

9 - Step Strategy: Plan of Action Reinventing

Strategy 1: Act as an Agent to Government

Strategy 2: Augment human resources and to act as Think Tank, Training and Academic Institution

Strategy 3: Engage experts of eminence and thought leaders

Strategy 4: Focus on high quality programs

Strategy 5: Specialize in Great Challenges

Strategy 6: Develop networking and partnerships

Strategy 7: Scale IICA interventions in the area of CSR

Strategy 8: Achieve self-sufficiency

Strategy 9: Strive to become an Institute of National Importance

The Plan of Action

S. No.	Strategy and sub-strategies	Activities	Timeline
1	Strategy 1: Act as an Agent to Government		
1.1	<ul style="list-style-type: none"> Central Registry of Independent Directors. <p>(Lead: Dr. Gupta) (Member: Ram Sahai)</p>	<ul style="list-style-type: none"> Create self-learning website with tutorials Start advanced tutorials Issue fliers Start other services 	<p>30 days from MCA order</p> <p>60 days from MCA order.</p> <p>60 days from MCA order.</p> <p>75 days from MCA order.</p>
1.2	<ul style="list-style-type: none"> Investor education and protection. <p>(Lead: Dr. Sirohi) (Member: Ram Sahai)</p>	<ul style="list-style-type: none"> Complete Advocacy study Jointly prepare IEPF Advocacy Strategy Start Advocacy 	<p>31/12</p> <p>15/02/2019</p> <p>15/03/2019</p>
1.3	<ul style="list-style-type: none"> National CSR Awards. <p>(Lead: Dr. Sharma) (Member: Dr. Garima)</p>	<ul style="list-style-type: none"> Award notification. Promote submission Complete shortlist. Get detailed submissions Finalize awards 	<p>25/09</p> <p>25/10</p> <p>05/12</p> <p>15/01/2019</p> <p>1/02/2019</p>
1.4	<ul style="list-style-type: none"> Engaged by the Government and Regulatory bodies (e.g. CCI, NAFRA) for their discharge of public good functions and advocacy roles. <p>(All Schools)</p>	<ul style="list-style-type: none"> Establish Advocacy Fulcrum Prepare broad Advocacy Strategy Obtain orders from CCI on Advocacy Strategy Obtain orders from IEPF to start Advocacy Obtain orders from MCA to start hybrid CDM programs Start CDM programs 	<p>15/12</p> <p>31/1/2019</p> <p>30/03/2019</p> <p>30/01/2019</p> <p>30/12</p>
2	Strategy 2: Augment Human resources and Mandate to act as Think Tank, Training and Academic Institution		
2.1	(a) Chair Professors		
2.11	<ul style="list-style-type: none"> Set up Chair Professors in the areas of Competition Law, Insolvency and Bankruptcy, CSR etc. with the financial support of MCA/affiliated organizations such as IEPF Authority; CCI, IBBI, etc. <p>(Concerned School)</p>	<ul style="list-style-type: none"> IEPF – Send Proposals Obtain orders CCI - Send Proposals Obtain orders CG - Send Proposals Obtain orders IBBI - Send Proposals Obtain orders 	<p>15/9</p> <p>30/11</p> <p>15/9</p> <p>30/11</p> <p>30/9</p> <p>30/12</p> <p>15/9</p> <p>30/04/2019</p>

