A J INSTITUTE OF MANAGEMENT

Kottara Chowki, Mangalore - 575006

Email: office@ajimmangalore.ac.in

INSTITUTIONAL DEVELOPMENT PLAN

2025

A J INSTITUTE OF MANAGEMENT
(A Unit of Laxmi Memorial Education Trust)
Partnering you in Pursuit of Knowledge

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Image Contents

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NH-66, Kottara Chowki, Mangalore-575006
Ph: 0824-2455340, Mob: 8904842277, E-mail: office@ajimmangalore.ac.in, website: www.ajimmangalore.ac.in

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INTRODUCTION

A J Institute of Management (AJIM), established in 1999 under the aegis of Laxmi Memorial Education Trust (LMET), is a self-financing, standalone MBA Institution committed to delivering management education. With a mission to foster academic excellence, holistic development and industry-ready professionals, the Institute aims to create a transformative learning environment that bridges the gap between theoretical knowledge and practical application. Over the period, the Institute has carved a distinctive name in all the facets of higher education such as teaching, learning, research, publication and community services. The Institutional Development Plan (IDP) outlines the strategic vision and initiatives for the future, focusing on governance, enhancing financial efficiency, academic quality, research capabilities, human resource efficacy, industry engagement and infrastructure. Through continuous innovation, the Institute strives to evolve in alignment with the ever-changing demands of the business world, empowering students to become leaders who drive positive change in their respective fields.

1.1 Vision

An Institution to be the centre of excellence in Management Education by continuously benchmarking itself against the world's best. As an institution with a difference, it looks beyond its boundaries and strives hard to achieve better of the best in Management Education.

1.2 Mission

Our mission is to impart value-based management education, designed to prepare young men and women for leadership positions in corporate and non-corporate sectors through a relentless pursuit of excellence in teaching, research, consultancy, management development and industry-institution interaction in and abroad.

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Table No. 1.1

Institutional Profile

Name of the Institution	A J Institute of Management
Course Offered	MBA and Ph.D.
Year of Establishment	1999
Affiliating University	Mangalore University
Nature of Affiliation	Permanent
Approving Authority	AICTE
UGC Recognition	12(f) and 2(B)
Financial Category	Self-Financed
Total no. of Teaching Staff	17
Total no. of Non-Teaching Staff	12
Sanctioned Strength	3 batches with 180 students

1.3 SWOC Analysis

The Institution has established a solid foundation of academic excellence and a vibrant educational environment. Its visionary and proactive management has fostered a dynamic and progressive ecosystem, supported by a dedicated team of experienced faculty. The consistently excellent academic results, including top ranks and prestigious awards, underscore the Institution's commitment to holistic development. Moreover, by focusing on curriculum and extracurricular activities, the Institution creates a well-rounded learning experience for the students. This is complemented by modern facilities and technology that enhance the teaching-learning process. Detailed SWOC analysis is listed below.

1.3.1 Institutional Strengths

- Visionary and proactive management, fostering a dynamic educational ecosystem.
- Dedicated team of experienced faculty committed to academic excellence.
- Consistently excellent academic results of 96.82% during the assessment period with 5 University Ranks and 4 Gold Medals.
- Prioritizing both curriculum and beyond curriculum, ensuring diverse learning experiences for holistic development.

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- Well-maintained modern facilities and technology for an ideal teaching learning environment.
- Specialized courses catering to students seeking niche education, fostering diverse academic opportunities.
- Management fest performances reflect the dedication and quality of students and faculty.
- Consistently full admissions over five years signify student community trust and preference.
- Institution draws students from multiple states and Institution enjoys regional reputation.
- Recognition under Unnat Bharat Abhiyan (UBA), a flagship Govt. programme, underscores the Institute commitment to neighborhood community.
- Strategic proximity to the National Highway offers a key locational advantage

1.3.2 Institutional Weakness

- Less flexibility in curriculum design as affiliated to Mangalore University.
- Confined largely to internal sources of funds.
- Lack of mobilization of funds through consultancy.
- Lack of financial support from research funding agencies.

1.3.3 Institutional Opportunity

- Potential of being an Autonomous Institution in tune with NEP 2020.
- Recognition of the Institute by UGC under 2(f) and 12(B).
- Approved Research Centre by Mangalore University provides impetus for research activities at the Institute.
- More scope for Institution – Industry Interface.
- Exploring collaborations with international Universities for greater exposure to global trends.
- Relocating to a larger campus to start new-generation programmes.

1.3.4 Institutional Challenge

- Matching the educational ecosystem with current technological trends.
- Addressing the challenges due to mismatch between curriculum and industry demands to facilitate student placements.
- To change the mind-set of the students from job seeking to job making.
- Integration of students hailing from various socio-economic and cultural backgrounds.
- Getting grants for research projects.

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1.4 Programmes Offered

The Institution offers two prominent programmes: an MBA with five specializations and a Ph.D. programme. These programmes are designed to cater to diverse academic interests and provide in-depth knowledge, preparing students for leadership roles in their respective fields. The details are provided in the image below.

Image No.1.1

Programmes Offered
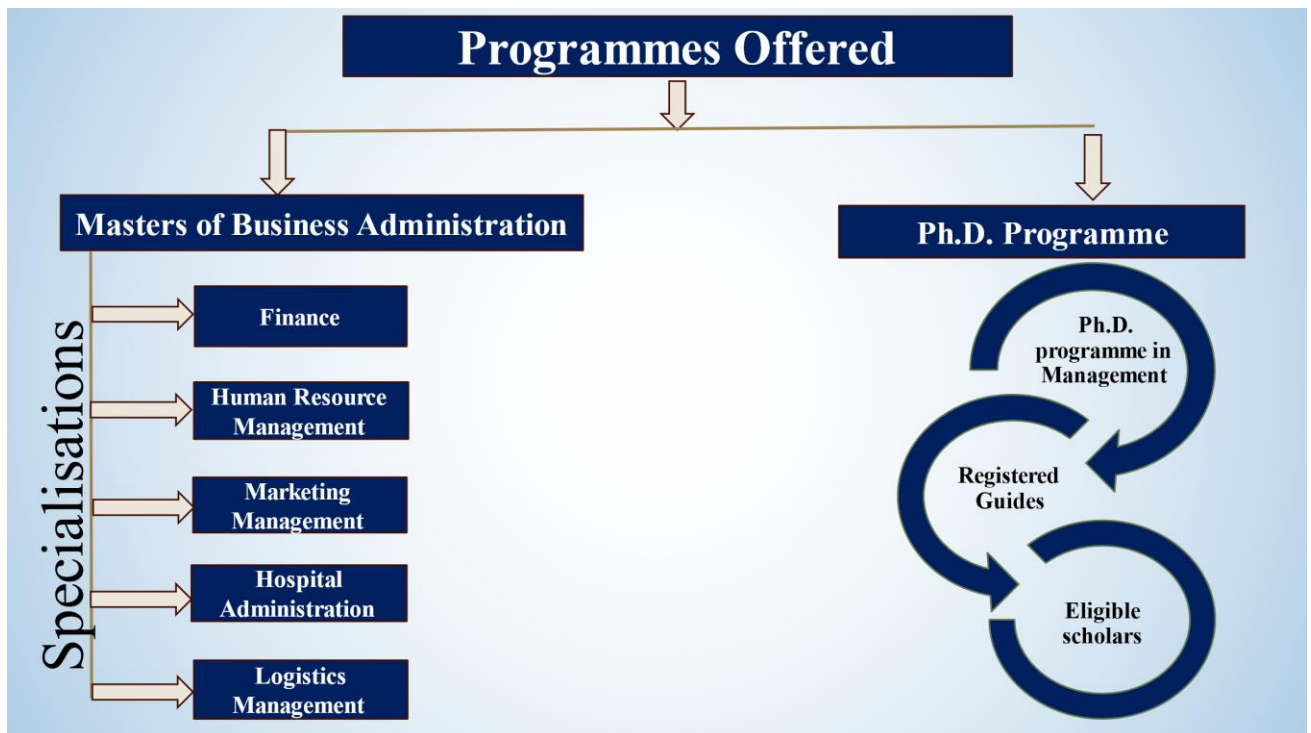
1.4.1 Add-on Programmes

To complement and enhance the University-mandated course content, the Institute offers add-on programmes across all four semesters. These programmes provide students with multidisciplinary knowledge alongside the regular curriculum, allowing them to pursue in-depth learning in areas of personal interest. This approach fosters holistic development and supports the future growth of each student. The details of the Add-on Programmes offered are shown below.

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Table No. 1.2

Add-on Programmes

I Semester	II Semester
• Soft Skills for Business (Industry Certified in-house Add-on Programme)	• Corporate Communication and Etiquette (Industry Certified in-house Add-on Programme) • MOOC Courses • Swayam NPTEL Courses
III Semester	**IV Semester**
• Industry Certified in-house Add-on Programmes • CPBFI by Bajaj FinServ • Certified Programme on Excel and Business Analytics by BIL Swayam NPTEL Courses / MOOC Courses	• Industry Certified in-house Add-on Programmes • Swayam NPTEL Courses / MOOC Courses

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2. GOVERNANCE ENABLERS

A J Institute of Management, founded in 1999 under Laxmi Memorial Education Trust ®, upholds a unique academic ethos emphasizing the creation of new knowledge and striving for excellence. The Governing Council, Academic Advisory Board and IQAC, along with key functionaries such as Executive Director (Planning & Development), Director, Principal, Dean Academics, Student Council Advisor, Research Coordinator, IIIC In-charge and staff members collectively ensure that the Institute adheres to its Vision and Mission, delivering quality Management Education.

Institute is crafting a comprehensive short-term and long-term Strategic Perspective Plan with eight dimensions as per the Institute's vision and mission, such as **Teaching and Learning, Research and Development, Student Development and Engagement, Computer Lab and Library, Industry Collaboration for Internship and Placement, Alumni Engagement, Infrastructure Augmentation and Accreditation/Ranking**.

2.1 Dimension 1: Teaching and Learning

Short-Term Plans (1-2 Years):

- **Enhance Computer and Digital Literacy:** Integrate advanced digital tools and software relevant to business management, such as data analytics tools, business simulation software and financial modelling platforms.

- **Strengthen Quality Enhancement Initiatives:** Introduce faculty development programmes that emphasize innovative pedagogies, case-based teaching and experiential learning, while also focusing on student outcomes and performance.

- **Expand TLP Framework**: Further, refine the existing Teaching-Learning Practices (TLP) framework by incorporating more interactive assessments, online resources and practical exposure to industry tools.

- **Industry Collaboration for Specialized Courses:** Build on the success of programmes like Business Excel and SAP by introducing more industry-relevant certifications, such as Digital Marketing, Business Analytics or Leadership Development Programmes.

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Medium to Long-Term Plans (3-5 Years):

- **Integration of Emerging Technologies:** Incorporate emerging technologies such as Power BI, SAP, Python, SQL, Artificial Intelligence, Machine Learning and Big Data analytics into the MBA curriculum, offering students a competitive edge in the evolving business landscape.

- **Advanced Learning Resources:** Establish a state-of-the-art digital learning hub, combining virtual libraries, interactive business simulations and webinars from industry leaders to support the MBA programme.

- **Enhanced Industry Partnerships:** Develop long-term collaborations with global corporations and business consultancies to offer students live case studies, consulting projects and internships in real-time business environments.

- **Regular Curriculum Upgrades:** Continuously suggest the University for the updation of the curriculum based on input from industry professionals, alumni and academic experts to the University to ensure that it aligns with the latest trends in management education.

- **Upgradation of Pedagogy and Assessment:** Ensure that the TLP framework evolves to meet academic standards, incorporating best practices in assessment, teaching and learning methodologies.

2.2 Dimension 2: Research and Development

Short-Term Plans (1-2 Years)

- **Encourage Faculty Research:** Continue to support and motivate faculty members to pursue research and publish in quality journals by providing incentives and research grants.

- **Research Methodology Workshop:** Organize a one-week workshop on research methodology to strengthen faculty and student understanding of research techniques and methodologies.

- **National/International Conferences:** Organize and promote participation in national and international conferences to encourage both faculty and students to engage with the broader academic community and present their research insights.

- **Ph.D. Support and Guidance:** Offer guidance and mentorship to faculty pursuing Ph.D. programmes, ensuring that they have the necessary resources and support for successful completion.

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Medium to Long-Term Plan (3-5 Years):

- **Increasing the number of Research Guides:** The Institute aims to expand the number of in-house research guides and scholars, fostering a stronger research community within the Institute.

- **Institutional Research Focus:** Establish a strong research culture by strengthening the research centre that fosters collaboration, interdisciplinary research and external partnerships with industries and academic institutions.

- **Research Publications:** Aim for increased publication output in Peer-Reviewed, Scopus and other high-impact journals, focusing on research areas aligned with management practices and emerging business trends.

- **Research Grants and Funding**: Enhancing the funding for research grants to encourage faculty and students to undertake significant research projects and participate in global academic events.

