



Mirpur University of Science and Technology
(MUST)

Faculty Handbook

(2024)

Faculty of MUST Business School

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1. Introduction

This handbook is designed to acquaint faculty members with MUST Business School and provide them with essential information regarding working conditions, academic policies, benefits, and other procedures affecting their roles at the school. Faculty members are encouraged to read, understand, and comply with the provisions outlined in this handbook, as it outlines their responsibilities and the programs developed by MUST Business School to support their personal and professional growth.

The handbook will be periodically updated to reflect changes in policies or procedures. Faculty members will be notified of any revisions as they occur. While the handbook covers many aspects of faculty life at MUST Business School, any questions or concerns that arise, which are not addressed in this document, should be directed to the appropriate office or can be clarified by reaching out to Director.mbs@must.edu.pk.

Our goal is to create a conducive work environment that fosters both individual growth and academic excellence, aligning with the mission and vision of MUST Business School.

Message from Director MUST Business School

I hope this message finds you well. As part of our continued efforts to enhance the operational framework of the MUST Business School, we are currently in the process of updating and revising our Faculty Handbook. This document will serve as a comprehensive guide to all policies, academic procedures, and employment guidelines relevant to your roles within the institution.

I encourage you to review the sections relevant to your department and responsibilities. If you have any feedback, suggestions, or notice any discrepancies that need addressing, please feel free to reach out directly. Your input is invaluable in ensuring that this document accurately reflects our academic mission and supports the faculty's growth and success. Should you have any questions or require clarification, please do not hesitate to contact me at Director.mbs@must.edu.pk.

Thank you for your ongoing dedication to fostering excellence at MUST Business School.

Disclaimer

This Faculty Handbook (2024) provides general guidance for faculty members of MUST Business School. While efforts have been made to ensure accuracy, the university reserves the right to amend policies, procedures, and content throughout the year 2024 without prior notice. The handbook should not be regarded as a contract between MUST Business School and its faculty.

Faculty members are encouraged to stay informed about updates and policy changes. For any questions or clarifications, please contact Director.mbs@must.edu.pk. This handbook is not exhaustive and may not address every circumstance that arises. In such cases, the university will interpret and apply policies as deemed necessary.

About the University

Mirpur University of Science and Technology (MUST), located in the scenic region of Mirpur, Azad Jammu and Kashmir, is a premier institution dedicated to fostering academic excellence and innovation. Established in 2008, MUST has grown into a vibrant educational hub, offering a wide range of undergraduate and postgraduate programs across various disciplines. The university is committed to providing students with high-quality education, state-of-the-art research opportunities, and a nurturing environment for intellectual growth. Through its strong focus on research, technology, and entrepreneurship, MUST aims to equip students with the skills and knowledge necessary to excel in the global market. For more information, please visit www.must.edu.pk.

Faculty of MUST Business School

MUST Business School (MBS), part of the Mirpur University of Science and Technology (MUST), has evolved significantly since its inception. Established as the Department of Business & Management Sciences in 2010, the school has expanded its academic offerings, including programs such as BBA, MBA, BBF, and MS in Management. In 2022, it officially transformed into MUST Business School.

MBS is dedicated to producing high-quality graduates and entrepreneurs equipped with the skills necessary to excel in today's competitive business environment. With a strategic focus on fostering research and entrepreneurial activities, the school strives to build strong relationships with regional educational institutions and industries. This collaboration aims to solve industrial challenges through innovation and continuous improvement, aligning with MBS's mission to lead the region in business education.

Vision

"To become a leading business school in the region by producing quality graduates and entrepreneurs."

Mission

"To produce quality graduates and entrepreneurs equipped with skills. We aim to create a strong bond with regional educational institutions and local industry by promoting research and entrepreneurial activities."

Faculty of MUST Business School

Governance Framework



Board of Governance (Senate MUST)

At MUST Business School, the Syndicate serves as the governing body, ensuring that the institution operates in alignment with its mission and vision. The Syndicate plays a pivotal role in decision-making and governance, replacing the Board of Governors. This body oversees key administrative and academic decisions, driving the strategic direction of the business school and ensuring that it meets its goals for educational excellence and industry engagement.

Details of the Syndicate:

- Chairperson: Prof. Dr. Muhammad Younus Javed, SI(M) (Vice Chancellor)

Key Responsibilities:

- Overseeing strategic management and ensuring the implementation of long-term goals.
- Providing governance over academic policies and institutional growth.
- Managing critical decisions regarding faculty appointments, academic programs, and financial oversight.

Recent Meeting Dates:

- 2024-01-26
- 2023-08-15
- 2023-02-28
- 2022-08-05

The Syndicate's governance ensures that MUST Business School continues to provide quality education and maintains its relevance through continuous improvement and collaboration with local industries and educational institutions.

Senate (Key Statutory Body)

The Senate of Mirpur University of Science and Technology (MUST) is the supreme academic body responsible for overseeing the academic standards and policies across the entire university, including MUST Business School. As a key part of the university's governance structure, the Senate ensures that all academic programs, including those at the business school, comply with university-wide standards, regulations, and guidelines. MUST Business School adheres to the Senate's policies to maintain high academic integrity and promote educational excellence.

Details of the Senate

- Chairperson: Barrister Sultan Mahmood (Chancellor)

Key Responsibilities:

- Governing academic policies and standards across the university, including business school programs.
- Ensuring compliance with university-wide regulations on curriculum, examinations, and academic performance.
- Overseeing research and development initiatives, ensuring alignment with the university's strategic goals.
- Supporting innovation in teaching methods and program offerings across all faculties.

Recent Meeting Dates:

- 2023-09-14
- 2022-08-18
- 2022-04-26
- 2021-06-22

MUST Business School complies with the directives of the Senate to maintain academic excellence, ensuring that all programs and initiatives align with the broader mission of the university.

Academic Council

The Academic Council of Mirpur University of Science and Technology (MUST) serves as a pivotal body that manages and directs academic activities across the university, including the Faculty of MUST Business School. The council is responsible for formulating policies related to academic programs, curriculum, and student progression. The Faculty of MUST Business School aligns its academic processes and policies in accordance with the guidelines and regulations set by the university's Academic Council to ensure compliance and maintain academic excellence.

Details of the Academic Council:

- Chairperson: Prof. Dr. Muhammad Younus Javed, SI(M) (Vice Chancellor)

Key Responsibilities:

- Approving curriculum changes, new programs, and academic initiatives within the Faculty of MUST Business School.
- Ensuring that the academic standards of the Faculty of MUST Business School align with the overall mission of the university.
- Reviewing student assessment policies and examination standards.
- Promoting research and ensuring its integration into the academic framework.