2.12	<ul style="list-style-type: none"> The induction of Chair Professor to be through a “Search-Cum-Selection” mode. <p>(CAO)</p>	<ul style="list-style-type: none"> Appoint HR agencies Start appointment 	1/12 1/4/2019
2.2	(b) Induction of academic staff		
2.21	<ul style="list-style-type: none"> Fill up the revived positions of 38 academic and non-academic positions to be at the earliest on “Search-Cum-Selection” mode. <p>(CAO)</p>	<ul style="list-style-type: none"> Implement VII CPC Start interviews Complete 	15/12 30/01/2019 31/6/2019
2.22	<ul style="list-style-type: none"> Research opportunities to attract faculty members from reputed institutions such as IIMs on deputation/sabbatical in areas of corporate affairs. <p>(CAO)</p>	<ul style="list-style-type: none"> Appoint HR agency Complete recruitment 	01/11 31/6/2019
2.3	(c) Role of Schools and centers		
2.31	<ul style="list-style-type: none"> Develop a mandate document for each Department. <p>(All Schools/Centers)</p>	<ul style="list-style-type: none"> Identify Grand Challenges. Complete Implementation 	Progressive 1/06/2019
2.32	<ul style="list-style-type: none"> Continuous efforts to upgrade capacity of its own faculty and staff. <p>(All Schools/ Centers)</p>	<ul style="list-style-type: none"> Write papers and articles Write competition proposals for projects Organize ideas workshops 	Progressive
2.4	(d) Multidisciplinary activity		
2.41	<ul style="list-style-type: none"> Create cross-functional teams across schools and centers as points of multidisciplinary. <p>(All Schools) (Coordinates: CAO)</p>	<ul style="list-style-type: none"> Implement cross functional teams of Consultants and strategy Implement cross functional teams of Schools/Centers – multidisciplinary and interdisciplinary 	30/11 30/112
2.5	(e) A flat organizational structure		
2.51	<ul style="list-style-type: none"> Wherever possible, avoidable layers of reporting may be eliminated. 	<ul style="list-style-type: none"> Develop flat structure in Admin/Finance Form teams in Schools/Centers, including 	30/11 30/12

	(CAO)	SBU.s.	
2.6	(f) Right size human resources		
2.61	<ul style="list-style-type: none"> Maintain balance between revenue generation and non-revenue generation activities of personnel. (CFO)	<ul style="list-style-type: none"> Complete savings targeted through 9-step strategy, cross functional teams, flat structure and frugal initiatives 	30/3/2019
2.62	<ul style="list-style-type: none"> To achieve self-sufficiency ratio needs to be brought down to 2:1. (CAO; CFO)	<ul style="list-style-type: none"> Minimize non - revenue staff 	30/3/2019
2.7	(g) Performance Appraisal System		
2.71	<ul style="list-style-type: none"> A system of Results Framework Document (RFD) for each department may be instituted to bring in clarity in planning and resource generation targets. (CAO)	<ul style="list-style-type: none"> RFD (2018-19) RFD (2019-20) Develop brochures Start using PMIS 	15/9 30/12 15/12 30/11
2.8	(h) Specialized consultancy and advisory		
2.81	<ul style="list-style-type: none"> To build its internal capacity and offer such specialized advisory services to corporate in general and PSUs in particular. (All Schools and Centers)	<ul style="list-style-type: none"> Include in RFD of 2018-19 	30/11
3	Strategy 3: Engage Experts of Eminence and thought leaders		
3.1	<ul style="list-style-type: none"> Develop a coherent policy in the form of guidelines to engage experts of eminence. (CAO)	<ul style="list-style-type: none"> Design Policy Engagement of experts to be started. Design 'Plug-and-Play' guidelines Implement 'Plug-and-Play' 	30/11 30/12 30/11 01/03/2019
3.2	<ul style="list-style-type: none"> To engage Fellows to carry out research and/or project execution in areas wherever such engagement is feasible. Such engagements could be either project funded by an agency or CSR funds from companies. (CAO; All schools /Centers)	<ul style="list-style-type: none"> Design Policy Fellows engagement to be started 	30/9 30/12