- **Advanced Research Training:** Develop an advanced training programme in research techniques and grant writing to equip faculty with the skills needed for high-quality, impactful research.

- **International Collaborations:** Seek international collaborations and partnerships for joint research projects, enabling faculty and students to engage in cross-border research and academic exchange programmes.

2.3 Dimension 3: Student Development and Engagement

Short-Term Plans (1-2 Years):

Beyond Curriculum Practices: Place greater emphasis on beyond-curriculum activities by integrating more co-curricular and extracurricular programmes, including leadership development, life skills workshops and personality enhancement sessions.

Encourage External Participation: Actively encourage students to participate in national level cultural and management fests, providing financial and logistical support for their involvement.

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Promote Inclusivity and Sensitivity: Launch programmes aimed at fostering inclusivity and social sensitivity, through more workshops on diversity, gender equality and mental health awareness.

Strengthen Community Partnerships: Expand student involvement in community-based initiatives like Unnat Bharat Abhiyan, beach cleaning and charity drives, focusing on developing social responsibility and leadership skills in real-world contexts. Institute proposed to the University for the sanction of NSS unit to carry on outreach activity.

Medium to Long-Term Plan (3-5 Years):

Introduction of New-Gen Programmes: The Institute aims to introduce innovative, industry-aligned MBA programmes focusing on emerging fields like Digital Transformation, Data Analytics and Sustainability, integrating advanced technologies, global collaborations and practical learning experiences to enhance student employability and leadership capabilities.

Holistic Student Development: Build a more structured framework for holistic development by incorporating student-run events, innovation challenges and community service as part of the core student experience.

Institutionalizing Community Engagement: Institutionalize community partnership programmes through NSS unit, with NGOs, local government initiatives and businesses to offer students regular opportunities for social impact and hands-on experience in managing social causes.

Comprehensive Inclusivity Programmes: Develop long-term strategies to promote inclusivity within the student body by integrating programmes that focus on social justice, accessibility and equal opportunities for all students, regardless of background.

Continuous Collaboration with Alumni: Strengthen alumni engagement by involving them in mentoring, seminars and collaboration on student-driven initiatives, thus creating a stronger sense of community and long-term support.

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2.4 Dimension 4: Computer Lab and Library

Short-Term Plans (1-2 Years):

- **Biometric Entry System for Library Access:** The fingerprint entry system in the library provides secure, efficient access by allowing only authorized users and enabling better tracking of library usage.

- **Enhance Digital Resources:** Expand the collection of e-books and e-journals, aiming for access to more specialized business and management resources. Explore additional portals and databases to further enhance research support for students and faculty.

- **Strengthen ICT Infrastructure**: Upgrade existing ICT infrastructure by adding more high-performance systems, improving software applications and ensuring that all students have access to cutting-edge technological resources for research, presentations and analysis.

- **Enhance Cybersecurity**: Strengthen data security by implementing advanced security protocols, firewall systems and training students and faculty on cybersecurity best practices to protect institutional and personal data.

Medium to Long-Term Plan (3-5 Years):

- **Air Conditioning for Enhanced Comfort:** The library of the Institute will be equipped with air conditioning to ensure a comfortable and conducive environment for studying and working.

- **State-of-the-Art Library Facility:** Transform the library into a state-of-the-art digital learning center by integrating personalized research support and expanding access to global academic resources.

- **High-Speed Connectivity & Cloud Storage:** Ensure ultra-fast internet connectivity (greater than current 100 mbps) and explore cloud storage solutions for easy access to resources, collaborative projects and backups, ensuring continuous support for research and learning activities.

- **Collaboration with Global Digital Platforms:** Establish partnerships with global digital learning platforms to ensure students and faculty have access to international resources, fostering global collaborations in research and development.

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2.5 Dimension 5: Industry Collaboration for Internship and Placement

Short-Term Plans (1-2 Years):

Reinforce Industry Connectivity: Expand the number of MOUs with more corporate and non-corporate organizations, focusing on internship opportunities, on-the-job training and placements. Strengthen tie-ups with industry partners to create specialized training programmes and industry-focused projects.

Strengthen IQAC with Industry Professionals: Increase the number of industry professionals in the IQAC to ensure that academic programmes are aligned with current industry trends and demands, bringing real-world expertise into the curriculum development process.

Strengthen Placement Activities: Build stronger relationships with key recruiters, ensuring a broader range of placement opportunities. Increase the scope of training sessions, including soft skills, leadership development and job-specific skill programmes.

Collaborative Training Programmes: Continue and expand partnerships with organizations like Bajaj FinServ and Business Intelligence Lab (BIL) Mangalore, to offer specialized skill-building programmes such as Data Analytics, Excel and Financial Services, thereby improving the employability of students.

Industry-Focused Seminars: Strengthening Institute Industry Interactions by organizing more seminars, webinars and industry roundtables where experts from various sectors can share insights with students and faculty, ensuring that learning stays relevant and practical.

Medium to Long-Term Plan (3-5 Years):

Strategic Industry Partnerships: Develop long-term strategic partnerships with leading industries, ensuring that students gain direct exposure to industry best practices through internships, live projects and consultancy assignments. Focus on industry-academic collaborations that lead to joint research and development opportunities.

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Placement Network Expansion: Establish a nationwide network of placement partners, ensuring a diverse range of placement opportunities across various industries and geographies. Continue to enhance the employability of students through continuous skill development programmes and industry internships.

IQAC-Industry Collaboration Framework: Strengthen the collaboration between IQAC and the industry by formalizing advisory roles for industry leaders, ensuring that feedback from industry experts is consistently integrated into academic planning and quality assurance processes.

Alumni and Industry Collaboration: Engage alumni in industry interactions by having them act as mentors, guest speakers, or project partners and use their industry networks to facilitate better placement and internship opportunities for current students.

Skill Development Centre: Establish a state-of-the-art skill development centre within the Institute that focuses on advanced industry-relevant skills, including emerging technologies, leadership training and professional certifications.

2.6 Dimension 6: Alumni Engagement

Short-Term Plans (1-2 Years):

Strengthening Alumni Connectivity: Enhance alumni engagement through regular communication via newsletters, social media platforms and personalized emails to keep them updated on institutional developments and opportunities for involvement.

Organize Alumni Networking Events: Host more alumni networking events, both virtual and physical, where alumni can reconnect, share experiences and collaborate on initiatives with current students and faculty.

Increase Alumni Participation: Encourage alumni participation in seminars, judging panels and mentorship programmes to foster stronger connections and provide valuable industry insights to students.

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Create Alumni Portal: Develop a dedicated online alumni portal for seamless interaction, including event updates, career opportunities and a platform for alumni to engage in professional networking and knowledge sharing.

Medium to Long-Term Plan (3-5 Years):

Institutionalizing Alumni Contributions: Establish a structured alumni contribution programme and enhance it by involving them as resource persons for seminars and conferences, chief guests and judges for Institute events. Invite alumni to join the IQAC, utilize their expertise for internships, projects and placements and collaborate on joint certification of Add-on programmes. Additionally, encourage alumni to provide financial and non-financial support, including contributions to outreach programmes.

Strengthening Alumni Mentorship Programmes: Develop a formal mentorship programme, where alumni can guide current students on career development, industry trends and leadership skills, creating a long-term impact on students' professional growth.

Alumni Recognition and Awards: Implement an alumni recognition programme, where outstanding alumni are honoured for their professional achievements and contributions to the Institute, thereby motivating future generations of students.

2.7 Dimension 7: Infrastructure Augmentation

Short-Term Plans (1-2 Years):

Enhancing CCTV Surveillance for Safety and Security: Further enhance the security system by expanding CCTV surveillance across the campus, including common areas, entrances, parking lots and vulnerable zones, to ensure the safety of students, faculty and staff. Implement a centralized monitoring system to improve response time and overall campus security.

Upgrading Audio Systems for Classrooms: Continue improving the classroom infrastructure by upgrading audio-visual systems to ensure better sound quality and effective teaching experiences. Explore the integration of smartboards, projectors and advanced audio systems to enhance interactive learning.

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Improving Facilities for Differently-Abled Students: Maintaining existing accessibility facilities for differently-abled students, including ramps and lift. Ensure that all future infrastructure developments consider inclusivity as a key aspect.

Canteen Expansion and Renovation: Continue to enhance the campus dining experience by further renovating the canteen facilities to accommodate the students and faculty on requirement. Include healthier food options, sustainable packaging and eco-friendly practices to align with the institution's sustainability goals. Also, offering affordable and healthy meals to students and staff and encouraging student involvement in food waste reduction and sustainability initiatives through campaigns and student-led projects.

Focus on Environmental Sustainability: Maintaining and enhancing efficiency of the Sewage Treatment Plant (STP) and Rain Water Harvesting projects. Additionally introducing sustainability initiatives like solar lights, waste segregation and energy-efficient lighting systems across campus. Organize awareness programmes on environmental sustainability for staff, students and public.

Automation of Academic and Administrative Activities: Expand the usage of the ERP system at the Institute to further streamline academic and administrative processes, including digital attendance, grading systems and online submission of assignments. Continuously update the ERP to integrate new features based on evolving institutional needs.

Medium to Long-Term Plan (3-5 Years):
Enhanced CCTV Surveillance for Comprehensive Security: Complete campus-wide installation of high-definition surveillance cameras, with motion detection and real-time alerts for better monitoring and incident prevention. Collaborate with local law enforcement for enhanced campus security and safety protocols.

Further Upgrades to Classroom Infrastructure: Provision of Two-Seater Cushioned Chairs for Tutorial Classrooms on the 1st Floor and Specialization Lecture Rooms.

Provision of Examination Section: Provisioning a well-equipped, air-conditioned examination section with adequate seating arrangements and security features like surveillance

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systems to ensure exam integrity. A secure strongroom will be established for storing exam papers, student records and other confidential documents. Additionally, plans are in place to acquire a high-performance printer dedicated to the examination section. Dedicated spaces will be provided for exam coordinators, staff and support personnel to efficiently manage administrative tasks.

2.8 Dimension 8: Accreditation and Ranking

Medium to Long-Term Plan (3-5 Years):

- Achieving Institutional Autonomy
- Applying for NIRF Ranking
- Attempting for ISO Certification and Continuous Quality Improvement

Details of the Governance Enablers and its usage are given below:

Table 2.1

Governance Enablers Indicators

SI. No.	Indicators	Details	Timelines
1	BoG/ Senate/ Syndicate	Governing Body	Once a year
		Administrative heads	Frequent
		Staff Council	Frequent
		Examination Committee	Frequent
		IQAC	External meet - once in 6 months Internal meet – once a month
		Library Committee	Twice a year
2	Quality Assurance	NAAC accreditation	Once in 5 year
		Annual Performance Index of Faculty (API)	Once a year
		Assessment of Course File	Once a semester
		Employment and Progression	Once a year
		Infrastructure and Resources (Computer Lab and Library)	As and when required
		Academic Administrative Audit	Once in two years
		Financial Audit -Internal Financial Audit -External	Quarterly Every Year
3	Financial Autonomy	Preparing Financial budget for Academic and Beyond Academic activities	Every year

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4	**Leadership**	Decentralisation as per the Institute Organogram	**Continuous**
		Participative management as per the Institute's philosophy	**Continuous**
		Selection of leaders based on efficiency	**Continuous**
		Student Council and other various clubs and associations	**Once a year**
5	**Vision, Mission and Roadmap for HEI**	Vision and Mission in place and is disseminated to major stakeholders	**Continuous**
		A strategic roadmap for achieving the Institute's vision and mission by integrating eight key dimensions and communicated to the faculty members.	**Continuous**
6	**Close Monitoring by IT/Web based Management Information System**	ERP – DHI Software	**Continuous**
		Reporting to the Head of the Institution	**Continuous**
		Library Management System – EasyLib	**Continuous**
		CC Camera Surveillance at the campus	**Continuous**
7	**Risk Management Analysis**	Fire and Safety	**Once a year**
		Electronic and Electrical Devices	**Through AMC, as and when required**
		Building Insurance	**Once a year**
		Building Stability Analysis	**Once in three years**
8	**External Advisory Boards**	External Experts are nominated for Governing Council & IQAC. Further, external experts' inputs are received through MOUs.	**As and when the meetings are held**
9	**Student Feedback**	Course-End Survey (About Course Instructor and Curriculum)	**End of each Semester**
		Academic Performance and Ambience of the Institution	**Yearly**
		Informal feedback (Students forum)	**Continuous**
		Student Satisfaction Survey	**Yearly**
		Exit Survey	**Yearly**

In the long run, the Institution aims to achieve academic excellence by adopting innovative teaching methods, fostering strong industry collaborations and advancing cutting-edge research, ultimately establishing itself as a prominent Institution in the vicinity. Additionally, the Institute envisions developing excellent infrastructure and student services that foster holistic development, providing state-of-the-art facilities, a vibrant campus culture and robust engagement with both alumni and industry to support the overall growth and success of its community.