Recent Meeting Dates:

- 2024-05-09
- 2023-04-13
- 2022-08-02
- 2021-09-30

The Faculty of MUST Business School adheres to the policies and recommendations of the Academic Council to maintain the highest standards in education and research.

Board of Faculty

The Board of Faculty at MUST plays a vital role in overseeing academic activities and policies within each faculty, including the Faculty of MUST Business School. This board ensures that academic programs are in line with the university's overall educational goals and works to improve curriculum and teaching standards. The Faculty of MUST Business School complies with the directives of the Board of Faculty, maintaining rigorous academic standards and promoting quality education across its departments.

Details of the Board of Faculty:

- Chairperson: Prof. Dr. Zafar Iqbal (Professor)

Key Responsibilities:

- Approving curriculum development and revisions within the Faculty of MUST Business School.
- Reviewing academic programs and ensuring they meet university and industry standards.
- Ensuring that teaching methodologies and course structures align with the university's mission.
- Supporting faculty development and the enhancement of academic resources.

Recent Meeting Dates:

- 2024-01-12
- 2022-09-22

The Faculty of MUST Business School adheres to the decisions of the Board of Faculty to ensure continuous improvement in academic quality and alignment with institutional goals.

Board of Studies

The Board of Studies at the Faculty of MUST Business School plays a critical role in managing and reviewing the academic curriculum, course content, and degree requirements. It ensures that the programs offered are current, relevant, and aligned with industry needs. The board is responsible for making recommendations on curriculum improvements and the introduction of new courses. Faculty of MUST Business School works closely with the Board of Studies to ensure that its programs maintain high academic standards and meet the evolving demands of the business world.

Details of the Board of Studies:

- Chairperson: Prof. Dr. Zafar Iqbal (Director)

Key Responsibilities:

- Reviewing and updating the curriculum for various programs within the Faculty of MUST Business School.
- Recommending changes to course structures and content to ensure alignment with academic and industry trends.
- Approving new courses and programs before they are introduced to the Faculty of MUST Business School.
- Ensuring that the teaching methods and academic materials meet the university's standards.

Recent Meeting Dates:

- 2023-12-20
- 2022-11-15
- 2020-05-13
- 2019-09-07

The Faculty of MUST Business School aligns its academic offerings with the recommendations of the Board of Studies to ensure that students receive a well-rounded, high-quality education.

Selection Board

The Selection Board at Mirpur University of Science and Technology (MUST) is responsible for overseeing the recruitment and appointment of faculty and administrative staff across the university, including the Faculty of MUST Business School. This board ensures that the hiring process is conducted with transparency, merit, and adherence to the university's strategic goals. The Faculty of MUST Business School complies with the Selection Board's guidelines and decisions to ensure the hiring of qualified educators who align with the institution's academic vision.

Details of the Selection Board:

- Chairperson: Prof. Dr. Muhammad Younus Javed, SI(M) (Vice Chancellor)

Key Responsibilities:

- Overseeing the recruitment and selection process for all faculties within MUST, including the Faculty of MUST Business School.
- Conducting interviews, evaluating qualifications, and making hiring recommendations to ensure that faculty appointments meet the highest standards.
- Ensuring that the recruitment process is merit-based and aligned with the academic and strategic goals of the university.
- Facilitating the appointment of faculty and administrative staff who contribute to the university's mission of academic excellence.

Recent Meeting Dates:

- 2023-12-13
- 2022-05-15
- 2019-07-04
- 2019-05-28

The Faculty of MUST Business School follows the decisions and recommendations of the university-wide Selection Board, ensuring that its hiring process aligns with the institution's goals of attracting and retaining top talent in the academic field.

MUST Business School Organogram

Director & Head of Departments

Prof. Dr. Zafar Iqbal

Roles:

- Director, Faculty of MUST Business School
- Head of Department: Business Administration
- Head of Department: Banking and Finance
- Head of Department: Commerce

2. Departments and Their Structures

A. Department of Business Administration

- Head of Department: Prof. Dr. Zafar Iqbal

Programs: BBA (Bachelor of Business Administration)

- CMS Coordinator BBA Program: Mr. Aadil Rehman
- CMS Coordinator MBA Program: Ms. Mahroash Munir
- CMS Coordinator MS Program : Dr. Zahid ur Rehman

Faculty Members:

Male Faculty:

- Dr. Muhammad Khalique
- Dr. Zahid ur Rehman
- Mr. Adeel Razaq
- Mr. Ahsan Tahir
- Mr. Adil Rehman
- Mr. Ali Ashique
- Mr. Abdul Majid
- Mr. Ansar Ali Khan

Female Faculty:

- Ms. Urooj Fatima
- Ms. Mahroash Munir
- Ms. Nadia Murtaza

B. Department of Banking and Finance

- Head of Department: Prof. Dr. Zafar Iqbal

Programs: BBF (Bachelor of Banking and Finance)

- CMS Coordinator: Mr. Ahmed Nadeem

Faculty Members:

Male Faculty:

- Mr. Ahmed Nadeem
- Mr. Umar Razzaq
- Dr. Zia Khalid
- Mr. Bilal Khawaja
- Mr. Qassim Shabir

Female Faculty:

- Ms. Sumera Kousar

C. Department of Commerce

- Head of Department: Prof. Dr. Zafar Iqbal

Programs: Commerce

- CMS Coordinator: Mr. Rizwan Ismail

Programs: Accounting & Finance

- Coordinator: Mr. Muhammad Adeel Bashir

Faculty Members:

Male Faculty:

- Mr. Rizwan Ismail
- Mr. Muhammad Adeel Bashir
- Mr. Shahid Mehmood
- Mr. Shahid Iqbal

Female Faculty:

- Ms. Zara Kiran
- Ms. Kokab Ashraf

Faculty of MUST Business School

Faculty of MBS Policies



Policy 1: Code of Conduct for Faculty Members

1. Purpose:

The purpose of this policy is to outline the expected standards of behavior and professional conduct for all faculty members of the Faculty of MUST Business School. This policy ensures that faculty members maintain an ethical, respectful, and professional environment conducive to academic excellence.

2. Scope:

This policy applies to all faculty members, including full-time, part-time, and visiting lecturers within the Faculty of MUST Business School.