4	Strategy 4: High Quality Programs Needs of Board of Directors with a clear focus on PSUs		
4.11	<ul style="list-style-type: none"> To facilitate capacity building design, an MOU may also be signed with Department of Public Enterprises (DPE). <p>(Lead: Dr. Gupta) (Others: Dr. Sharma, Dr. Garima, Dr. Pyla, Dr. Sirohi)</p>	<ul style="list-style-type: none"> Identify programs for 2018-19 Identify programs for 2019-20 	30/12 15/12
4.2	(b) Short term programs for cadres and High-value International Programs		
4.21	<ul style="list-style-type: none"> Training support to for newly recruited officers and cadres/ Departments such as DoPT (IAS, CSS), Dept of Telecommunications (P&T Accounts and Finance, ITS), Dept of Revenue (IRS), Dept of Forest (IFoS), Min of External Affairs (IFS), etc. <p>(All Schools)</p>	<ul style="list-style-type: none"> Identify opportunities in different Ministries/Departments Include in RFD Identify opportunity in PSUs Include in RFD <p>(CDM; Postal Bank; UCO Bank; Niti Aayog; IBBI; CCI; CSR Professionals; Courses for Directors- women, IAS, Govt. Nominees, Success planning (Self-Assessment Model), Farmer producer companies)</p>	30/9 30/10 30/12 30/11
4.22	<ul style="list-style-type: none"> Sign MOUs with international organizations. <p>(All Schools)</p>	<ul style="list-style-type: none"> IFC, etc Indian Institutions and organization Foreign Institutions and organizations 	Progressive
5	Strategy 5: Specialize in Business and Human Right, Competition law, Bankruptcy Code, Investor Advocacy and Indian way of Corporate Affairs The emerging areas where IICA can focus:		

	<ul style="list-style-type: none"> Business and human rights (Dr. Garima) 	<ul style="list-style-type: none"> Complete NVGs Prepare NAP Support to legally binding treaty 	30/11 Progressive Progressive
	<ul style="list-style-type: none"> Competition law and market regulation (Dr. Sharma) 	<ul style="list-style-type: none"> Program in competition & Law; Competition & game theory; LLM (Competition law) 	Progressive in RFDs
	<ul style="list-style-type: none"> Investor education and protection (Dr. Sirohi) 	<ul style="list-style-type: none"> Prepare plan of action 	Progressive in RFDs
	<ul style="list-style-type: none"> Insolvency and bankruptcy and mediation (Dr. Gupta; Dr. Pyla) 	<ul style="list-style-type: none"> Finalize GIP in all respects Start mediation courses. 	30/04/2019 01/02/2019
	<ul style="list-style-type: none"> Independent directors as agents of change in corporate governance (Dr. Gupta) 	<ul style="list-style-type: none"> In RFD 	Progressive
	<ul style="list-style-type: none"> Corporate Governance and, Business Law courses (Dr. Pyla; Dr. Gupta) 	<ul style="list-style-type: none"> In RFD 	Progressive
	<ul style="list-style-type: none"> Courses for Boards (Dr. Sirohi) 	<ul style="list-style-type: none"> Start courses 	Progressive in RFDs
5.2	Offer Graduate Insolvency Programme to Young Professionals (Dr. Pyla)	<ul style="list-style-type: none"> Complete design Start publicity Finalize instructors and course modules Start course 	15/12 15/1/2019 31/3/2019 6/2019
5.3	Get affiliation from the Gurugram University (GU) Start PG in Competition law Start Corporate Affairs Course	<ul style="list-style-type: none"> Pursue with Haryana Government and GU Develop course design with contents Start courses 	30/1/2019 30/4/2019 1/7/2019

6	Strategy 6: Networking and Partnerships		
6.1	<ul style="list-style-type: none"> Develop a partnership policy based on the principle of “value-based partnerships aligned with core agenda of the institute”. <p>(Dr. Gupta, CAO)</p>	<ul style="list-style-type: none"> Develop partnership guidelines 	30/11
6.2	<ul style="list-style-type: none"> Collaboration with international agencies such as SAARC, OECD, NFCG, FOIR, etc. <p>(Mrs. Lata; All Schools)</p>	<ul style="list-style-type: none"> In RFD 	Progressive
6.3	<ul style="list-style-type: none"> Establish Insolvency Forum <p>(CAO/CFO; Dr. Pyla)</p>	<ul style="list-style-type: none"> Form Working Group Finalize report Start implementation 	1/12 31/1/2019 1/4/2019
6.4	<ul style="list-style-type: none"> Execute more short-term certified programmes in collaboration with delivery partners through e-learning and MOOCS. <p>(Mrs. Lata; Mr. Sahai; All Schools)</p>		Progressive in RFDs
7	Strategy 7: Scaling up IICA Interventions in the area of CSR- In view of the countrywide CSR efforts of a large number of companies, IICA needs to scale up its activities in two specific directions:		
7.1	(a) To assist corporates in policy making strategy and its monitoring (Dr. Garima)	<ul style="list-style-type: none"> Identify corporates Start work 	Progressive
7.2	(b) Capacity building of CSR professional- form on distributed training model, online course, specialized courses, etc (Dr. Garima)	<ul style="list-style-type: none"> Upgrade training Start ICP-IV Start two 3-months courses 	15/10 31/10 15/3/2019
7.3	(c) Evaluation- Baseline (with potential impact evaluation on HRS), Real time and impact (Dr. Garima)	<ul style="list-style-type: none"> Identify corporates 	Progressive