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3. FINANCIAL ENABLERS AND FUNDING MODELS (RESOURCE GENERATION)

The Institute operates on a self-financed model, focusing on effective fund management to foster academic growth and ensure operational sustainability. Revenue primarily comes from student tuition fees, investment interest and non-traditional sources such as grants and partnerships to support various programmes. The Head of the Institute prepares the annual budget, which is reviewed and approved by the Governing Council, ensuring that funds are allocated to infrastructure, faculty development and student services. This strategy promotes financial transparency, long-term sustainability and the continuous delivery of quality education.

3.1 Financial Policies

The Institute is self-financed and its financial policy ensures the efficient management of funds, prioritizing academic development and operational sustainability. Revenue generation primarily relies on student tuition fees and interest on investment, with a focus on maintaining affordability and quality education. Expenditures are allocated judiciously to support infrastructure, faculty development and student services. The Institute also seeks additional financial assistance from non-conventional sources to organize the programmes. All financial transactions are transparent and compliant with legal and regulatory requirements. The financial strategy aims at long-term sustainability while ensuring academic excellence and operational efficiency.

3.2 Action Plan and Budgets

The head of the Institute prepares the annual budget indicating the possible income through student fee collection and budget expenses on various heads. The same is approved by the Management in the Governing Council meeting and allows the Institute to spend the budget as and when required.

3.3 Main sources of Revenue to be Developed

- Institute depends predominantly on tuition and other fees including the tuition fees received from the Government of Karnataka, towards Government admissions. This consistent income enables the Institute to offer academic infrastructure and faculty resources, ensuring the delivery of quality education.

- Income is also generated through the interest from Fixed deposits and through non-conventional sources such as Government and Non-Governmental entities for organizing the programmes.

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4. ACADEMIC ENABLERS

A J Institute of Management (AJIM), affiliated with Mangalore University, has been delivering quality Management education for the past 25 years. The Institute has successfully carved a niche in the educational landscape, offering Masters in Business Administration (MBA) with specializations in Finance, Human Resources, Marketing and Logistics as well as Hospital Administration that are distinct specializations offered only by AJIM under Mangalore University. Additionally, Institute offers numerous Add-on certificate programmes, further enhancing its educational offerings.

With the vision of progressing towards autonomy, the Institute aims to update its teaching, learning and evaluation pedagogy through the Teaching-Learning Practices (TLP) framework. This framework is designed to promote inclusive teaching that aligns with learners' expectations and enhances academic performance. It achieves success through a balanced approach that integrates both curriculum-based and extracurricular activities. To further strengthen the teaching and learning pedagogy, the Institute has developed the comprehensive framework of Teaching Learning Practices (TLP), introducing new and proactive initiatives that complement the existing curriculum and beyond-curriculum activities. To support this, 14 key activities have been identified under each of these dimensions, as outlined in the table below.

Table No 4.1

Integrating Academic Enablers with Teaching-Learning Practices:

A Roadmap for Effective Learning Outcomes

Curriculum Practices	Beyond Curriculum Practices
1. Lectures	1. Seminars
2. Group Discussion	2. Workshops
3. Role Play	3. Management Fest
4. Business Quiz	4. Preparing Short Movies
5. Impulsive Seminars	5. Interactive Movie Sessions
6. Management Games	6. Club Activities
7. Case Analysis	7. Wall Magazine

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8. Computer Lab Exercises	8. Conference and Seminars
9. Internship	9. Field Study/ Social Survey
10. Mini Project/Major Project	10. Industrial Visits
11. Formative Test	11. Outreach Programmes
12. Presentations	12. Sports and Games
13. Assignments	13. Cultural Activities
14. Viva-Voce	14. Placement Training

Each activity within the TLP dimensions is accompanied by specific objectives, a defined execution schedule, an evaluation framework, and a set of anticipated outcomes, as outlined below.

4.3 Curriculum Practices: Curriculum-based activities comprise a simple set of standardized procedures to impart the programme content and to evaluate its effectiveness. It also helps the teachers to find out how students are progressing in basic academic activities such as understanding, internalizing and applying the knowledge. These curriculum-based activities will assist students in understanding not only the conceptual and contemporary knowledge but also make them fit with skills such as critical thinking, problem-solving and effective communication. Apart from lectures, curriculum practices comprise group discussion, role-play, business quizzes, management games, tests, presentations, etc. which are explained below.

4.1.1 Lectures: During Lecture sessions, the course instructors perform interactive presentations of the course content.

Objectives

- To impart course content
- To promote interactive learning
- To expose the students to the recent trends and developments in the business
- To prepare the students for the formative and summative assessment

Frequency

The lectures will happen as per the scheduled timetable

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Evaluation

Through formative and summative assessments

Expected Outcomes

- Gain conceptual and theoretical knowledge

- Broadens the general awareness

- Apply the knowledge to the business context

4.1.2 Group Discussion (GD): In Group Discussion, five to eight students discuss a given subject and, in the process, their personality traits such as interpersonal and communication skills, confidence in public speaking, team spirit, leadership abilities, social behaviour and problem-solving skills apart from in-depth knowledge on the subject are assessed.

Objectives

- To improve communication and listening skills

- To develop initiative and participative skills

- To promote confidence level

- To acquire multi-disciplinary knowledge

Frequency

Discretion of the course instructor based on the nature of the course

Evaluation

Evaluation is made by the moderator conducting the GD and is based on communication skills, imitativeness and depth of the topic.

Expected Outcomes

- Shapes overall personality

- Prepares for professional career prospects

- Improves the ability of critical thinking

- Develops team spirit

4.1.3 Role Play: In this theatrical exercise, an individual or a group of students perform multi-faceted roles related to a personality.

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Objectives

- To develop creativity

- To cultivate position-specific competencies

- To imbibe the best qualities of prominent personalities

Evaluation

The internal faculty members will evaluate role-play based on clarity in understanding the role, communication skills, expressions, confidence and body language.

Frequency

Conducted during regular lectures and club activity hours, as allotted in the timetable.

Expected Outcomes

- Gain position-specific skills

- Students learn to empathize with others

- Build confidence

4.1.4 Business Quiz: A business quiz is conducted to assess the knowledge level of students on business affairs and conducted during club activity hours, as specified in the calendar of events.

Objectives

- To understand the knowledge level in business situations.

- To encourage participative classroom learning

- To explore innovative business ideas

Evaluation

Based on the performance and the winning participants/teams are honoured with certificates and prizes during the weekly open assembly.

Expected Outcomes

- Enriches business knowledge.

- Enhances thinking and answering ability

4.1.5 Impulsive Seminars: Under this unique academic practice, without any pre-planning, seminars on very contemporary issues affecting the mass will be conducted. A few faculty

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members and students interested, present their views on an extempore basis, followed by an in-depth discussion.

Objectives

- To create awareness on the issue
- To analyse the impact on the economy
- To Improve communication skills

Expected Outcomes

- Enhance the awareness level on contemporary development and its impact
- Increase analytical skills

4.1.6 Management Games: Real-time business situations are simulated in the form of games and conducted during the club activity hours, as specified in the calendar of events.

Objectives

- To apply management tools and techniques in solving the business problems
- To build creative thinking ability
- To improve communication and presentation skills.

Evaluation

The evaluation is based on creativity, presentation, answering and problem-solving ability. Based on the evaluation made by the internal faculty, the winning participant/team is honoured with a certificate and prize in the weekly open assembly.

Expected Outcomes

- Application of management concepts in problem-solving
- Foster creative thinking and analytical ability
- Improved communication and presentation skills.
- Better inter-personal relationship

4.1.7 Case Analysis: Analysis is conducted on real-life problems to facilitate critical evaluation and optimal solutions. At least one case study is conducted based on the course requirement, in a team consisting of eight members.

Objectives

- To apply the theoretical concepts

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- To develop problem-solving and decision-making ability

- To cultivate out of the box thinking ability

Evaluation

The criteria of evaluation are based on summarization, presentation, identification of the problem, critical evaluation and feasible solution

Expected Outcomes

- Fosters the conceptual knowledge

- Improves communication and presentation skills

- Inculcates team spirit

4.1.8 Computer Lab Exercise: Computer Lab sessions are conducted to impart technical skills on Microsoft Office and Statistical Package for Social Survey (SPSS) in courses like Business Analytics, Business Research Methods and Information Technology in Business.

Objectives

- To apply the statistical techniques in analyzing the business problems

- To familiarize the data visualization

- To enhance computer-aided employability skills

Evaluation

Assessment based on basic computer knowledge, application level and problem-solving ability.

Frequency

Computer Lab sessions are conducted on the basis of course contents as per the time-table.

Expected outcomes

- Application of analytical tools

- Efficient use of computer resources

- Employability skills

4.1.9 Internship: This curriculum practice provides a learning experience that emphasises on-the-job training. At the end of the second semester, every student has to undergo a minimum of 30 days of internship in select companies. Every student has to update their work through the weekly reports to their respective mentor and the placement officer. Before the

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commencement of the third semester, students present their final reports and undergo internship Viva-Voce.

Objectives

- To apply the theoretical knowledge into practice
- To gain hands-on experience
- To create job opportunities

Evaluation

It is a formative assessment through Viva-Voce, based on the learning experience, report writing and presentation skills.

Frequency

Once during the programme.

Expected outcomes

- Understand the functional areas of the organization
- Explore career opportunities
- Team spirit and target attainment

4.1.10 Project Work: Project work challenges students to think beyond the boundaries of the classroom, helping them develop the skills such as the ability to question, analysing and draw conclusions with a set of suggestions leading to higher-order thinking.

Objectives

- To create interest in the area of research
- To enhance report writing skills
- To apply business research methodology and statistical tools
- To enrich the analytical ability
- To address industry and socially relevant issues

Evaluation

Subject to external Viva-Voce for 30 Marks and summative assessment for 70 Marks.

Methodology

Project work is assigned during the third semester, based on course specialisation and is expected to be completed by the end of the fourth semester. To keep track of the progress of the project work, a Work Diary is maintained and to be submitted to the respective research guides and reviewed by the Director at the end of each module as per the schedule. The entire

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project work is split into six modules and the frequency of interaction between the guide and the student is recorded. At the end of the fourth semester, students are required to submit the final Project Report and appear for Viva-Voce.

Expected outcomes

- Fosters research acumen
- Students get insights into the industry and social issues
- Creates practical outlook on business problems
- Improve report writing and analytical skills

4.1.11 Formative Tests: In each semester, two internal tests will be conducted to assess the subject knowledge of the students.

Objectives

- To assess the level of understanding of conceptual and theoretical knowledge
- To evaluate the application skill
- To prepare students to excel in University examination
- To understand the effectiveness of teaching methodology

Evaluation

Institute follows the revised **Bloom's Taxonomy** for setting question papers for the internal test by focusing the levels III, IV, V and VI.

Expected Outcome

- Self-introspection on the level of understanding
- Understand the application skills
- Enhance the creativity in answering
- Acquire effective time management skills

4.1.12 Presentation/ Group Case Presentation/ Computer Lab Practical: Each student has to undergo one Presentation or Group case presentation or Computer Lab Practical depending on the nature of the course in each semester. Theory oriented courses will have a Presentation, courses having numerical problems will have the Group Case Presentation and IT related subjects will have Computer Lab Practical.

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Objectives

- To improve the communication skill

- To enhance the level of confidence

- To gain knowledge on the contemporary issues

- To improve the questioning ability of the fellow students

- To develop effective presentation skills by applying modern tools.

Evaluation

Institute adheres to a separate rubric for presentation evaluation.

Outcome

- Enhances presentation skill

- Improves confidence level

- Exposes students to contemporary developments

- Enhances questioning and answering abilities

4.1.13 Assignment: As a part of formative assessment, students are required to submit at least one assignment per course in a handwritten format in a structured Assignment Book on contemporary topics allotted by the course instructor.

Objectives

- To improve the writing skill

- To evaluate the subject knowledge and update current affairs.

- To encourage the use of E-resources.

Evaluation

Institute adheres to a separate rubric for assignment evaluation

Expected Outcomes

- Improved writing skills

- Enhanced learning with real-life examples

- Developed cognitive and analytical ability

4.1.14 Viva-Voce: A Viva-Voce examination is an integral part of our formative assessment. In the first, second and fourth semesters, the Viva-Voce is based on course content and the third-semester viva is on the learning experiences of students in their summer internship.

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Objectives

- To assess the conceptual knowledge, learning experiences and researching knowledge

- To assess the confidence level and communication skill

- To inculcate the professional etiquette

- To develop interview facing skills

Evaluation

Institute adheres to a separate rubric for viva-voce evaluation.

Expected Outcome

- Enhancement of course knowledge and inspired research mindset.

- Improved Communication ability.

- Higher Confidence Level

4.2 Beyond Curriculum Practices: The ability of every student present in the class is not the same. Hence, beyond curriculum teaching learning practices ensure that each one thrives in their uniqueness. We proactively promote the inclusion of students and expect them to collaborate and cooperate. These beyond curriculum teaching learning practices explained below aim at developing various soft and social skills such as self-confidence, collaboration, problem-solving, communication, respect for others, team spirit etc. in addition to their academic ability.