3. Policy Statement:

Faculty members are expected to uphold the following standards of conduct:

- **Professionalism:** Faculty members must demonstrate the highest level of professionalism in all interactions with students, colleagues, and other university personnel. This includes adhering to deadlines, attending all scheduled classes, and fulfilling all teaching, research, and administrative responsibilities.
- **Ethical Standards:** Faculty members must act with integrity, honesty, and transparency in all academic and professional activities. Plagiarism, falsification of data, or misrepresentation of work is strictly prohibited.
- **Respectful Behavior:** Faculty members are required to treat all students, colleagues, and staff with respect, ensuring a workplace and classroom environment free from harassment, discrimination, and bias.
- **Confidentiality:** Faculty members must respect the confidentiality of sensitive information, including student records, examination papers, and institutional data.
- **Commitment to Excellence:** Faculty members are expected to engage in continuous professional development and stay updated with the latest developments in their respective fields. This includes contributing to research, attending academic conferences, and mentoring students.

4. Violation of Policy:

Failure to adhere to this policy may result in disciplinary actions, including warnings, suspension, or termination of employment, depending on the severity of the violation.

5. Reporting:

Any faculty member or student who witnesses or experiences behavior in violation of this policy should report the incident to the Director of the Faculty of MUST Business School for review and further action.

6. Review:

This policy will be reviewed annually to ensure it remains relevant and aligned with the goals and mission of the Faculty of MUST Business School.

Policy 2: Faculty Attendance and Leave Policy

1. Purpose:

The purpose of this policy is to establish clear guidelines regarding faculty attendance and leave to ensure the smooth functioning of academic activities at the Faculty of MUST Business School.

2. Scope:

This policy applies to all full-time, part-time, and visiting faculty members of the Faculty of MUST Business School.

3. Policy Statement:

Faculty members are expected to fulfill their teaching, research, and administrative responsibilities by maintaining regular attendance. The following guidelines will govern attendance and leave:

- **Regular Attendance:** Faculty members are expected to be present during their scheduled class hours, office hours, and any meetings or events relevant to their duties. Punctuality is essential to maintain academic discipline and ensure a positive learning experience for students.
 - **Leave of Absence:** Faculty members may request leave for personal, medical, or professional reasons. The types of leave allowed include:
 - **Sick Leave:** Faculty members may take up to a maximum of 10 working days of sick leave annually with prior notification to the Director. A medical certificate may be required for extended sick leave.
 - **Casual Leave:** Faculty members may avail of up to 25 casual leave days per year for personal matters, with prior approval from the Director.

- **Maternity/Paternity Leave:** Faculty members may be entitled to maternity or paternity leave as per university regulations and national labor laws.
- **Professional Leave:** Faculty members are encouraged to attend conferences, workshops, and other academic events. Professional leave must be approved by the Director in advance.
- **Leave Approval Process:** Faculty members must submit a written leave request to the Director of the Faculty of MUST Business School at least 7 days in advance (except in cases of emergency). Leave requests should specify the type of leave and its duration.

4. Unauthorized Absences:

- Any absence without prior approval or notification will be considered unauthorized and may result in disciplinary action, including salary deduction or formal warning.

5. Substitute Teaching:

- In the event of planned leave, faculty members are responsible for arranging for substitute teaching to ensure classes are not disrupted. Any substitution must be coordinated with the Director.

6. Record Keeping:

- The Faculty of MUST Business School will maintain a record of all faculty attendance and leave. Faculty members are responsible for ensuring that their leave records are up to date and accurate.

7. Disciplinary Actions:

- Repeated unauthorized absences or failure to adhere to the leave policy may result in disciplinary action, which could include salary deductions, suspension, or termination of employment.

8. Review:

- This policy will be reviewed annually to ensure it aligns with institutional goals and any changes in national labor laws.

Policy 3: Faculty Performance Evaluation Policy

1. Purpose:

The purpose of this policy is to establish clear guidelines for the regular evaluation of faculty performance, ensuring that academic excellence and professional development are upheld at the Faculty of MUST Business School. The policy aims to foster continuous improvement in teaching, research, and service contributions.

2. Scope:

This policy applies to all full-time, part-time, and visiting faculty members of the Faculty of MUST Business School.

3. Policy Statement:

Faculty members will undergo periodic evaluations based on their contributions in the following areas:

- **Teaching Performance:** Faculty will be evaluated on their effectiveness in delivering academic content, student engagement, use of innovative teaching methods, and adherence to course schedules. Student feedback and peer reviews will be integral components of this evaluation.
- **Research Contributions:** Faculty members are expected to contribute to their field of study through publications in peer-reviewed journals, conference presentations, and research grants. Research output will be evaluated based on its quality, relevance, and impact.
- **Service to the Institution:** Faculty performance will also be evaluated on their contributions to the Faculty of MUST Business School through participation in committees, student advising, mentorship, and involvement in community outreach and university activities.

4. Evaluation Criteria:

Performance evaluations will be conducted using a combination of the following:

- **Student Evaluations:** Students will complete course evaluations at the end of each semester to provide feedback on the faculty member's teaching effectiveness, communication, and overall approach.
- **Peer Reviews:** Faculty members will be reviewed by colleagues for teaching, research, and institutional contributions.

- **Self-Evaluation:** Faculty members will submit a self-assessment outlining their accomplishments, challenges, and goals in teaching, research, and service over the evaluation period.
- **Administrative Review:** The Director of the Faculty of MUST Business School will review the faculty member's overall performance and provide feedback, identifying areas of strength and opportunities for improvement.

5. Frequency of Evaluation:

- **Annual Review:** All faculty members will undergo an annual performance evaluation, typically at the end of the academic year.

6. Outcomes of Evaluation:

- **Recognition of Excellence:** Faculty members who demonstrate exceptional performance in teaching, research, or service may be eligible for recognition or awards.
- **Development Plans:** Faculty members who require improvement in any area will work with the Director to establish a professional development plan, which may include attending training sessions, workshops, or mentorship.
- **Promotion Consideration:** Faculty members with consistently high evaluations may be considered for promotion based on institutional policies.

7. Appeals Process:

Faculty members who disagree with their evaluation outcomes may submit a formal appeal to the Director of the Faculty of MUST Business School. The appeal must include supporting evidence and will be reviewed by an independent committee.

8. Review:

This policy will be reviewed annually to ensure its relevance and alignment with the university's academic goals and faculty development initiatives.

Policy 4: Faculty Research and Publication Policy

1. Purpose:

This policy aims to promote and support faculty members in their research endeavors, ensuring that the Faculty of MUST Business School contributes to academic advancements and maintains a strong research profile. It provides guidelines on research activities, publication standards, and expectations for faculty members to uphold ethical and high-quality research practices.

2. Scope:

This policy applies to all full-time, part-time, and visiting faculty members engaged in research activities at the Faculty of MUST Business School.

