

9 – Step Strategy: Plan of Action and Progress (as on 28.02.2019)

S. No.	Strategy	Activities	Timeline	Status
1	Strategy 1: Act as an Agent to Government			
1.1	<ul style="list-style-type: none"> • Central Registry of Independent Directors. <p style="margin-left: 40px;">(Lead: Dr. Niraj Gupta) (Member: Rd. Pyla)</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>	Self-learning website with tutorial created
1.2	<ul style="list-style-type: none"> • Investor education and protection. <p style="margin-left: 40px;">(Lead: Dr. Naveen J. Sirohi)</p>	<ul style="list-style-type: none"> • Complete Advocacy study • Jointly prepare IEPF Advocacy Strategy • Start Advocacy 	<p>31/12</p> <p>15/11</p> <p>15/12</p>	<ul style="list-style-type: none"> - Survey and Module Development is complete - Strategy for switch from investor education to capability building is being prepared - Communication plan completed
1.3	<ul style="list-style-type: none"> • National CSR Awards. <p style="margin-left: 40px;">(Lead: Dr. Navneet Sharma)</p>	<ul style="list-style-type: none"> • Award notification. • Promote submission • Complete shortlist. 	<p>25/09</p> <p>25/10</p> <p>05/11</p>	- Completed

	(Member: Dr. Garima Dadhich)	<ul style="list-style-type: none"> • Get detailed submissions • Finalize awards 	15/01/2019 15/12	
1.4	<ul style="list-style-type: none"> • It is recommended to be engaged by the Government and Regulatory bodies (Like CCI) for its discharge of public good functions and Advocacy role. <p>(All Schools)</p>	<ul style="list-style-type: none"> • Prepare 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 	30/09 30/10 30/11 30/10 30/11	<ul style="list-style-type: none"> • CCI Advocacy strategy prepared, implementation started. • IEPF under development • CDM orders awaited • NLU Bengaluru set-up • IEPF/ IBBI in last stage
2	Strategy 2: Augment Human resources and Mandate to Acts 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 • NHRC - Send Proposals Obtain orders 	15/9 30/10 15/9 30/10 30/9 30/11 15/9 30/10 15/9 30/10	<ul style="list-style-type: none"> • The Research Chair for CCI has been set up. • The Research Chair for IEPF and IBBI is at advanced stage of approval by MCA. Proposal for • Research Chair with ICICI/ EY being pursued • RBI/ SBI being

				discussed
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 	1/11 1/2/2019	For CCI – List sent to CCI
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 	15/9 30/9 31/6/2019	7 th CPC orders awaited from MCA
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 31/3/2019	- HR Agencies appointed; some names received for CCI Chair Professor
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 	30/9 1/04/2019	Grand Challenges have been identified and implementation has started.
2.32	<ul style="list-style-type: none"> Continuous efforts to upgrade capacity of its own faculty and staff. 	<ul style="list-style-type: none"> write papers and articles write competition 		Score given in PMIS

	(All Schools/ Centers)	<ul style="list-style-type: none"> proposals for projects promote cross fertilization through partnerships and consultancy 		
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 	30/9 30/10	Completed
2.5	(e) A flat organizational structure			
2.51	<ul style="list-style-type: none"> Wherever possible, avoidable layers of reporting may be eliminated. <p>(CAO)</p>	<ul style="list-style-type: none"> Develop flat structure in Admin/Finance Form teams in Schools/Centers. 	30/10 30/11	Completed
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. <p>(CFO)</p>	<ul style="list-style-type: none"> Complete savings targeted through 9-step strategy, cross functional teams, flat structure and frugal initiatives 	30/1/2019	Completed
2.62	<ul style="list-style-type: none"> To achieve self-sufficiency ratio needs to be brought down to 2:1. 	<ul style="list-style-type: none"> Minimize non - revenue staff 	30/01/2019	Completed

	(CAO; CFO)			
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 30/9 30/9 30/10	Completed
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 (CCI case studies; NCLT/NCLAT-general & case studies; Advocacy)	30/10	Completed
3	Strategy 3: Engage in 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' 	30/9 30/10 30/11 01/01/2019	Completed

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. <p>(CAO; All schools /Centers)</p>	<ul style="list-style-type: none"> Design Policy Fellows engagement to be started 	30/9 30/10	Completed
4	<p>Strategy 4: High Quality Programs</p> <p>Needs of Board of Directors with a clear focus on PSUs</p>			
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. Niraj Gupta) (Others: Dr. Pyla Narayan Rao Dr. Naveen J. Sirohi)</p>	<ul style="list-style-type: none"> Identify programs for 2018-19 Identify programs for 2019-20 	30/10 30/11	Identified and available in RfD
4.2	<p>(b) Short term programs for cadres and High-value International Programs</p>			

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>	<p>30/9</p> <p>30/10</p> <p>30/9</p> <p>30/10</p>	Completed
4.22	<ul style="list-style-type: none"> • Sign MOUs with international organizations. <p>(All Schools)</p>	<ul style="list-style-type: none"> • IFC • Indian Institutions and organization. • Foreign Institutions and organization. 	Progressive	MoUs signed with IFC, Government of Haryana. Negotiations on with FOIR and NFGG
5	<p>Strategy 5: Specialize in Business and Human Right, Competition law, Bankruptcy Code, Investor Advocacy and Indian way of Corporate Affairs</p> <p>The emerging areas where IICA can focus:</p>			
	<ul style="list-style-type: none"> • Business and human rights 	<ul style="list-style-type: none"> • Complete NVGs • Prepare NAP 	<p>30/9</p> <p>30/3/2019</p>	Completed