4.2.1 Expert Lectures: Experts from the industry or academia are invited to share prowess on contemporary themes. In each semester, about six such expert lectures will be arranged as specified in the calendar of events.

Objectives

- To provide insight on contemporary corporate and social issues

- To bridge the gap between academia and industry

Expected Outcomes

- Able to interact with experts

- Get an idea to relate theoretical concepts with practical inputs

- Updating with industry requirements

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4.2.2 Workshops: At least two workshops are conducted per semester by inviting professional trainers and motivational speakers with the holistic idea of providing individual and group learning experiences. Formal feedbacks are collected to assess their effectiveness.

Objectives

- To enhance the confidence and communication levels of the students
- To facilitate self-assessment
- To inculcate corporate etiquettes

Expected Outcomes

- Foster skill enhancement
- Create awareness on corporate functioning

4.2.3 Management Fest: This is a beyond academic intervention in the learning process to facilitate the generation of innovative business ideas among the students and is organized under two heads namely, Intra- Management Fest and Inter-Management Fest.

Under Intra-Management Fest, competitions are conducted for our students under different core areas such as Best Management Team, Finance Events, Human Resource Events, Marketing Events, Business Quiz and Best Business Plan within the Institute campus. Likewise, the Inter-Management fest is conducted by inviting teams from various post-graduate's institutions offering Management and Commerce disciplines. Our students are entrusted with the responsibility of organising the events independently. Likewise, our students are also deputed to Management Fests organised by other Institutions

All these exercises offer a different learning experience of applying management concepts into practice. Intra and Inter Management Fests each are conducted once a year and deputation to Management Fest is done as and when the invitations are received. All these learning exercises are facilitated through the annual budgets of the Institute. Performance assessment in the Intra and Inter-Management fest is conducted through internal and external judges.

Objectives

- To inculcate skills such as organizing, teamwork, leadership and communication
- To groom in generating innovative business ideas

Expected Outcomes

- Develop essential soft skills

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- Able to apply the ideas in the near real-life situation
- Enhance the problem-solving ability

4.2.4 Preparing Short Movies: Under this unique learning practice, first-year students are divided into groups to produce short movies of ten minutes duration on social-centric issues. The scenes of the movie have to be shot within the Campus. On the occasion of releasing the movie along with posters, the members of each team share their experiences on the stage followed by question and answer. This practice is taken up once a year.

Objectives

- To apply management principles
- To foster creative skills
- To learn to work in a team to achieve shared goals
- To understand the intricacy of socio related issues

Evaluation

On releasing the short movies on a specific day, the panel of judges evaluate the quality of production, on the basis of the storyline, participation/contribution of each member, technical quality, originality and cinematography.

Expected Outcomes

- Build team spirit
- Demonstrate functions of management
- Abreast with social issues
- Foster budding talents

4.2.5 Interactive Movie Sessions: Under this distinctive learning practice, inspirational movies are presented followed by an in-depth discussion on their socio-economic and marketing values. At least one such exercise is conducted per semester per class as specified in the calendar of events. Identified students are entrusted with the responsibility of submitting a report sharing their learning experiences.

Objectives

- To inculcate righteous virtues
- To ensure team spirit and effective communication

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Expected Outcomes

- Able to identify and internalize the moral values
- Strengthen attentive and communication skills

4.2.6 Club Activities: During club activity hours, different exercises such as Business Quiz, Group Discussion, Role Play, Treasure Hunt, Collage, New Product Launch, Logo Identification and Logo Depiction are conducted as specified in the timetable. Winning participants/team as identified by the panel of internal judges aptly rewarded.

Objectives

- To reinforce soft skills
- To ensure the participation of each student

Expected Outcomes

- Able to represent the Institute at the inter-collegiate management fest
- Enhance the confidence level

4.2.7 Wall Magazine: It is a periodical run on a notice board where the students post their articles, poems, drawings and other such compositions to exhibit their talents and updated once a fortnight.

- To express creative talent
- To initiate the writing tendency

Expected Outcomes

- Cultivate the literary taste and fine arts
- Productive use of the leisure time

4.2.8 Conferences and Seminars: An opportunity created for the students to participate and present the research papers in the National and International Conferences/Seminars along with outside faculty and research scholars, organized by the Institute. Further, student office bearers are entrusted with the responsibility of organizing the event under the supervision of in-house faculty.

Objectives

- To understand contemporary issues on business and management
- To provide an occasion to listen and interact with the experts
- To provide a platform to organize the events

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Expected Outcomes

- Broadens the knowledge arena
- Enhances the organizing ability

4.2.9 Field Study/ Social Survey: Institute undertakes minor research projects on contemporary social-centric issues and data collected through structured questionnaires administered by students. Every year, Institute takes up at least three such projects and is monitored through different teams of faculty. Expenses incurred are budgeted and met by the Institute.

Objectives

- To enlighten on social issues
- To create an opportunity to interact with a different spectrum of people
- To provide an insight into the art of report writing

Expected Outcomes

- Able to understand and internalise the social issues
- Develop the skill of report writing
- Enhance the interactive ability

4.2.10 Industrial Visits: Industrial visits are arranged to provide practical knowledge of the functioning of organisations. On the expediency of the industry, faculty accompany the students through the conveyance provided by the Trust. Student team leaders are required to submit reports sharing their experiences.

Objectives

- To provide an insight into the practical working environment
- To introduce advanced technology adopted by the industry
- To provide an opportunity to interact with the workforce in action

Expected Outcomes

- Learn to relate theoretical concepts to practice
- Enhance the knowledge level through interaction with the employees

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4.2.11 Outreach Programme

The outreach programme of the Institute aims to support the local community and the disadvantaged. Faculty along with the students visit Orphanage, Old Age Homes and Special Schools, interact with the inmates and prepare reports. Further, charity extended in cash and kind during the visits. Likewise, Blood Donation Camps and Awareness Programmes on Health and Safety are organised through Hospital Administration Club. In addition, Street Play and Social Work in Villages are also undertaken as specified in the calendar of events.

Objectives

- To make meaningful contributions to the local community
- To make the students compassionate and receptive

Expected Outcome

- Involve in community development Programmes
- Understand the realities of society

4.2.12 Sports and Games: The institute facilitates sports and games and organises intraclass competitions apart from the annual sports day.

Objectives

- To ensure physical and mental fitness
- To promote teamwork and delegation of authority

Evaluation

A team of Physical Directors will judge the performance level of students.

Expected Outcomes

- Able to work in a team
- Physical and mental wellbeing

4.2.13 Cultural Activities: To exhibit the fine art talents of the students, various events are celebrated such as Teacher's Day, Onam, Sharada Pooja, Deepavali, Christmas, Traditional Day, Cultural Day etc., under the supervision of the student's council. Further, competitions in Music, Dance, Skit etc., conducted and winners are honoured during the Annual Day Celebrations. Likewise, students are encouraged to exhibit their talents in the 'Stage of Honour', after class hours in an informal gathering. Identified students are deputed to inter-collegiate management and cultural fests. To promote local art-

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Yakshagana, Institute organises the inter-collegiate cultural event 'Yakshakalothsava', with the support of the student council.

Objectives

- To encourage students to exhibit their hidden talents
- To change over from routine classroom teaching and learning

Outcomes

- Able to exhibit their talents
- Increased involvement in organizing and participating in the events

4.2.14 Placement Training

The Training and Placement Department conducts activities such as Group Discussions, Aptitude Tests, Skill Development Training, Resume Writing and Mock Interview to enhance the employability skills with the help of internal and external trainers. Periodic feedback is collected to assess the performance level. Further, additional Soft skill-related courses are offered in the first-two semesters, in addition to University mandated Courses. Likewise, industry-supported Certificate Programmes and technical Certificate Courses such as MS-OFFICE including EXCEL and SAP offered through external agencies.

Objectives

- To develop Employability Skills
- To guide and acquire targeted career goals
- To guide job opportunities

Expected Outcomes

- Enhancement of Employability Skills
- Able to decide on career goals
- Able to choose suitable jobs

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Table: 4.2

Details of Academic Enablers

SI. No	Indicators	Details	Timelines
1.	**Courses catering to professional / future requirements**	• The Institute currently offers five different specializations catering the professional requirement. • In addition to the core domain specializations, Institute provides specialized courses such as Hospital Administration and Logistics Management, catering to students interested in niche education and broadening their academic opportunities. • The curriculum includes flexible options such as SWAYAM NPTEL courses in 2nd, 3rd & 4th semesters, along with in-house add-on programmes offered in the 1st & 2nd semesters.	**Continuous**
2.	**Curriculum updated as per industry requirements**	Curriculum Updation: • The Institute consistently takes proactive steps to update its curriculum in line with industry needs, ensuring that the University receives updated course content through regular communication. • As part of this initiative, the Institute has revised and enhanced the course content for Business Analytics, Logistics Management and Hospital Administration. • Consequently, Logistics Management and Hospital Administration have been developed into specialized tracks, each offering six dedicated courses.	**Continuous**

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		• Courses to be offered in MOOC	**2025-26**
		The Institute is actively working on introducing next-generation courses like Business Data Analytics and Digital Marketing as part of the curriculum or specializations.	**Academic year 2025-26**
		Industry-certified add-on programmes with updated content are offered in the 3rd and 4th semesters, tailored to meet the evolving demands of the job market.	**Yearly basis**
		The curriculum also includes industry-linked mandatory internships and project work, ensuring students gain hands-on experience in response to the changing employment landscape	**Yearly basis**
3.	**Curriculum embedded with Employability Skill**	• 100 hours of Skill Enhancement Certificate programme by Bajaj FinServ comprising the course content such as managing self, communication, workplace skills, pre-assessment, post assessment and mock interview. Planning to enhance it to 120 hours • Workshops on Aptitude test conducted by Professionals. • Series of Online Aptitude test embedded in the time table and integrated through ERP • Group Discussion: Course wise group discussion and also embedded in the in-house Add-on Certificate Programme • Mock Interview by the industry experts and faculty in III / IV semester for the employability readiness • Compulsory Industry Certified - Soft Skill courses in I & II semester.	**Continuous**

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		• Demo and seminars related to entrepreneurship • Mandatory Industry linked Internship • Project work • Dedicated seminars on professional ethics and employability skills such as resume building, digital presence through LinkedIn etc, • Industry experiences sharing by the alumni & industry experts • Industrial Visits	
4.	**Curriculum embedded with Skill Enhancement Courses**	• Seminars related to the courses such as leadership, sustainability etc. • Impulsive Seminars on current issues • Domain specific Workshops • NASSCOM certified – Business Analytics, Certificate courses • Social Survey on socio-centric issues & student participation in Unnat Bharat Abhiyan (UBA) • Certificate programme in aviation and digital marketing • Short movie making & Mime Competitions • Conduct of Intra-fest & National Level Management Fest • Organizing club activities	**Continuous**
5.	**Curriculum embedded with emerging technologies to be integrated with future of work**	• Course in I Sem – IT for business, with practical knowledge through computer lab exercises. • 45 hours of Certificate Programme by Business Intelligence Lab comprising the course content such as Excel, Business Analytics & Power BI.	**Continuous**

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		• Artificial Intelligence based courses in SWAYAM NPTEL • Seminar on IPR, Data analysis tools • Plan to conduct seminar on the industry 5.0 & 6.0 & Design Thinking.	
6.	**Life Skills Development**	• Seminars and workshops related to life skill development such as Yoga, human values, outreach programmes, gender sensitivity programmes etc.	**Continuous**
7.	**Faculty/ teaching staff**	• Full strength as per sanctioned post	**Continuous**
		• Dedicated team of qualified & experienced faculty committed for academic excellence.	**Continuous**
		• Encouragement to faculty members to attend workshops, seminars, FDPs and conferences. • Pursue SWAYAM-NPTEL courses and additional programmes along with financial assistance / incentives. • Encouragement to faculty to pursue professional courses such as National Institute of Security Market (NISM) and conduct of training programme in other Institutions as a certified trainer.	**Continuous**
		• Encouraging faculty to pursue research, publication, joint paper presentation with the students, conduct of social survey and UBA with financial assistance.	**Continuous**
8.	**Center for Faculty Development (CFD)**	• Continuous upgradation of knowledge through FDP / SDP. • MOUs for faculty exchange	**Continuous**

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		• Facilities to learn the research tool, MOUs with the University and NITK for the digital library access and conduct of workshop / seminar related to research.	
9.	**Non-teaching staff**	• Non-teaching staff are in required number to facilitate the smooth functioning of the Institute and their knowledge is upgraded through regular SDPs.	**Continuous**
10.	**Session wise teaching plan**	• The Institute currently utilizes Enterprise Resource Planning (ERP) – DHI Software for effective curriculum planning and delivery. • **Over the next five years**, the Institute plans to transition from a manual teaching plan to an automated system. • The Institute envisions integrating all aspects of the teaching and learning process into the ERP system, including planning and delivery, real-time attendance tracking, lecture hour management, feedback handling, assessment tabulation, course and programme outcomes, mentor interactions and event updates. • At the start of each course, faculty members plan and input the course objectives and expected outcomes into the ERP system, ensuring structured tracking and reporting of the learning experience for students	**Continuous**
11.	**Learning material like study books**	• In the **next five years**, the Institute plans to enhance access to learning materials by eliminating restrictions on the number of books students can borrow from the library.	**Continuous**