3. Policy Statement:

Faculty members are encouraged to engage in meaningful and impactful research activities. The Faculty of MUST Business School expects faculty to adhere to the following guidelines:

- **Research Engagement:** Faculty members are required to actively participate in research projects related to their field of expertise. Collaborative research, both within and outside the institution, is encouraged.
- **Publication Standards:** Faculty members are expected to publish their research findings in reputable, peer-reviewed journals, academic conferences, or recognized industry publications. Research output should reflect originality, innovation, and contribute to academic and practical knowledge.
- **Research Ethics:** All faculty members must adhere to strict ethical guidelines when conducting research, including:
 - Ensuring the integrity of data and results.
 - Proper attribution of all contributions and avoiding plagiarism.
 - Compliance with ethical standards for research involving human or animal subjects, as applicable.
- **Research Funding and Grants:** Faculty members are encouraged to seek internal and external research grants to support their projects. The Faculty of MUST Business School will provide guidance and resources to help faculty secure funding for their research.

- **Research Collaboration:** Faculty members are encouraged to collaborate with industry, government bodies, or other academic institutions to enhance the relevance and impact of their research. Collaborative research projects that address real-world problems are highly valued.

4. Publication Targets:

- Faculty members are expected to produce at least one peer-reviewed publication per academic year in reputable journals or conferences.
- Senior faculty are encouraged to mentor junior colleagues to increase the research output of the Faculty of MUST Business School.

5. Research Support:

The Faculty of MUST Business School will provide resources, including access to research databases, support for attending conferences, and guidance on securing research grants. Additionally, the Research Cell will assist faculty in identifying research opportunities and collaborations.

6. Intellectual Property:

The intellectual property (IP) arising from research conducted at the Faculty of MUST Business School is jointly owned by the researcher and the institution. Faculty members must ensure proper agreements are in place when collaborating with external partners, and any commercialization of research must comply with university policies.

7. Recognition and Awards:

Faculty members who demonstrate excellence in research through high-impact publications or significant contributions to their field may be eligible for institutional recognition, awards, or additional research funding.

8. Violation of Policy:

Any faculty member found to have engaged in unethical research practices, including plagiarism, data manipulation, or falsification of results, will be subject to disciplinary actions, including potential dismissal.

9. Review:

This policy will be reviewed annually to ensure alignment with the evolving research landscape and institutional goals.

Policy 5: Faculty Development and Training Policy

1. Purpose:

The purpose of this policy is to provide a structured framework for the continuous professional development and training of faculty members at the Faculty of MUST Business School. The policy aims to enhance faculty skills in teaching, research, and leadership, ensuring academic excellence and alignment with the latest industry and academic trends.

2. Scope:

This policy applies to all full-time, part-time, and visiting faculty members of the Faculty of MUST Business School.

3. Policy Statement:

The Faculty of MUST Business School is committed to fostering the professional growth of its faculty members. This policy outlines the following areas of development:

- **Teaching Excellence:** Faculty members are encouraged to participate in workshops, seminars, and training programs that enhance their teaching methods and pedagogical skills. This includes training on:
 - Innovative teaching strategies.
 - Use of technology in the classroom.
 - Curriculum development and assessment techniques.
 - Enhancing student engagement and learning outcomes.
- **Research Skills:** To remain competitive in academic research, faculty members are encouraged to attend training sessions that:
 - Improve research methodologies and data analysis skills.
 - Provide guidance on publishing in high-impact journals.
 - Support grant writing and securing research funding.
 - Foster interdisciplinary research collaborations.
- **Leadership and Management Development:** Faculty members aspiring to take on leadership roles within the Faculty of MUST Business School or the broader academic community should engage in leadership development programs. These programs will cover:
 - Academic leadership and decision-making.
 - Conflict resolution and team management.

- Strategic planning and project management.
- Financial and administrative skills.

4. Training Programs:

- **Internal Training:** The Faculty of MUST Business School will regularly organize workshops and seminars for faculty development. Internal training programs will cover areas such as curriculum updates, teaching tools, and research advancements.
- **External Training:** Faculty members are encouraged to attend national and international conferences, seminars, and workshops. Financial support for such events may be provided, subject to availability of funds and relevance to faculty development goals.

5. Professional Development Plan:

- Faculty members are expected to create and maintain an individual Professional Development Plan (PDP), which outlines their goals for growth in teaching, research, and service. The PDP will be reviewed annually during performance evaluations, with the Director providing feedback and recommendations for additional development opportunities.

6. Funding for Development:

The Faculty of MUST Business School will allocate funds annually for faculty development initiatives. Faculty members seeking financial support for external development programs must submit a detailed application to the Director, justifying the relevance of the program to their role and long-term professional development.

7. Mentorship Program:

Senior faculty members will be paired with junior faculty to provide mentorship in teaching, research, and career growth. The mentorship program will ensure knowledge sharing and guide the development of new faculty members.

8. Recognition for Development:

Faculty members who actively participate in development programs and demonstrate significant improvement in teaching, research, or leadership roles may be eligible for recognition, awards, or promotion consideration based on institutional policies.

9. Monitoring and Evaluation:

The Director of the Faculty of MUST Business School will monitor the effectiveness of faculty development programs and assess their impact on teaching quality, research output, and leadership roles. Adjustments to the development programs will be made based on faculty feedback and institutional needs.

10. Review:

This policy will be reviewed annually to ensure alignment with emerging academic trends and institutional priorities.

Policy 6: Academic Integrity and Plagiarism Policy

1. Purpose:

The purpose of this policy is to uphold the highest standards of academic integrity at the Faculty of MUST Business School. It aims to define plagiarism, establish guidelines to prevent it, and outline the consequences for violating academic honesty. This policy ensures that all faculty and students maintain the integrity of their work and the reputation of the institution.

2. Scope:

This policy applies to all faculty members, students, and staff involved in academic work at the Faculty of MUST Business School.

3. Policy Statement:

Academic integrity is the cornerstone of any educational institution, and the Faculty of MUST Business School expects all members to adhere to the highest ethical standards in teaching, research, and academic work. This policy includes the following guidelines:

- **Definition of Plagiarism:** Plagiarism is defined as the act of using someone else's work, ideas, or expressions without proper acknowledgment. This includes:
 - Direct copying of text from another source without citation.
 - Paraphrasing someone else's ideas or work without attribution.
 - Submitting work produced by someone else as one's own.
 - Using unauthorized collaboration on assignments or research projects.
- **Forms of Academic Dishonesty:** In addition to plagiarism, the following are considered forms of academic dishonesty:
 - Fabrication or falsification of data.
 - Cheating during examinations or assessments.
 - Unapproved use of resources during assignments or exams.
 - Submitting the same piece of work for multiple assignments without proper approval.

4. Responsibilities of Faculty:

Faculty members are expected to:

- Clearly explain academic integrity policies to students at the beginning of each course.