	(Dr. Garima Dadhich)	<ul style="list-style-type: none"> Support to legally binding treaty 	Progressive	
	<ul style="list-style-type: none"> Competition law and market regulation (Dr. Navneet Sharma)	<ul style="list-style-type: none"> Program in competition & Law; Competition & game theory 	Progressive in RFDs	Completed
	<ul style="list-style-type: none"> Investor education and protection (Dr. Naveen J Sirohi)	<ul style="list-style-type: none"> Prepare plan of action 	Progressive in RFDs	Completed
	<ul style="list-style-type: none"> Insolvency and bankruptcy (Dr. Niraj Gupta; Dr. Pyla Narayan Rao)	<ul style="list-style-type: none"> Finalize GIP Start mediation courses. Establish IRF 	30/03/2019 01/01/2019 31/03/2019	Completed
	<ul style="list-style-type: none"> Role of independent directors in corporate governance. (Dr. Niraj Gupta)	<ul style="list-style-type: none"> In RFD 	Progressive	In last stage
	<ul style="list-style-type: none"> Corporate Governance and behavioral economics, Business Laws (Dr. Pyla Narayan Rao; Dr. Niraj Gupta)	<ul style="list-style-type: none"> In RFD 	Progressive	In progress
	<ul style="list-style-type: none"> Support to NAFRA (Dr. Naveen Sirohi)	<ul style="list-style-type: none"> Start courses 	Progressive in RFDs	Started

5.2	Offer Graduate Insolvency Programme to Young Professionals. (Dr. Pyla Narayan Rao)		6/2019	Completed
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”. (Dr. Niraj Gupta, CAO)	<ul style="list-style-type: none"> Develop partnership guidelines 	30/10	Guidelines prepared and under implementation
6.2	<ul style="list-style-type: none"> Collaboration with agencies including international ones (e.g. SAARC, IFC, etc.) (All)	<ul style="list-style-type: none"> In RFD 	Progressive	<ul style="list-style-type: none"> SAFIR. IFC under implementation In advanced stage with Gurugram University, FOIR, NCGG, MDI- Gurugram and NLU - Bengaluru
6.3	<ul style="list-style-type: none"> Execute more short-term certified programmes in collaboration with delivery partners through e-learning and MOOCS. (Mrs. Lata Suresh; Shri Ram Sahai; All		Progressive in RFDs	Completed

	Schools)			
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 Dadhich)	<ul style="list-style-type: none"> Identify corporates Start work 	30/09 30/10	<ul style="list-style-type: none"> Corporates have been identified and work has been started hinalco, Numaligarh Refinery, etc.
7.2	(b) Capacity building of CSR professional-form on distributed training model, online course, specialized courses, etc (Dr. Garima Dadhich)	<ul style="list-style-type: none"> Upgrade training Start ICP-IV Start ICP-V 	15/9 3/10 15/3/2019	ICP-IV has been started
7.3	(c) Evaluation- Baseline (with potential impact evaluation on HRS), Real time and impact	<ul style="list-style-type: none"> Identify corporates 	30/09	Fresh list of corporates have been identified
8	Strategy 8: Achieving Self-Sufficiency			
8.1	<ul style="list-style-type: none"> Reduce fixed expenditure from 	<ul style="list-style-type: none"> Restructure as in strategy 	Progressive	Completed

	<p>current level of Rs. 11 crore as per NPC recommendations.</p> <p>(CAO; CFO)</p>			
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) 	<p>15/9</p> <p>30/9</p>	Completed
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 IRF DPAR & PG 	Progressive	In last stage with FOIR, IRF and DPAR & PG
8.4	<ul style="list-style-type: none"> Need to develop an accommodation policy. <p>(CAO)</p>	<ul style="list-style-type: none"> Complete 	30/12	Completed
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) Remodel Academic Committee 	<p>30/10</p> <p>30/03/2019</p> <p>30/11</p>	Under development
8.6	<ul style="list-style-type: none"> Establish Board of Studies in due course. 	<ul style="list-style-type: none"> Morph Academic consultancy to BoS-prepare guidelines 	Progressive	Initial discussions

	(CAO)	<ul style="list-style-type: none"> Implement 		
8.7	<ul style="list-style-type: none"> Develop offices of Registrar and Central Marketing Team. <p>(CAO; Mrs. Lata Suresh; Shri Debarun Kalita)</p>	<ul style="list-style-type: none"> Create Marketing Team 	30/10	Completed
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 	15/10 30/09 30/11	Started
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 courses. <p>(CAO; All Schools)</p>	<ul style="list-style-type: none"> Switch over completely to Bb Switch over to e-office. 	30/09 30/10	Completed
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 	30/09 01/01/2019	1000 sq. ft. identified at Hindustan Times Building
9	Strategy 9: Status of Institute of National Importance			
9.1	Grant Institute of National Importance (INI)			To be started

	status to IICA (Dr. Navneet Sharma)			
	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	