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		• Additionally, the Institute will expand its offerings by providing learning materials in digital formats, such as e-books and PowerPoint presentations, through the ERP system. • This initiative will ensure students have seamless access to a wide range of study resources to support students' academic growth and success.	
12.	**Question Bank**	• The Institute plans to make the question bank for University examinations fully accessible through the Institute's website, allowing students to easily access it online. • Additionally, the Institute will continue to provide hard copies of the question bank and internal examination papers in the library, ensuring students have multiple avenues to prepare for their exams. • This will streamline access to essential resources and support students in their exam preparation in the next five years.	**Continuous**
13.	**Assignments**	• Dedicated books are to be created for the assignment. • Assignment topics are announced in advance being selected from the course text books or relevant online portals. • Course wise assignment submission with due date. • Assignment evaluation will be done based on pre-defined rubrics.	**Continuous**

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		• Course assignment is considered for the internal assessment and carries weightage round 16% in IA.	
14.	**Assessments**	• Internal assessment at the Institute is comprehensive and includes the elements such as two internal tests, assignment, presentation and viva-voce. • The marks for the internal assessment are as follows – two internal tests of 7.5 marks each; Assignment for 5 marks; presentation for 5 marks and viva-voce for 5 marks, which totals to 30 marks. • The Institute plans to implement evaluation reforms by introducing various internal assessment tools, including book reviews, course assignments, project work diaries with seven modules, Bloom's Taxonomy for question paper design, rubrics for assignments, presentations, viva-voce, book reviews, internships, student progress tracker and a comprehensive course file. • The Institute plans to integrate the entire internal assessment (IA) process into the ERP - DHI software, including marks entry, IA scores and final course outcomes. Students will also have access to view their real-time IA marks for all courses enabling the transparency in evaluation.	**Continuous**
15.	**Value added skills enhancement papers**	• The Institute regularly offers value-added skill enhancement add-on courses through in-house	

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		programmes, as well as courses provided by NPTEL-SWAYAM and NASSCOM. • Skill enhancement is further facilitated through seminars and workshops.	**Continuous**
16.	**Pedagogy**	• Over the **next five years**, the Institute will continue to implement and expand measures to foster experiential learning, participative learning and problem-solving through innovative learning methodologies. • The approach will evolve to create more immersive and hands-on learning experiences, enabling students to actively engage with real-world challenges. • **The three tables given at the end of this table (Table no. 4.3, 4.4 and 4.5)** highlight how these strategies will be integrated into the curriculum, ensuring measurable growth in students' skills and competencies and driving their overall development in alignment with future educational goals.	**Continuous**
17.	**Other activities as part of learning**	• Institute organizes series of activities as a part of learning making the student to inculcate competency, confidence, good character and team working skills contributing their all-round development. • Over the next five year, the Institute plan to include the following activities as part of learning. Orientation Programme, Workshops, training on emerging technologies, employability skills, club activities, seminars, Impulsive seminar, Conference, celebration of	**Continuous**

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		national importance days, cultural events, traditional day, sports activities, student council activities, fresher's day, interactive movie session, intra-fest, National Level Management Fest, short-movie preparation and presentation, women's day celebration, extension / outreach , social survey, Yakshakalothsava - Inter-collegiate Cultural Fest, Jashan – U G Cultural Fest, Pantomime – Mime Competition, Vijay Diwas Celebrations, Annual & Alumni Day Celebrations, Demo and Orientation on LMS, Student Deputation to Management and Cultural Fests, Industrial Visit, Farewell Programme, Graduation Day, etc.	
18.	**Earn while learn facility & flexibility**	Students are supported to earn through • Entrepreneurial exhibition at the Institute • Entrepreneurial food stalls at the Institute campus during the fests. • Weekend employment opportunities through industry connects. • Encouraging the students to involve in event management, private tuitions, sports/self-defense, baking, arts & crafts, fine arts and local art forms.	**Continuous**
19.	**Flexibility and multidisciplinary**	• Students are provided with academic flexibility and a multidisciplinary approach through add-on programmes, in addition to the mandatory University courses.	**Continuous**
20.	**Opportunities to develop & utilize Research &**	Research skills are imparted to the students through	

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	innovative thinking skills.	• Student funded projects through Karnataka State Council for Science & Technology (KSCST) • Social Survey • Unnat Bharat Abhiyan • Project work • Paper presentation in the conferences • Participation in the Management Fest • Case study analysis	**Continuous**
21.	**International Exposure**	• Seminars and symposiums will be organized with international faculty and speakers. • International exposure is provided by inviting organizations offering higher education abroad to discuss their programmes and courses.	**Continuous**

Table 4.3

Pedagogy of Teaching-Learning - Experiential Learning

Approach	Methodology	Impact on learners
Experiential learning	Summer Internship	Hands-on experience while working with the employees
	Expert Lecture/ Seminar	Understanding changing trends and interaction with Industry experts
	Outreach Programme	Experiencing community-related issues
	Industrial Visit	Interaction with the employees at work
	Social Survey/ Field Survey	Experiencing the community issues and problems.
	Interactive movie	Comprehending the socio-managerial functions.
	Computer Lab Exercise	Experiencing skill enhancement exercises

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Table 4.4

Pedagogy of Teaching-Learning - Participative learning

Approach	Methodology	Impact on learners
Participative Learning	Workshops	Learning, participation and analytical thinking.
	Presentations by students	Improved communication skills and increased confidence.
	Management Fest	Fosters team spirit and enhances problem-solving abilities
	Mime Competition	Promotes creativity, teamwork and collaboration
	Short movie Preparation	Applying management principals into practice
	Club activity	Fosters creativity and promotes collaborative learning
	Unnat Bharat Abhiyan (UBA)	Develops civic responsibility
	Impulsive Seminar	Awareness on current events
	Sports and Cultural	Promotes physical and mental well-being
	Group Discussion	Enhances critical thinking and communication

Table 4.5

Pedagogy of Teaching-Learning - Problem Solving

Approach	Methodology	Impact on learners
Problem Solving	Project work	Applying research tools for feasible solutions
	Case Analysis	Identifying the issues and suggesting remedies
	Online Aptitude Test	Enhances critical thinking and analytical skills

Beyond five years, Institute aims to establish a comprehensive and dynamic educational ecosystem, integrating industry-relevant curricula, innovative teaching methodologies and cutting-edge technologies to enhance both academic and employability outcomes. With a focus on research-driven learning and holistic student development, Institute will continuously evolve its infrastructure, faculty capabilities and student services to become a leading independent academic centre recognized for excellence in education and industry collaboration.

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5. RESEARCH AND INTELLECTUAL PROPERTY ENABLERS

The Institute will emphasize the significance of innovation by enhancing its ecosystem to foster, develop and manage intellectual property. These initiatives will strengthen the Institute's research infrastructure, promoting a dynamic research environment. The focus will be on supporting groundbreaking research, encouraging collaboration and facilitating the growth of innovative ideas within the academic community. The following table highlights the research and intellectual property enablers of the Institute.

Table 5.1

Details of Research and Intellectual Property Enablers

SI. No	Indicators	Details	Timelines
1.	**Quality Research**	• A research-based curriculum is offered through courses like Research Methodology and integrated components in marketing courses. • Students are required to undertake mandated research projects in the IV semester, focusing on contemporary research themes. • Students actively participate in data collection for the Social Survey. • An integrated approach is adopted through the Unnat Bharat Abhiyan, combining research and extension activities. • The Institute is recognized by Mangalore University as a centre for the Ph.D. programme in Management. In support of this, the Institute has established a dedicated Research Centre which will be further strengthened, with enhanced resources such as an updated research policy, expanded library services and state-of-the-art computer labs to support ongoing research activities.	**Continuous**

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2.	Research oriented experienced faculty members	• Currently, out of 17 full-time faculty, six faculty members hold doctoral degrees, two of them hold M.Phil. degree, while six others are actively pursuing their Ph.D. studies / CA. • The Institute aims to increase the number of faculty holding doctoral degrees and support more faculty in pursuing their Ph.D. studies, fostering a robust academic research environment. • Faculty participation in research conferences, workshops and publications in high-impact journals such as Scopus-indexed and peer-reviewed journals will be actively encouraged.	**Continuous**
3.	**Targeted research and collaborative research**	• Faculty are pursuing research in contemporary fields such as behavioural finance, switching intentions, customer co-creation, HR Analytics, etc. • Institute faculty are engaged in and continue to pursue research through collaborations with faculty from other institutions.	**Continuous**
4.	**Faculty encouragement for Book Publications, Research Publications and Patents**	**Research Policy** • **Strengthening Research Focus**: Over the next five years, the Institute will enhance its research policy to encourage faculty publications in reputed journals, focusing on Q1, Q2, Q3 Scopus-indexed and peer-reviewed journals. • **Incentives for Quality Research**: Incentives will be provided based on the quality and impact of research, ensuring faculty members contribute to academic advancement. • **Evolving Support for Cutting-Edge Research**: The policy will evolve to support innovative	**Continuous**

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research, advancing knowledge and strengthening the Institute's reputation on national platforms.

- **Funding for Social Surveys**: A dedicated annual budget will be allocated to support social surveys, fostering collaborative research between students and faculty to enhance their impact.

- **Financial Assistance for Conferences and Workshops**: The Institute will continue to provide financial support for faculty to attend workshops and conferences, promoting professional development and academic exchanges.

- **Enhanced Library Resources**: The library will maintain and expand access to online and offline journals, Wi-Fi-enabled internet and photocopying services. It will also provide enhanced remote access to resources from Mangalore University and National Institute of Technology (NITK), Surathkal.

- **Research Publication Support**: Faculty will be supported in increasing their research output, aiming for publications in UGC Care-listed and peer-reviewed journals.

- **Increased Faculty Engagement**: The Institute will encourage greater faculty participation in emerging research trends and collaboration with experts in their respective fields to foster academic growth. The Institute's library will continue to provide a broad range of resources to support faculty in their pursuit of quality

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		publications. This includes both online and offline journal access, Wi-Fi-enabled internet browsing and photocopying services. In addition to its existing online journal platforms, the library will enhance remote access to resources from Mangalore University and the NITK, Surathkal, ensuring faculty have seamless access to valuable academic content for their research and publication efforts. **Over the next five years**, faculty members are expected to continue publishing actively, with a goal of contributing to Scopus-indexed and peer-reviewed journals, as earlier. The Institute aims to support faculty in increasing their research output, targeting a significant number of articles in these high-impact journals.	
5.	**More conferences (At least two conferences per year per college**	- Over the next five years, the Institute will be organizing workshops, seminars, national conferences and international e-symposia, focusing on key topics on the contemporary themes. - In collaboration with organizations like the Karnataka Private Post-Graduate Colleges Association, Bengaluru, Ananya Institute for Development Research and Social Action, Lucknow, the National Productivity Council the Institute will host national conferences on emerging themes. - The Institute has earmarked a dedicated budget for organizing such conferences, for fostering academic collaborations in the years ahead.	**Continuous**

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6.	**Student involvement in research**	Students are involved in the research through: • Institute sponsored Social Survey • Conduct of household survey and reporting under Unnat Bharat Abhiyan • Compulsory Project work on the contemporary research areas • Paper presentation & Poster presentation in the conferences	**Continuous**
7.	**Industry and institutional collaboration & Consultation**	• The Institute will continue to strengthen its partnerships with a diverse range of organizations, including universities, research institutes, industry associations and government bodies. • These collaborations will focus on advancing research, publication, innovation, entrepreneurship, community-based activities, project work and supporting local art initiatives. • Currently, the Institute has established understandings with 26 organizations and plans to expand this network, bringing in additional partnerships to further enhance its academic growth, innovation capacity and community impact. • The Institute ensures measures to improve individuals' skills, knowledge, experiences and avenues for progression in their professional careers.	**Continuous**
8.	**Institute Publication**	• **Institute Research Bi-Annual Journal-ANVESHANA**: **Over the next five years**, the Institute will continue its established tradition of	

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		publishing the research journal with ISSN 2249-1449, which has featured over 200 research articles to date.	**Continuous**
		• The Institute remains committed to supporting faculty by providing a platform for their research through this publication.	
		• Faculty contributions will continue to be featured, with an emphasis on encouraging high-quality research and scholarly work.	
		• The Institute will also explore opportunities to further enhance the journal's impact, ensuring it remains a valuable resource for faculty in showcasing their academic achievements.	