- Implement strategies to discourage plagiarism, such as requiring drafts, promoting originality, and using plagiarism detection software.
- Ensure proper attribution is made in all academic publications and research.

5. Responsibilities of Students:

Students are required to:

- Submit original work for all assignments, exams, and research.
- Properly cite all sources used in their work.
- Refrain from using unauthorized resources or collaborating inappropriately on assignments.

6. Detection and Prevention:

The Faculty of MUST Business School will utilize plagiarism detection software for student and faculty submissions to ensure originality. Faculty members will review submissions for any signs of plagiarism or academic dishonesty.

7. Consequences of Violations:

- **First Offense (Minor):**
 - A warning will be issued, and the student or faculty member may be required to resubmit the work with proper citations.
- **First Offense (Major):**
 - For severe plagiarism, the individual may receive a failing grade for the assignment or course, depending on the extent of the violation.
- **Repeat Offenses:**
 - Repeated violations of the academic integrity policy will result in more severe disciplinary actions, including suspension, expulsion, or dismissal from the faculty.

8. Reporting and Investigation:

Any faculty member or student who suspects plagiarism or academic dishonesty should report the incident to the Director of the Faculty of MUST Business School. An investigation will be conducted, and appropriate actions will be taken based on the findings.

9. Appeals:

Individuals who feel they have been wrongfully accused of plagiarism or academic dishonesty may submit a formal appeal to the Academic Integrity Committee, which will review the case and provide a final decision.

10. Review:

This policy will be reviewed annually to incorporate new strategies for academic integrity and align with evolving academic standards.

Policy 7: Grading and Assessment Policy

1. Purpose:

The purpose of this policy is to provide clear guidelines for grading and assessment within the Faculty of MUST Business School. This policy ensures consistency, fairness, and transparency in the evaluation of student performance, supporting the academic goals of the institution.

2. Scope:

This policy applies to all undergraduate and postgraduate courses offered at the Faculty of MUST Business School and covers all forms of assessments, including exams, assignments, presentations, projects, and class participation.

3. Policy Statement:

The Faculty of MUST Business School is committed to maintaining high academic standards through a fair and consistent assessment process. The grading system will reflect students' understanding of course content, their analytical abilities, and their engagement with the course.

- **Grade Point Average (GPA):**
 - GPA will be calculated based on the weighted average of the grades obtained in each course, following the university's GPA calculation standards.

4. Types of Assessments:

- **Formative Assessments:**
 - Formative assessments are designed to provide ongoing feedback to students and may include quizzes, assignments, presentations, and group projects. These assessments help guide learning but may carry lower weight in the overall grade.
- **Summative Assessments:**

- Summative assessments, such as final exams, major projects, and research papers, evaluate a student's comprehensive understanding of the course material and carry significant weight in the final grade.
- **Class Participation:**
 - Participation in class discussions, group work, and other in-class activities may be included as part of the overall assessment. Participation will be graded based on the student's engagement, contribution to discussions, and collaboration with peers.

5. Weightage of Assessments:

The final grade in each course will be based on the following weightage distribution:

- **Mid-term Exams/Assignments:** 30%
- **Final Exam:** 50%
- **Quizzes and Assignments:** 20%
- **Class Participation and Attendance:** 0%

6. Assessment Guidelines:

- **Transparency:** Faculty members are required to provide clear assessment criteria and rubrics at the beginning of each course, outlining how students will be graded on each assignment, exam, or activity.
- **Feedback:** Faculty members are expected to provide timely and constructive feedback on all assessments, ensuring students understand areas of strength and improvement.
- **Plagiarism:** Any student found engaging in plagiarism or academic dishonesty during an assessment will be subject to penalties in accordance with the Academic Integrity and Plagiarism Policy.

7. Final Grade Submission:

- Faculty members must submit final grades to the university's online grading system within one week of the final exam or course completion. Any delay in grade submission must be approved by the Director of the Faculty of MUST Business School.

8. Grade Appeals:

- Students have the right to appeal their grades if they believe there has been a mistake or unfair evaluation. The process for grade appeals is as follows:
 - The student must first contact the course instructor to discuss the grade.
 - If the issue is unresolved, the student may submit a formal written appeal to the Director within two weeks of receiving the grade.
 - The Director will review the appeal and make a final decision.

9. Make-Up Exams and Extensions:

- Students who miss an exam or assignment deadline due to valid reasons (e.g., illness, family emergency) may request a make-up exam or an extension. The request must be submitted in writing to the course instructor, with supporting documentation, within three days of the missed exam or deadline.

10. Review:

This policy will be reviewed every two years to ensure alignment with institutional goals and best practices in academic assessment.

Policy 8: Faculty-Student Communication Policy

1. Purpose:

The purpose of this policy is to establish clear guidelines for effective and respectful communication between faculty members and students. This policy ensures that all communications, whether in person, through email, or via other platforms, are conducted professionally, respectfully, and in a timely manner.

2. Scope:

This policy applies to all faculty members and students at the Faculty of MUST Business School, covering all forms of communication, including face-to-face interactions, emails, phone calls, and online communication platforms.

3. Policy Statement:

Effective communication between faculty and students is essential for a productive and supportive academic environment. The Faculty of MUST Business School is committed to maintaining open, respectful, and professional communication channels to enhance the educational experience and ensure students receive timely support and guidance.

- **Professionalism in Communication:**

- Faculty members are expected to communicate with students in a professional, courteous, and respectful manner at all times. Likewise, students should address faculty respectfully, keeping in mind the formal nature of academic communications.

- **Response Time:**

- Faculty members should respond to student inquiries within **48 hours** (excluding weekends and holidays). Students are encouraged to follow up only after this period has passed, unless the matter is urgent.

4. Guidelines for Email Communication:

- **Faculty to Student:**

- Faculty members should use their official university email for all communications with students.
- Emails should be clear, concise, and provide necessary information regarding assignments, exams, or academic concerns.

- Faculty should ensure that mass emails are sent only when necessary and contain relevant information to avoid spamming students.
- **Student to Faculty:**
 - Students are required to use their official university email addresses for all communications with faculty.
 - Emails should include the student's full name, course title, and a clear subject line to ensure efficient handling.
 - Students should be respectful in tone and provide sufficient context in their inquiries.

5. Office Hours:

- Faculty members must schedule regular office hours to meet with students in person or virtually. These office hours should be clearly communicated to students at the beginning of each semester.
- Faculty should be available during these office hours for meetings or consultations regarding course content, assignments, or any academic concerns students may have.

6. Online Platforms:

- **Campus Management Systems (CMS):**
 - Faculty are encouraged to use the university's CMS for sharing course materials, assignments, and announcements. This ensures that communication regarding academic matters remains centralized and organized.
- **Social Media and Informal Platforms:**
 - Faculty should avoid using informal communication platforms (such as social media) to discuss academic matters. All official academic communications should occur via email or the CMS.
 - Faculty-student communication on social media should be conducted with professional boundaries in mind.

