference:</b>                                                                                                                 |                                                                                                |                                                                                                                                                                                                                           |
| Should be at least two-day event with minimum 50 research papers from paid delegates out of which at least 05 papers from foreign paid delegates | Rs 10th. + Part of the expenses shared ,which is not covered by delegate fee                   |                                                                                                                                                                                                                           |
|                                                                                                                                                  |                                                                                                | In case of joint organization by more than one IILM organiser, proportionate expenses to be shared by IILM. Should have at least 5 papers from Outside India.                                                             |
| <b>National Conference:</b>                                                                                                                      |                                                                                                |                                                                                                                                                                                                                           |
|                                                                                                                                                  |                                                                                                |                                                                                                                                                                                                                           |

|                                                                                 |                                                                               |                                                                                                     |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| It should be a two-day event of total 75 paid delegates                         | Rs. 10th. + Part of the expenses shared ,which is not covered by delegate fee | In case of joint organization by more than one IILM organizer, proportionate expenses to be shared. |
| <b>Round Table Conference:</b>                                                  |                                                                               |                                                                                                     |
| There should be one day event of at least 25 registered delegates outside IILM. | No reward but Part of the expenses shared                                     |                                                                                                     |
|                                                                                 | ,which is not covered by delegate fee                                         | In case of joint organization by more than one IILM organizer, proportionate expenses to be shared. |

## Research Monitoring

The current policy environment in India encourages HEIs to be responsible and accountable for research development and innovation activities through the creation of infrastructure, generation of resources, promotion of business, and facilitation of policy framework to nurture the culture of quality research by adhering to ethical practices. Among the standard functions, the RDC in an HEI needs to monitor and oversee research progress, coordinate program, manage and facilitate optimizing resources, timely review of research activities for completion of the projects as per schedule.

HEIs need to formulate and adhere to specific quality benchmarks for research to meet the global/ international standards. The proposed RDC should conduct a quality review (SWOC Analysis) or internal evaluation of the research papers and suggest Scopus Indexed, Web of Science (WoS), or UGC-CARE recognized journals for appropriate publications. R & D Cell of HEIs must ensure that all the Research Labs in the institution fulfill the norms of Good Laboratory Practices (GLP) and Safety (Bio and Chemical) measures, recognized as QIP center and by the National Accreditation Board of Laboratories (NABL).

By Order

Dr. Samar Sarabhai  
Director