5.3 **Additional Information about Unnat Bharat Abhiyan:** Institute is recognized under Unnat Bharat Abhiyan (UBA), the flagship programme led by Govt. of India as a part of rural transformation. Under this Abhiyan the Institute will expand its efforts in the five adopted villages, with ongoing social surveys and the sharing of household survey data and extension activities. The Government of India has sanctioned a research grant of Rs. 50,000 for this initiative, supporting the development of community-focused projects. The faculty coordinator, having completed a specialized training program, will lead the implementation of a comprehensive action plan for the adopted villages under UBA, aiming for deeper community engagement and sustainable impact over the next five years.

As a long-term vision, Institute aims to become a hub for high-quality research, fostering collaborations with national and international academic bodies, industries and Government agencies to drive innovation and academic excellence. With a strengthened research culture, expanded faculty expertise and a dedicated focus on student involvement, Institute will enhance its reputation through increased publications, conferences and impactful research initiatives, positioning itself as a leader in the academic community.

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6. HUMAN RESOURCES AND SUPPORTIVE-FACILITATIVE ENABLERS

6.1 Human Resources Enablers

A J Institute of Management, recognise that achieving academic excellence and ensuring institutional resilience requires the prioritization of comprehensive Human Resource (HR) strategies. These strategies should provide essential support for students, staff, faculty and researchers. While adhering to the necessary regulatory, legal and academic standards, our focus is on developing a strong HR framework that contributes to the growth and development of the Institute. The following integrated approach highlights the key HR enablers that will nurture and sustain a vibrant and dynamic educational environment.

Table No. 6.1

Details of Human Resource Enablers

SI. No.	Indicators	Details	Time Line
1.	**Student and Learner Enablers**	**Holistic Admissions Framework** • 50% seats are filled by the Government and the reaming % by management. • Selection is based on the qualifying examination and entrance exam scores. • Selection process based on merit and equity ensuring diversity and inclusion	**Annually**
		Merit and Equity-Based Financial Aid • Students selected under Government Quota, under reservation categories are eligible for merit cum income-based scholarship. • Students joined under Management Quota are eligible for scholarship offered by Management based on merit, financial and social background.	**Annually**

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		Academic Success Programmes • Student Orientation Programme • Mentored through Student Progress Tracker • Monitored by class advisors • Tutorial classes for non-commerce students	**Continuous**
2.	**Staff Empowerment Enablers**	**Competency Based Recruitment** • Job openings are advertised on social media and in newspapers. • Resumes from walk-in candidates are also taken into consideration. • Recruitment of qualified faculty is encouraged through referrals. • Prospective candidates are required to deliver demo sessions. • Interviews are conducted by a committee that includes an external subject expert.	**Need Based**
		Professional Development and Growth • Organizing Training and Development Programmes • Financial support for social survey • Financial support for attending conferences & FDPs • Financial support for publication • Financial support for Ph.D. / NET /SLET • Flexible Vacation Leave • Employee Recognition & Felicitation • Research Centre • Strengthening Library Resources • Faculty Academic Guidance	**Continuous**

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		Inclusive Induction Protocol Facilitating the smooth integration of new staff through a thorough induction process that promotes a strong sense of belonging and aligns them with the Institution's mission.	**Need based**
4.	**Faculty and Researcher Enablers**	**Transparent Recruitment and Appointment** **Faculty:** Focusing on outstanding qualifications, diverse academic backgrounds, research proficiency and effective teaching capabilities in the recruitment process. **Researchers:** NET / SLET / Eligibility Test, Personal Interview and selection is based on the merit cum reservation as per the University norms.	**Continuous**
		Continuous Professional and Pedagogical Development Through seminar, workshops, conferences and In-house training	**Continuous**
		Tenure and Promotion Mechanisms • Number of years served at the Institute • Academic & Professional Achievements • Contributions for the Institutional Growth	**Continuous**
5.	**Cross-Functional Enablers**	**Recognition and Reward Systems** • Felicitation on the outstanding achievement • Increments on academic achievements	**Continuous**
		Resilience and Well-Being Programmes • EPF • Gratuity • Incentive for Ph.D. and on clearing NET / SLET • Financial Support for social survey • Financial support for attending conferences & FDPs	**Continuous**

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		• Financial support for publication	
		• Casual leave, sick leave, duty leave, Vacation and maternity leave	
		• Medical Facility at A J Hospital and Research Centre	
		• Yoga Sessions	
		• Doctor Consultation	
		• Faculty sports activities	
6.		**Leadership and Collaborative Opportunities** • Encouragement for collaborative research • Collaboration for Ph.D. course work classes with other institutions. • Create leadership development programmes and collaborative platforms that empower staff and faculty to take the lead on initiatives and drive organizational change.	**Continuous**
7.	**Strategic Funding and Emotional Support Enablers**	**Innovative Funding Strategies** • UGC Recognition under 2(f) & 12(B) • Financial support to conduct social survey • Financial assistance for research and publication	**Continuous**
		Emotional Intelligence and Support Networks • Encouraging individuals to recognize and understand their emotions, helping them navigate personal and professional challenges with greater empathy and insight. • Fostering strong interpersonal relationships through active listening, effective communication and understanding others' perspectives, contributing to a supportive environment.	

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		• Cultivating supportive relationships and networks that offer guidance, encouragement and resources, promoting well-being and resilience in times of stress or adversity.	
8.	**Enablers for Pedagogical Innovation**	**Pedagogical Excellence Initiatives** • Incorporating active learning strategies and technology to create an engaging and dynamic classroom experience. • Offering regular training and workshops for faculty to enhance their teaching skills and to stay updated with the latest pedagogical trends. • Implementing regular formative assessments and constructive feedback mechanisms to support continuous learning, help students track progress and guide instructional improvements.	**Continuous**

In the long-run, Institute plans to establish a robust and inclusive ecosystem focused on student success, faculty development and pedagogical innovation ensuring continuous improvement in academic quality and operational efficiency. By integrating advanced recruitment strategies, professional growth opportunities and a supportive learning environment, Institute will position itself as a leader in educational excellence, fostering holistic development for both students and staff.

6.2 Supportive- Facilitative Enablers

Supportive-Facilitative Enablers are key components that create an environment conducive to learning and development. These enablers provide the necessary tools, resources and guidance to help both educators and learners thrive. By fostering collaboration, enhancing accessibility and offering continuous support, these enablers ensure that the educational experience is effective, inclusive and empowering for all stakeholders. The following initiatives reflect the core elements that facilitate success in teaching, learning and personal growth.

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Table 6.2

Details of Supportive- Facilitative Enablers

Sl. No	Indicators	Details	Timeline
1	**Accessibility/ Proximity**	• The Institute ensures accessibility to leadership through a clear, decentralized structure, where roles such as Director, Principal, Dean Academics, Student Council Advisor, IQAC Coordinator, Research Coordinator and III Cell In-charge are easily accessible for faculty, students and staff to address specific needs and concerns. • The Institute fosters an inclusive and consultative decision-making process, where faculty and staff are actively involved in shaping policies and strategies, ensuring that every member has a voice in the Institute's operations.	**Continuous**
2.	**Rich Communication & Openness in terms of information**	• The Institute leverages ERP to share academic resources and announcements • Weekly open assembly for review and preview of the activities and the general instructions. • Regular faculty meeting • Semester wise Calendar of Events • Open door policy • Notice boards and digital display • In-House Monthly Digital Magazine	**Continuous**

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		• WhatsApp group for sharing updates and quick communication • Institutional details are given in the website serving the transparency	
3.	**Role Model**	• The Institute's Management Team, including the Director, Principal and Dean Academics, serve as role models by demonstrating effective leadership, strategic thinking and a commitment to fostering an environment of excellence • Faculty and staff demonstrate dedication to continuous learning and professional development. • The Institute provides opportunities for students to lead, preparing them for future success in the business world	**Continuous**
4.	**Trust among stakeholders and outsiders**	• The Institute maintains strong communication with parents through regular interactions, keeping them informed about their ward's progress, activities and achievements. • Alumni are regularly engaged through events and networks, fostering a strong sense of community and trust that supports mentorship, internships and placement opportunities for current students. • The Institute builds trust with industry partners through Memorandums of Understanding (MOUs), providing	**Continuous**

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		opportunities for internships, placements and training programmes that bridge the gap between education and industry needs. • The Institute engages with the local community through various programmes that support community development, promote local art and contribute to social responsibility, enhancing its relationship with the neighborhood. • By organizing events and collaborations with local businesses and cultural organizations, the Institute fosters strong relationships and trust within the surrounding community.	
5.	**Institutional Tradition Rituals**	• The Institute upholds local traditions by actively supporting and promoting Yakshagana performances, integrating regional cultural practices into academic and extracurricular activities. • The Institute celebrates various festivals, fostering a sense of community and cultural awareness among students, staff and faculty. • The Institute observes important national days instilling a sense of patriotism and national pride in students.	**Continuous**
6.	**Alternative strategy & Support network**	• The Institute has developed contingency plans to seamlessly transit	**Continuous**

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		to online classes and utilize Learning Management Systems (LMS) if the need arises for ensuring uninterrupted learning. • Continuous support and guidance to both students and faculty for navigating online learning platforms to enhance the overall learning experience. • The Institute focuses on creating and utilizing e-content and digital learning resources, offering alternative educational support to ensure students have access to quality learning materials at all times.	
7.	**Goal setting in every student**	• The Institute utilizes a student progress tracker in the mentorship program and project work diaries to establish and monitor personalized goals for each student. • Goal-setting is reinforced through targeted seminars and workshops that provide students with the tools and motivation to define their academic and career objectives. • The Institute incorporates goal-setting strategies into soft skills subjects, guiding students to align their personal and professional aspirations with career development plans.	**Continuous**
8.	**Safety & Security**	• CCTV cameras and 24/7 security on campus and hostel	

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		• In-campus hostel for girls • Anti-Ragging Committee visiting the hostel • Separate common rooms for boys and girls • Fire safety arrangements • Pad vending machine with incinerator • Programmes and training on self defence • SOP for student deputation and hostel stay	**Continuous**
9.	**Search for proximity**	• Celebration of local festivals • Training students on the local art form • Reflection of local / traditional culture in the Institute programmes	**Continuous**
10.	**Legacy of the system**	• Foundational values and excellent teaching-learning environment • Institutional tradition and good human relations • Consistency in quality and conduct of value-based programmes • Alumni contributions and excellent community connection • A legacy of knowledge and innovation through the institute journal • Strong stakeholder engagement and ethical practices	**Continuous**
11.	**Respect & perception**	• Recognizing and honouring the accomplishments of students, faculty	**Continuous**

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		and staff to enhance morale and positively shape their perceptions. - Creating an inclusive environment where diversity is celebrated and equal treatment is upheld - Gathering insights from students via exit interviews to understand their perceptions and experiences.	
12.	**The ability of the institution to deliver on promises**	Institute is committed to deliver the promises with the following initiatives: - Institute ensures consistent delivery of quality education through a well-organized and structured teaching-learning process - Demonstrates its ability to fulfill its promises by conducting programmes that are relevant, engaging and aligned with industry standards. - Prioritizes skill development through targeted initiatives such as workshops, seminars and hands-on training, equipping students with the competencies. - Emphasizing ethical practices and social responsibility, Institute integrates value-based learning into its curriculum to contribute positively to society and the workplace. - Maintains strong relationships with various stakeholders, creating	**Continuous**

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		opportunities for internships, placements and real-world exposure. • Fosters an inclusive environment leading to equal learning opportunities, regardless of background, ensuring diversity and fairness in educational outcomes.	
13.	**Accountability measures**	• Implementing comprehensive performance evaluation systems to ensure accountability, including the use of faculty work diaries, updated academic planning, academic performance indicators, one-on-one discussions, review meetings, student course feedback via ERP and course files. • Ensuring financial transparency and accountability through regular internal and external audits, along with the publication of annual accounts. • Accountability for students through affidavit and code of conduct	**Continuous**
14.	**Mental Health**	• Organizes awareness programmes aimed at promoting mental health, yoga, hygiene, preventing drug abuse and addressing issues related to ragging. • Doctor visit to campus for the health talk and consultation.	**Continuous**
		• Regular visit of the Counsellor to the Institute	**1 – 2 years**

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In future, Institute will continue to foster an environment of transparency, inclusion and accountability, ensuring that both students and faculty have the resources, support and opportunities needed for personal and professional growth. By strengthening ties with the local community, maintaining a focus on cultural and ethical values, and expanding mental health as well as safety initiatives, Institute will establish itself as a beacon of holistic development, trust and academic excellence in the region.