7. Conflict Resolution:

- If conflicts arise in communication between faculty and students, the matter should first be addressed privately between the concerned parties. If no resolution is reached, either

party may escalate the issue to the Director of the Faculty of MUST Business School for mediation.

8. Confidentiality:

- Faculty members are expected to maintain the confidentiality of all student-related communications, especially regarding grades, performance evaluations, or personal concerns. Breaching confidentiality without the student's consent is considered a serious violation of this policy.

9. Review:

This policy will be reviewed every two years to ensure it remains relevant and effective in maintaining a professional and supportive academic environment.

Policy 9: Faculty Workload and Teaching Assignment Policy

1. Purpose:

The purpose of this policy is to provide a framework for the equitable distribution of teaching, research, and service responsibilities among faculty members. This policy ensures that faculty members maintain a balanced workload that supports their professional growth and aligns with the academic goals of the Faculty of MUST Business School.

2. Scope:

This policy applies to all full-time, part-time, and visiting faculty members at the Faculty of MUST Business School.

3. Policy Statement:

Faculty members are expected to contribute to the institution through teaching, research, and service activities. The Faculty of MUST Business School seeks to maintain a balanced workload for each faculty member, considering their expertise, research focus, and service commitments. The teaching load will be adjusted based on these factors to ensure fairness and support academic excellence.

4. Teaching Assignments:

- **Full-Time Faculty:**

- Full-time faculty members are expected to teach a minimum of **06 to 15 credit hours** per semester, depending on their research and service responsibilities. This includes lectures, seminars, and tutorials.
- Teaching assignments will be made by the Director, considering faculty expertise, course requirements, and the overall needs of the department.
 - Professor = 06 Credit hrs.
 - Associate Professor = 09 Credit hrs.
 - Assistant Professor = 12 Credit hrs.
 - Lecturer = 15 Credit hrs.

- **Part-Time Faculty:**

- Part-time faculty members will be assigned courses based on the needs of the department. The number of credit hours assigned will vary according to the contract terms and the availability of the part-time faculty member.

- **Visiting Faculty:**

- Visiting faculty may be assigned teaching duties based on their area of specialization and the duration of their appointment. Teaching loads for visiting faculty will be determined on a case-by-case basis.

5. Research and Service Expectations:

- **Research:**

- Faculty members are expected to engage in research activities, including publishing in peer-reviewed journals, attending conferences, and pursuing research grants. Research output will be considered when assigning teaching loads, and faculty with significant research commitments may receive a reduced teaching load.

- **Service to the Institution:**

- Faculty members are also expected to contribute to the institution through service, which may include serving on committees, advising students, and participating in faculty development initiatives. Service contributions will be considered in the overall workload distribution.

6. Overload Assignments:

- Faculty members who wish to teach more than the standard load may be assigned additional courses with the approval of the Director. Overload assignments will be compensated in accordance with university policies.

7. Teaching Relief:

- Faculty members who are involved in significant research projects, administrative roles, or who are on approved leave (e.g., sabbatical) may apply for teaching relief. The Director will review each request and determine if teaching responsibilities should be reduced or reassigned.

8. Equitable Distribution:

- The Director of the Faculty of MUST Business School will ensure that teaching assignments are distributed equitably among faculty members, considering their academic qualifications, research commitments, and service contributions. Special

consideration will be given to faculty members who are new to the institution or returning from a leave of absence.

9. Appeals Process:

- Faculty members who believe that their workload is imbalanced or unfair may submit a formal appeal to the Director. The appeal should include specific concerns and suggestions for adjusting the workload. The Director will review the appeal and make adjustments if necessary.

10. Review:

This policy will be reviewed every two years to ensure alignment with institutional goals, changes in academic programs, and evolving faculty responsibilities.

Policy 10: Sexual Harassment Prevention and Response Policy

1. Purpose:

The purpose of this policy is to create a safe, respectful, and inclusive environment at the Faculty of MUST Business School by preventing and addressing sexual harassment. This policy provides guidelines for identifying, reporting, and responding to incidents of sexual harassment to ensure that all members of the academic community feel safe and supported.

2. Scope:

This policy applies to all faculty members, students, staff, and visitors at the Faculty of MUST Business School. It covers behavior that occurs on-campus, during off-campus events, and in any professional or academic setting related to the institution.

3. Policy Statement:

The Faculty of MUST Business School has a zero-tolerance policy for sexual harassment. All faculty, students, staff, and visitors are entitled to a harassment-free environment, and any instances of harassment will be dealt with promptly and confidentially.

- **Definition of Sexual Harassment:**

- Sexual harassment includes unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.
- Harassment may include, but is not limited to:
 - Unwelcome physical contact or proximity.
 - Verbal harassment, including inappropriate comments, jokes, or suggestions.
 - Visual harassment, such as inappropriate gestures or displaying offensive materials.
 - Quid pro quo situations where academic or professional benefits are offered in exchange for sexual favours.

4. Responsibilities:

- **Faculty and Staff:**

- Faculty members and staff are responsible for creating a respectful and professional environment free from harassment. They are required to report any instances of harassment they witness or are made aware of.
- **Students:**
 - Students are encouraged to report any incidents of sexual harassment they experience or observe, either involving themselves or others, to the appropriate authorities within the institution.

5. Reporting Mechanisms:

- **Reporting Channels:**
 - Individuals who experience or witness sexual harassment may report the incident to:
 - The Director of the Faculty of MUST Business School.
 - The university's designated sexual harassment officer or committee.
 - Human resources (HR) for confidential reporting.
- **Confidentiality:**
 - All reports of sexual harassment will be treated with the utmost confidentiality. The identities of both the complainant and the alleged harasser will be protected during the investigation process.

6. Investigation Process:

- **Initial Assessment:**
 - Upon receiving a report of sexual harassment, the designated officer or committee will conduct an initial assessment to determine the validity of the complaint and whether it falls under the scope of this policy.
- **Formal Investigation:**
 - If the complaint is valid, a formal investigation will be initiated. The investigation will include interviews with the complainant, the alleged harasser, and any witnesses. The investigation will be completed in a timely manner.
- **Outcome and Actions:**
 - Based on the findings, appropriate actions will be taken, which may include disciplinary measures such as warnings, suspension, termination, or expulsion for students. Both parties will be informed of the outcome.