8	Strategy 8: Achieving Self-Sufficiency		
8.1	<ul style="list-style-type: none"> Reduce fixed expenditure from current level of Rs. 11 crore as per NPC recommendations. <p>(CAO; CFO)</p>	<ul style="list-style-type: none"> Restructure as in strategy 	Progressive
8.2	<ul style="list-style-type: none"> Fix school/ centre wise revenue targets as part of RFD. <p>(CAO; CFO)</p>	<ul style="list-style-type: none"> In RFD (2018-19) In RFD (2019-20) 	15/9 30/11
8.3	<ul style="list-style-type: none"> Rent out excess infrastructure to interested wings of Central and State Governments. <p>(CAO; CFO)</p>	<ul style="list-style-type: none"> FOIR, E-gov Others 	Progressive
8.4	<ul style="list-style-type: none"> Need to develop an accommodation policy. <p>(CAO)</p>	<ul style="list-style-type: none"> Complete 	30/03/2019
8.5	<ul style="list-style-type: none"> Policies in the area of HR, Consultancy, Career Progressions Plan, Entitlement and Seniority. Constitute a Committee. <p>(CAO)</p>	<ul style="list-style-type: none"> HR Policy (e.g Career Progression) Consultancy policy 	30/03/2019 30/05/2019
8.6	<ul style="list-style-type: none"> Establish Board of Studies in due course. <p>(CAO)</p>	<ul style="list-style-type: none"> Morph Academic consultancy to BoS-prepare guidelines Implement 	Progressive
8.7	<ul style="list-style-type: none"> Develop offices of Registrar and Central Marketing Team. <p>(CAO; Mrs. Lata; Mr. Sahai)</p>	<ul style="list-style-type: none"> Create Marketing Team 	30/01/2019
8.8	<ul style="list-style-type: none"> Embrace digitization in areas promotion of courses/ outreach to relevant stakeholders, conduct of various courses, etc. <p>(All Schools/ Centers)</p>	<ul style="list-style-type: none"> Start social media cell. Issue newsletter Upgrade KRC 	15/12 30/12 30/12
8.9	<ul style="list-style-type: none"> Full usage of BlackBoard, an LMS to be made in both short-term as well as long-term 	<ul style="list-style-type: none"> Switch over completely to Blackboard 	30/11 30/11

	<p>courses.</p> <p>(CAO; All Schools)</p>	<ul style="list-style-type: none"> • Switch over to e-office 	
8.10	<ul style="list-style-type: none"> • City office in Delhi to conduct training and courses in a centralized space for convenience of participants. <p>(CAO)</p>	<ul style="list-style-type: none"> • Identify location • Establish learning center 	30/11 01/03/2019
9	Strategy 9: Status of Institute of National Importance		
9.1	<p>Grant Institute of National Importance (INI) status to IICA</p> <p>(Dr. Gupta; Dr. Sirohi)</p>		
	Steps to be taken to achieve the aim-		
	<ul style="list-style-type: none"> • Drafting of a Bill. 		Progressive
	<ul style="list-style-type: none"> • Consultations with MCA, MHRD etc. 		Progressive
	<ul style="list-style-type: none"> • Scrutiny of other statutory requirements under UGC ACT. 		Progressive