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7 NETWORKING AND COLLABORATIONS ENABLERS

A J Institute of Management recognizes the importance of building strong networks and collaborations to enhance the educational experience and expand the Institute's reach. By actively engaging with industry leaders, academic institutions and professional organizations, we aim to forge valuable partnerships that promote mutual growth. These collaborations provide our students and faculty with access to cutting-edge knowledge, research opportunities and real-world insights. Networking with professionals and alumni further strengthens our connections, unlocking new opportunities and boosting career prospects. Through these strategic efforts, Institute strives to continually elevate its position and contribute to both academic and professional communities

Table 7.1

Details of Networking and Collaborations Enablers

Sl. No	Indicators	Details	Timeline
1.	**Strategic Collaborations**	**Industry Integration & Partnerships** • Institute has signed 25 MOUs with industry, academia and communities for internship, project work, add-on programmes, research, community development and local art support. • These include organizations such as JCI, Young Indians (part of CII), Shubhavarna Yaksha Sampada, Bajaj Finserv, Avashyak Corporate Services, Headways, Ganesh Shipping, IDP Education, Productivity Council, Indian Society for Training and Development, Ananya Institute for Development Research and Social Action, Lucknow. • The external members of the IQAC and our MOU partners also play a key role in	**Continuous**

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		contributing their expertise to curriculum development and offering internship opportunities. **Alumni Networks** • The Institute has an Alumni Association bearing register number DRDK/SOR/115/2023-2024. • Executive members of the association actively participate in the Internal Quality Assurance Cell (IQAC). • Alumni contribute their expertise in skill development, placements, internship opportunities, act as judges for Institute events, participate in outreach programmes and provide curriculum feedback to enrich the educational experience for students. • Five MOUs with alumni facilitated Add-on Certificate programmes and internships. • It prioritizes alumni engagement, utilizing its Alumni Association to foster networking and contribute their might for events and infrastructure.	
2.	**Academic and Research Excellence**	• The Institute has partnered with a neighboring institution to organize events, facilitate student deputations, exchange faculty and students and engage in joint publications and collaborative research activities. • Institute has collaboration with Mangalore University and NITK, Surathkal for sharing the library resources.	**Continuous**

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3.	Practical Exposure and Experience	• The Institute integrates practical skills with theoretical learning by offering opportunities for industry consultations through the involvement of industry experts. These experts are regularly invited to share their hands-on experience through seminars, workshops and discussions on the latest trends in the industry. • The Institute offers students valuable hands-on experience through internships and project work, allowing them to apply theoretical knowledge in real-world industry settings. • The Institute organizes industrial visits, providing students with insights into industry operations and trends, enhancing their practical understanding of the subjects they study.	Continuous
4.	Community Engagement and Service	• Institute coordinates diverse community development efforts, nurturing ethical and emotional understanding among students. • Institute integrates the social initiatives with the caption of 'Expanding Reach and Connecting Beyond'. • These initiatives include blood donation drives, visits to special schools/orphanages and support for rural educational institutions and disaster-stricken areas. • The practice extends to national initiatives such as Swachh Bharat Abhiyan, beach cleaning, workshops for public awareness fostering patriotism and indigenous culture like Yakshagana.	Continuous

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		• Participation in Unnat Bharat Abhiyan stand out for its emphasis on community integration. • Institute has earned 9 recognitions from Government and Government recognized bodies for its community development endeavor's, encompassing charity, blood donation, cultural heritage, environmental sustainability and social surveys.	
5.	**Professional Development and Employment Placement Networks**	• Networking with industry sectors for internships and job placements is strengthened through LinkedIn connections • Inviting industry professionals for guest talks and sharing hands-on-experience. • By leveraging alumni connections, the Institute strengthens its network with the industry to create internship and placement opportunities for students. • Establishing MOUs that foster internships, ultimately leading to enhanced placement opportunities. • Additionally, the placement officer personally meets with industry officials to further build relationships and explore placement opportunities for students.	**Continuous**
6.	**Quality and Credibility Quality Assurance**	**Accreditation and Certification** • The Institution has been awarded an 'A' Grade in NAAC accreditation.	

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		• Institution has applied for the NIRF ranking. • Institute has earned certifications from the Unnat Bharat Abhiyan (UBA) and the Institutes Innovation Council, reflecting its commitment to excellence and industry collaboration. • Institute has a recognition from Mangalore City Corporation for successful maintaining vermi-composting unit. • Additionally, the Institute is working towards obtaining a quality accreditation through ISO. **Quality Assurance** The Institute holds quality audit certifications for its eco-friendly campus, energy management and financial operations. It has also undergone an Academic Administration Audit (AAA) and a functioning of its Sewage Treatment Plant (STP).	**Continuous**
7.	**Innovation and Entrepreneurship Startup Ecosystem**	• The Institute Innovation Council and Entrepreneurship Development Cell work together to foster an entrepreneurial mindset among students. • In collaboration with MSME and Young Indians, a wing of CII, the Institute organizes programmes aimed at advancing entrepreneurial skills. • Seminars focusing on various aspects of entrepreneurship are regularly conducted. • Students participate in exhibition programmes organized by MSME/Young Indians (CII),	**Continuous**

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| | | where they interact with entrepreneurs and build valuable networks.

• The Institute also hosts an entrepreneurial exhibition on campus, providing students with a platform to develop and expand their networks. | |

Beyond five-years, Institute will continue to expand its strategic collaborations with industry, academia and alumni, enhancing its student internship, research and employment placement opportunities. By further strengthening its innovation ecosystem, fostering entrepreneurship through specialized programmes and maintaining high standards in quality assurance and community engagement, Institute aims to become a leading hub for academic excellence, industry integration and social responsibility.

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8 PHYSICAL ENABLERS

Institute takes pride in its contemporary infrastructure equipped with ICT-enabled facilities tailored for effective teaching and learning, as well as beyond curricular activities. Institute offers eight modern classrooms and one multi-purpose room, all equipped with essential amenities including CCTV cameras, projectors, AV systems, computers and air-conditioning fostering an ideal learning environment.

Library resources of the Institute comprise of cloud based LMS with bound books, books in reference section, books in research centre, e-Books, journals and magazines, CD-ROMs e-book portals such as DELNET, NDL, EBSCO and the remote access of the Mangalore University Library and NITK Surathkal.

The research centre is equipped with high-performance computers, high-speed internet, and Wi-Fi for seamless access to resources. A wide collection of research books and journal back volumes are available for reference. Private cubicles provide focused workspaces, while classrooms feature projectors and whiteboards for collaborative learning. CCTV cameras ensure security, and air conditioners maintain a comfortable environment year-round. This setup supports both individual and group academic and research activities effectively.

Institute possesses a few classical instruments for cultural activities and indoor gaming facilities onsite, while outdoor sports facilities are available at our affiliate A J Institute of Medical Science. Safety measures include fire extinguisher with hoses, alarms and 10,000-liter water tank. For sustainability Institute has vermicomposting, sewage treatment and rainwater harvesting facility. Additionally, there is a 380-seat air-conditioned auditorium with audio-visual facilities. Other amenities comprise independent faculty cubicles, first aid-equipped restrooms, pad vending machines with incinerator, a 100-seater canteen, stationary services, lift access, 125 Kv generator, in-campus girl's hostel, 24/7 campus security apart from the installation of 39 CCTV cameras. The following table depicts the details of the physical enablers existing in the Institute for an ideal teaching-learning environment.

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Table No. 8.1

Key Physical Infrastructure

CLASSROOM	LIBRARY	RESEARCH CENTRE	OTHER FACILITIES	ADDITIONAL FACILITIES
Computer	LMS -EasyLib	Computer	Auditorium	Cubicals for staffs
Internet	Books & Journals	Internet	Cultural facilities	Stationary facilities
Wi-Fi	Periodicals	Wi-Fi	Sports facilities	Boys Rest Room
Projector	E-books	Research Books	Canteen	Girls Rest Room
Projection Screen	E-Journal Portals	CCTV Camera	Fire and Safety	Washrooms
AV System	CD's – DVDs	Classroom	Vermi Composting	Pad Vending Machine
CCTV Cameras	Newspaper	Projector	STP	Incinerator
Cushion Chairs	Question Paper	White Board	Rain harvesting	Hostel Facilities
White Board	Computer	Journal Back		24/7 security
Air-Conditioners	Photocopy	Volumes		Lift Facility
	Internet & Wi-Fi	Air-Conditioners		Water purifier
	CCT Cameras			Independent
				Transformer
				Divyanjan Facilities

Table No. 8.2

Details of Key Physical Enablers

Sl. No.	Indicators	Plan Details	Timelines
1.	**Smart Campus**	• Implement energy-efficient and reducing energy consumption while maintaining optimal visibility. • Vision to shift administrative and academic activities on digital mode • Strengthening smart surveillance systems in the entire campus • Biometric access in the library and lab	**5 years**

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		• Incorporate renewable energy sources like solar panels and reduced environmental impact. • Replacement of floor tiles.	
2	**Green/ Sustainable building**	• Set a target to produce one ton of vermi-compost within two years as part of sustainability efforts. • Enhance renewable energy use and adopt energy conservation measures to promote campus sustainability. • Improve waste collection by introducing specialized bins for e-waste and conducting regular audits for efficient waste management. • Strengthen awareness programmes (workshops, seminars, campaigns) to engage the campus community on sustainability and waste reduction. • Expand water-saving measures, including efficient fixtures, rainwater harvesting, and broader recycling efforts. • Plan and implement green space expansion through planting trees, shrubs, and vegetation. • Educate students and staff on responsible e-waste disposal through awareness programs and collection drives. • Maintain records of budget allocations and expenditures related to eco-friendly initiatives.	**1 – 5 years**
3.	**Infrastructure to commute**	• Infrastructure for commuting is designed to ensure easy access for individuals with disabilities. • The Trust arranges vehicles for group travel.	**Continuous**

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4.	Administrative Block (Admission & Counselling Area)	• Renovation of the reception area to provide a more welcoming and comfortable space for parents and student	1 – 2 years
5.	Library/ Digital resource centre	• Air Conditioning Installation in the Library	2 – 5 years
		• Biometric Access System for Library Entry	1 years
		• Procurement of an advanced Photocopier	2 years
		• Strengthening CC camera Surveillance	2 – 5 years
		• Enhancement of Physical and E-resources	Continuous
6.	Lecture Classrooms / Tutorial rooms	• Provision of Two-Seater Cushioned Chairs for Tutorial Classrooms on the 1st Floor and Specialization Lecture Rooms • Upgrading Internet Connectivity and Wi-Fi in Classrooms • Replacement of Air Conditioners on need basis	1 – 5 years
7.	Examination Section	• Well-equipped examination room with proper seating arrangements and security features to maintain exam integrity • A digital platform for student registration, exam scheduling, and result tracking to streamline processes. • CC camera Surveillance Systems • Secure storage systems for storing exam papers, student records, and other confidential documents • Facilities for printing exam papers, scanning answer sheets, and processing results efficiently	1-2 years

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		• Dedicated spaces for exam coordinators, staff and support personnel to handle administrative tasks • Air Conditioning	
8.	**Facilities to Faculty and Staff**	• Faculty / Research scholar cubical are in adequate numbers and will be increased as per the requirement	**1 year**
9.	**Meeting rooms**	• Seating arrangement in the existing board room will be modernized with smart board facility	**1 year**
10.	**Office Rooms**	• Proper maintenance of the existing facilities • Storage capacity will be enhanced	**Continuous**
11.	**Research Centre**	• PSPP and PLS demo version • Offer workshops on advanced data analysis tools like R, Python and Tableau to enhance research capabilities • Planning the procurement of Licensed version of research tools • The Research Centre currently includes computers, internet Wi-Fi, research books, journal back volumes, cubicles, classrooms, projectors, whiteboards, CCTV cameras, and air conditioners. These facilities will be regularly maintained and further upgraded to meet future requirements.	**Continuous**
12.	**Computer Centre / Computer Lab & Business Lab**	• Upgrade operating systems to the latest versions and ensure all devices are running updated antivirus software for enhanced security • Replacement of existing Air Conditioners	**Continuous**

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		• Providing training, workshops, and professional development opportunities for faculty, staff, and students • Investing in high-quality audiovisual equipment, including cameras and microphones	
		• Expand the software suite to include additional tools for data visualization, financial modelling and collaborative business planning	**1 – 2 years**
13.	**Cafeteria / Dining Room**	• Efforts will be taken to maintain the recently modernized cafeteria and dining room	**Continuous**
14.	**Games & Sports facility**	• Maintaining of indoor games equipment and procurement if required.	**Continuous**
15.	**Auditorium**	• Upgradation of Audio-Visual Facilities in the Auditorium in the existing 380-seat air-conditioned auditorium.	**1 year**
		• Wheelchair and lift accessibility are made available. • Reliable high-speed internet access for live streaming, online presentations, or interactive sessions. • Emergency exits, fire extinguishers and first aid kits, along with strict adherence to safety regulations provided.	**Continuous**
16.	**Hostels**	• The existing hostels at different location / campus for girls and boys are maintained by the Trust	**Continuous**
17.	**Parking**	• Sufficient space available	**Continuous**

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| 18.	**Guest Accommodation**	• Trust maintains 3 Star Hotels with modern amenities and made available for the usage of the guest accommodation.	**Continuous**
19.	**Health and well being**	• Programmes on wellness and health are regularly conducted. • Hospital facilities provided at the multi-speciality hospital maintained by the Trust	**Continuous**
20.	**Training and Skilling infrastructure**	• To support the training and upskilling of students, the Institute provides facilities like a business lab, computer lab and a dedicated multi-purpose room equipped with audio-visual tools.	**Continuous**

After five years, Institute will aim to be a technologically advanced and environmentally sustainable hub, integrating smart campus solutions, renewable energy sources and digital academic tools to optimize learning and administrative processes. With an emphasis on green infrastructure, upgraded facilities and enhanced research and training centres, Institute will foster a culture of continuous innovation, providing students and faculty with a state-of-the-art environment that supports academic excellence and sustainability.