7. Consequences of Sexual Harassment:

- **Disciplinary Actions:**

- If an individual is found guilty of sexual harassment, the following actions may be taken, depending on the severity of the offense:
 - For faculty and staff: Disciplinary actions may include a formal warning, suspension, or termination.
 - For students: Actions may include warnings, suspension, or expulsion.
- Any retaliation against individuals who report sexual harassment or participate in investigations is strictly prohibited and will result in further disciplinary actions.

8. Prevention and Training:

- **Awareness Programs:**

- The Faculty of MUST Business School will regularly conduct training sessions and awareness programs on sexual harassment, ensuring that all members of the institution are informed about their rights, responsibilities, and the procedures for reporting incidents.

- **Mandatory Training:**

- Faculty, staff, and students will be required to undergo mandatory training on sexual harassment prevention and response as part of their orientation or onboarding process.

9. Support for Victims:

- **Counselling and Resources:**

- The institution will provide counselling services and resources to victims of sexual harassment, ensuring that they receive the necessary emotional and psychological support.

- **No Retaliation:**

- Individuals who report sexual harassment or participate in the investigation process are protected from any form of retaliation. Any attempt to retaliate against complainants or witnesses will be treated as a separate offense and disciplined accordingly.

10. Review:

This policy will be reviewed every two years to ensure its effectiveness in preventing sexual harassment and supporting those affected by it.

Policy 11: Use of Information Technology and Internet Resources

Policy

1. Purpose:

The purpose of this policy is to provide guidelines for the proper use of information technology (IT) and internet resources within the Faculty of MUST Business School. The policy ensures that all faculty, staff, and students use IT resources in a responsible, ethical, and lawful manner.

2. Scope:

This policy applies to all users of IT resources at the Faculty of MUST Business School, including faculty, students, administrative staff, and visitors. It covers the use of all IT equipment, software, internet access, email systems, and related services provided by the institution.

3. Policy Statement:

The Faculty of MUST Business School provides access to IT and internet resources to support teaching, research, administrative functions, and student activities. All users are expected to use these resources responsibly and adhere to the following guidelines:

- **Authorized Use:**

- IT resources are provided primarily for educational and administrative purposes. Personal use of IT resources is allowed, provided it does not interfere with academic responsibilities, breach the policy, or consume excessive resources.

- **Prohibited Activities:**

- The following activities are strictly prohibited:
 - Accessing, downloading, or distributing illegal, harmful, or inappropriate content, including but not limited to obscene or offensive materials.

- Unauthorized access to the university's network, including attempting to breach or bypass security protocols.
- Using IT resources to engage in unlawful activities, including harassment, bullying, or discrimination.
- Unauthorized installation or use of unlicensed software.

4. Internet and Email Usage:

- **Internet Use:**
 - Users are expected to use the internet for academic and administrative purposes. Browsing inappropriate websites, engaging in illegal downloads, or consuming excessive bandwidth for personal use is prohibited.
- **Email Use:**
 - All users must use their official university email for academic and administrative communications. Personal email accounts should not be used for official purposes. Spam, phishing, or distributing unsolicited emails is prohibited.

5. Software Licensing:

- **Licensed Software Only:**
 - All software installed on university-owned IT equipment must be legally licensed. Users are not allowed to install unlicensed or unauthorized software on any IT resources provided by the institution.
- **Software Updates:**
 - Users must allow system administrators to install updates and patches to maintain the security and functionality of the IT resources.

6. Security and Privacy:

- **Password Protection:**
 - Users must create strong passwords and protect their login credentials. Sharing passwords or granting unauthorized access to IT resources is strictly prohibited.
- **Data Security:**

- Users are responsible for ensuring the confidentiality and integrity of any institutional data they handle. Any breach or suspected breach of security must be reported immediately to the IT department.
- **Privacy of Communications:**
 - While the institution respects the privacy of users, it reserves the right to monitor IT and internet usage to ensure compliance with this policy. Monitoring will only be conducted when necessary and in accordance with applicable privacy laws.

7. Use of Personal Devices:

- **Bring Your Own Device (BYOD):**
 - Faculty, staff, and students may use personal devices to access university IT resources. However, all personal devices must comply with the university's security protocols, including the use of antivirus software and encrypted connections.
- **Restrictions on Use:**
 - Personal devices must not be used to bypass university security systems or access restricted data. Any misuse of personal devices that compromises the university network will result in disciplinary action.

8. Violations and Consequences:

- **Reporting Violations:**
 - Any violation of this policy must be reported to the IT department or the Director of the Faculty of MUST Business School. Violations may result in loss of access to IT resources, disciplinary action, or legal consequences.
- **Disciplinary Actions:**
 - Faculty, students, or staff found in violation of this policy may face disciplinary actions, including suspension of IT privileges, suspension from courses, termination of employment, or legal prosecution, depending on the severity of the violation.

9. IT Support:

- **IT Helpdesk:**

- The Faculty of MUST Business School will provide an IT helpdesk for all faculty, students, and staff to assist with technical issues. The helpdesk will handle problems related to hardware, software, internet connectivity, and email systems.

- **IT Training:**

- Regular training will be provided to ensure that faculty, staff, and students are equipped with the necessary knowledge to use IT resources effectively and securely.

10. Review:

This policy will be reviewed annually to ensure it aligns with technological advancements and institutional needs.

Faculty of MUST Business School

Framework for Academic Discourse



Framework for Academic Discourse

1. Purpose

The Faculty of MUST Business School is committed to fostering a respectful, open, and intellectually rigorous environment. This framework outlines the expectations for engaging in academic discourse, ensuring that all interactions contribute positively to the educational and professional growth of students and faculty alike.

2. Respect and Integrity

All members of the Faculty of MUST Business School are expected to engage in discussions with mutual respect. This includes recognizing diverse viewpoints, acknowledging others' contributions, and maintaining integrity in all forms of discourse. Intellectual honesty and respect for others' ideas and contributions form the cornerstone of this framework.

3. Collaborative Learning

Collaborative learning and knowledge sharing are fundamental to the academic discourse at MUST Business School. Faculty and students are encouraged to engage in meaningful debates, group projects, and research collaborations, fostering a community of collective intellectual growth.

4. Constructive Criticism

Constructive feedback is crucial for academic development. Criticisms in both peer-to-peer and faculty-student interactions must be constructive, focusing on improvement rather than personal judgments.

5. Ethical Use of Information

Engaging in academic discourse involves the ethical use of all sources and research material. Any data, ideas, or findings shared in discussions must be properly cited, giving credit to original authors and ensuring academic honesty. This ensures that discourse remains a platform for ethical intellectual exchange.

6. Openness to Diverse Ideas

The Faculty of MUST Business School promotes an open environment where diverse ideas and perspectives are encouraged. Academic discourse should challenge and expand understanding, and no one should be discouraged from contributing based on personal beliefs or academic standing.