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9 DIGITAL ENABLERS

The Institution aims to foster a more dynamic learning environment by utilizing ICT tools and online resources to enhance the educational experience. The following image and explanation illustrate the ICT tools and online resources employed by the Institute.

Image No. 9.1

ICT Tools and Online Resources used for Effective Teaching and Learning
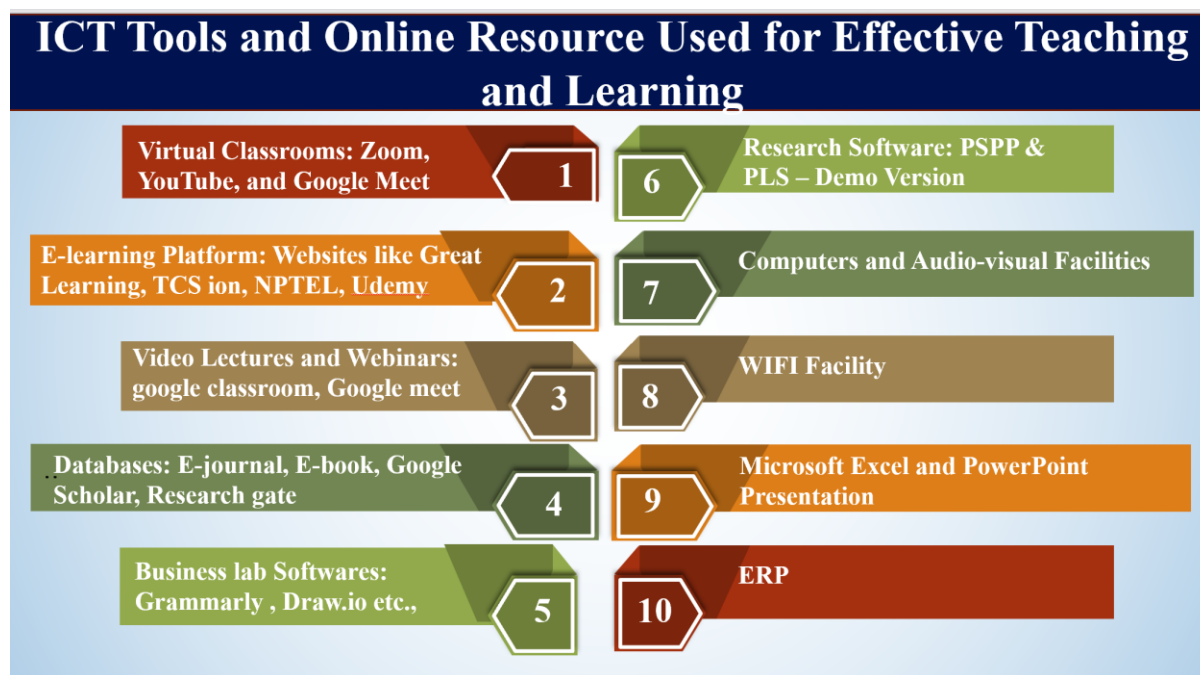

1. **Virtual Classrooms:** Tools such as Zoom, You Tube and Google Meet are used for live and interactive classes.

2. **E-learning Platform:** Websites like Great learning, TCS ion, NPTEL, Google Digital Garage Udemy etc. offer a variety of online courses.

3. **Video Lectures and Webinars:** You Tube, Google classroom and google meet are adopted.

4. **Online Library and Databases:** E-journal, E-book, Google Scholar, Research gate, Sci hub, NDL provide access to E-resources.

5. **Business lab Software:** Applications like Grammarly, Draw.io, Buffer, Canva are used.

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6. **Research Software:** Software like Google form, Google Scholar, SPSS, Microsoft excel, are used for project work.

7. **Audiovisual Facilities:** computers and audiovisual facilities for effective teaching and learning

8. **WIFI Facility:** Provides widespread internet access

9. **Microsoft Excel and Power Point Presentation:** Practical training sessions on Microsoft Excel are offered

10. **Enterprise Resource Planning:** ERP contributes to the overall efficiency, transparency and effectiveness of the Institution's operations.

Image No. 9.2

IT Infrastructure
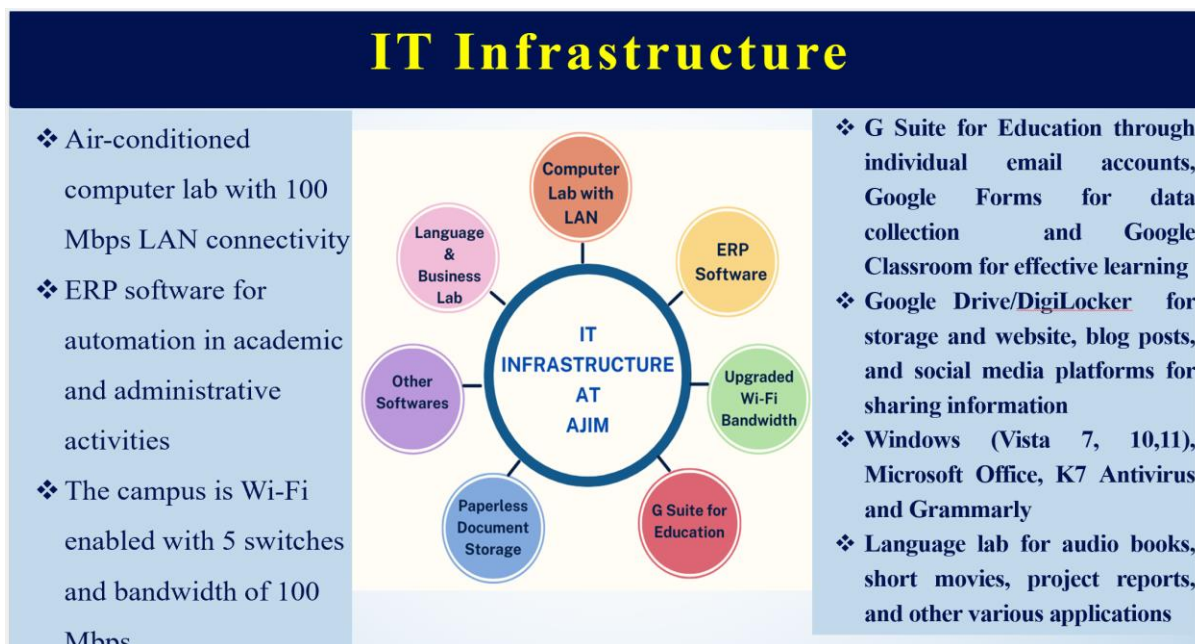
9.1 Details of Digital Enablers and its Updation

IT infrastructure functions as the digital nervous system, seamlessly connecting people, devices and data to support the Institution's operations and facilitates a diverse range of technological services. Following explanation depicts the details of digital enablers and its updation.

1. **Internet Usage and Wi-Fi:** The Institute provides LAN connectivity in the lab, office and library, and the campus is Wi-Fi enabled with five switches and a bandwidth of 100 Mbps.

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Road Map for Year 1-5:

Continue maintaining and upgrading the current lab infrastructure, including increasing the LAN ports in the LAB. Enhance security by implementing regular software updates and firewalls. Integrate high-performance computing systems for specialized software and research purposes.

Upgrade Wi-Fi infrastructure by adding more access points for better coverage and speed, especially in high-density areas like libraries and lecture halls.

2. **Website:** The Institute has as dedicated website providing all the mandated and general information.

   Road Map for Year 1-2: Transition to a new vendor for improved website management, allowing in-house faculty to update the latest events and news directly on the website.

3. **Online Messaging stakeholders' groups:** Currently the Institute uses normal text messages and WhatsApp group to communicate the information

   Road Map for Year 1-5: Shifting to a formal channel of communication using the ERP system

4. **Online Study material:** Study materials are made available through YouTube, Google Classroom, and Google Meet.

   Road Map for Year 1-5: The Institute plans to expand and enhance the availability of online study materials by incorporating additional platforms and resources to further support student learning.

5. **Digital Library:** E-journal, E-book, Google Scholar, Research gate, Sci hub, NDL provide access to E-resources.

   Road Map for Year 1-5: Integrate additional open-source academic resources and pay-for-access platforms from Mangalore University and NITK Surathkal for more diverse content.

6. **Digital Publication**: Institute peer reviewed research journal Anveshana and In-house Digital Magazine are also made available in the Institute website.

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7. **Paperless office:** Some important official documents are stored in the Google Drive

Road Map for Year 1-5: Institute attempts to store maximum administration and academic documents in the hard disk and Google Drive.

8. **Paperless exams & Online Evaluation:** Institute is planning to migrate major operations of internal examinations to online mode

Road Map for Year 1-5: The Exam Department will have a dedicated email address for all communication related to examination matters, including question paper submission and the conduct of in-house Add-on examinations across all four semesters. Additionally, the ERP system will be utilized for recording Internal Assessment (IA) marks and generating the corresponding tabulations.

9. **Website based result announcement:** Currently, the process for Semester End examinations, including the submission of exam applications, updating of IA marks, result announcements and challenge valuation, is managed through the UUCMS online portal by the University.

10. **NAD marks cards Facility:** Aligned with directives from Mangalore University, students are guided on leveraging the Academic Bank of Credits and Digi Locker, a digital repository initiated by the Government of India.

11. **Online admission test:** The Institute relies on admission test scores from various organizations, including KMAT, MAT, CAT, and PGCET. Among these, KMAT and CAT are conducted entirely in digital format.

12. **Education ERP:** Institute introduced ERP – DHI software contributing to the overall efficiency, transparency and effectiveness of the administrative and academic operations of the Institute.

Road Map for Year 1-5: Regularly update and refine the ERP system to integrate emerging technologies and meet evolving institutional requirements.

13. **Plagiarism software facility:** The Institute currently has the Plagiarism software – Turnitin for the use of faculty and researchers.

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Road Map for Year 1-5: The Institute plans to expand the use of this software to include plagiarism checks for students' project work in the IV semester.

14. **Online digital magazine & Student publication:** The Institute currently publishes a monthly digital magazine that showcases its activities and highlights the achievements of faculty and students.

Road Map for Year 1-5: This process will continue in the future, with the magazine being made publicly accessible through the Institute's website.

15. **Online placement (Project, internship, & final):** The Institute has largely digitalized placement activities, adapting to company requirements. It is equipped with all necessary arrangements for online processes, including interview cubicles, desktops with microphones and cameras, and CCTV surveillance. Student progress for project work and internships is tracked through Google Classroom.

Road Map for Year 1-5: This process will continue in the future with further enhancements to streamline and improve the online placement, project, and internship tracking systems.

16. **Institute Video Documentation and Social Media Promotion:** The Institute's video documentation is currently available on public platforms and promoted through social media channels.

Road Map for 1-2 Year: A professional videographer will be hired to produce a high-quality and impactful video documentation showcasing the Institute, its courses, and programmes.

17. **Arrangements for video online classes:** The Institute has acquired the necessary infrastructure for online classes, including digital boards, enhanced internet facilities, online lecture platforms, and G-Suite.

Road Map: The existing infrastructure will be maintained and further improved based on future needs.

18. **Video conference facility:** The Institute is equipped with online lecture infrastructure that enables global speakers to connect with the classroom

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Road Map: *This facility will be enhanced to support a wider range of speakers and ensure seamless connectivity for international collaborations.*

As a long-run vision, Institute aspires to transform into a fully integrated digital ecosystem, with all academic, administrative and communication processes streamlined through advanced ERP systems, secure online platforms, and cutting-edge technology. This digital infrastructure will not only enhance the overall learning and administrative experience but will also support global collaborations, promote sustainability and foster continuous innovation, positioning Institute at the forefront of academic excellence and digital transformation

Conclusion:

The Institutional Development Plan of A J Institute of Management envisions significant growth and transformation over the period. Focusing on governance enablers, the Institute aims to enhance teaching, research and student engagement through innovative academic practices and strong industry collaborations. It will prioritize the development of infrastructure, including upgraded computer labs and libraries, alongside a commitment to achieving higher accreditation and rankings. Financial sustainability will be achieved through well-defined policies and diverse revenue-generating strategies, supporting the Institute's ambitious plans. With a clear roadmap for curriculum development through TLP, the Institute will foster experiential and participative learning, preparing students for real-world challenges. Research and intellectual property initiatives will be strengthened, with special focus on community-driven projects like the Unnat Bharat Abhiyan. Additionally, a robust network of collaborations and human resource development will drive continuous improvement in faculty and staff capabilities. By leveraging advanced ICT tools and physical infrastructure, the Institute will create an environment that supports academic excellence and holistic student development, positioning itself as a leading Institute in the region.