Framework for Academic Discourse: Teaching Strategies

1. Purpose

The Faculty of MUST Business School is committed to implementing dynamic and inclusive teaching strategies that encourage meaningful academic discourse. This section of the framework outlines the approaches to teaching that support open dialogue, critical thinking, and active participation in the learning process.

2. Interactive Learning

Faculty members are encouraged to employ interactive teaching methods that promote active engagement among students. This includes, but is not limited to:

- **Group Discussions and Debates:** Encouraging students to participate in discussions and debates on key course topics to deepen their understanding and develop critical thinking skills.
- **Case Studies and Real-World Scenarios:** Utilizing real-world case studies to stimulate discussion and connect theoretical concepts to practical applications.
- **Problem-Based Learning:** Presenting students with complex problems to solve collaboratively, encouraging dialogue and teamwork.

3. Inclusive Participation

Teaching strategies must promote an inclusive environment where all students feel comfortable contributing to academic discourse. Faculty should:

- **Encourage Diverse Voices:** Actively invite contributions from students with diverse backgrounds and perspectives to ensure a well-rounded discourse.
- **Create a Safe Space for Discussion:** Ensure that the classroom environment allows students to express their ideas without fear of judgment, promoting open and respectful communication.

4. Use of Technology in Academic Discourse

Technology can enhance academic discourse through various platforms. Faculty members should incorporate the following tools to facilitate student engagement:

- **Learning Management Systems (LMS):** Encouraging the use of forums and discussion boards for academic conversations outside the classroom.

- **Collaborative Software:** Leveraging tools like Google Docs or shared online whiteboards for students to work together on projects, allowing real-time collaboration and feedback.

5. Socratic Questioning

The Socratic method should be integrated into teaching strategies to stimulate critical thinking and deeper inquiry. Faculty members are encouraged to:

- **Pose Open-Ended Questions:** Engage students by asking questions that require them to think critically and explore multiple perspectives.
- **Encourage Students to Ask Questions:** Foster an environment where students are comfortable asking questions and challenging assumptions as part of the learning process.

6. Flipped Classroom Model

Faculty members are encouraged to adopt the flipped classroom model, where traditional lecture content is delivered outside the classroom through readings or video lectures, and class time is dedicated to discussion, problem-solving, and applying knowledge through discourse.

7. Peer-to-Peer Learning

Students should be given opportunities to lead discussions, teach segments of the course, or engage in peer review. This encourages collaborative learning and strengthens the academic discourse by allowing students to assume responsibility for teaching and learning.

8. Reflection and Feedback

Faculty members are expected to regularly solicit feedback from students on teaching methods and classroom discourse. This feedback should be used to refine teaching strategies and ensure that academic discourse continues to be productive and inclusive.

Framework for Academic Discourse: Classroom Engagement

1. Purpose:

This framework outlines the expectations for active and respectful classroom engagement, ensuring that students and faculty participate in a collaborative, inclusive, and thoughtful manner. The goal is to foster a positive learning environment where all students can express their ideas and opinions freely, while also being encouraged to engage critically with the content.

2. Encouraging Active Participation:

Faculty members should actively encourage students to participate in class discussions, debates, and other activities. Students are expected to contribute by sharing ideas, asking questions, and responding to their peers in a constructive manner. To facilitate this:

- Faculty should use open-ended questions to engage students.
- Classroom discussions should allow space for differing perspectives, ensuring that students feel comfortable sharing ideas, even if they contradict others.
- Regular in-class group activities, such as peer feedback and discussion rounds, should be included to foster deeper engagement.

3. Mutual Respect:

Mutual respect is essential to effective academic discourse. Faculty and students should:

- Avoid interrupting when others are speaking.
- Use respectful language, particularly when disagreeing with others' viewpoints.
- Be mindful of body language and tone, ensuring they contribute to a positive environment.

4. Addressing Silence and Encouraging Inclusion:

Instructors should use strategies to include quieter students in discussions by:

- Allowing small group discussions before larger class debates to encourage shy students to voice their thoughts.
- Ensuring a safe and supportive environment where students feel comfortable expressing their ideas without fear of embarrassment.

Framework for Academic Discourse: Conflict Resolution in Academic Settings

1. Purpose:

This framework provides a structured approach to addressing conflicts that arise during academic discussions, debates, or interactions, ensuring that disagreements are resolved constructively and respectfully.

2. Encouraging Constructive Disagreement:

Faculty members are encouraged to promote a classroom environment where healthy debates and disagreements are seen as opportunities for learning. Disagreements should be:

- Focused on ideas and not personal attacks.
- Supported by evidence, encouraging students to back their arguments with logic and research.
- Used as teaching moments, where faculty members help students explore differing perspectives.

3. Resolving Classroom Disputes:

In the event of a classroom conflict that disrupts academic discourse, the following steps should be taken:

- Faculty should calmly intervene, addressing the issue without escalating tensions.
- If necessary, faculty can pause the discussion and schedule a follow-up session to allow time for reflection and calmer discourse.
- Faculty may meet with students involved in the conflict outside of class to facilitate a more detailed resolution.

4. Use of Evidence:

When conflicts arise, faculty should encourage students to provide evidence for their arguments and allow the class to evaluate the evidence collectively. This shifts the focus from personal opinions to academic reasoning.

Framework for Academic Discourse: Inclusivity in Academic Discussions

1. Purpose:

This framework promotes inclusivity in academic discussions, ensuring that all students regardless of their background, identity, or learning style feel equally valued and able to contribute to the academic discourse.

2. Creating an Inclusive Classroom:

Faculty should implement teaching strategies that:

- Encourage contributions from all students, particularly those from underrepresented or marginalized groups.
- Actively counter bias and stereotypes by addressing them when they appear and educating students on the impact of their assumptions.
- Use diverse materials and examples in lectures that represent different cultures, genders, and viewpoints.

3. Facilitating Equal Participation:

Faculty should:

- Ensure that all students have the opportunity to participate in class discussions by using strategies such as rotating speaking turns or small group discussions.
- Be mindful of students who may dominate discussions and work to give quieter students more space to contribute.
- Encourage collaborative learning projects that promote cooperation and mutual respect among students from diverse backgrounds.

4. Addressing Bias and Stereotypes:

Faculty members should:

- Be proactive in addressing any biased remarks or stereotypes that arise during discussions. These moments should be treated as learning opportunities to educate students on the importance of respectful and inclusive language.
- Encourage students to reflect on their own assumptions and the impact these may have on their understanding of academic topics.

Framework for Academic Discourse: Makeup Class Protocol

1. Purpose:

This section outlines the process for ensuring that academic discourse is maintained in the event of a missed class. The Makeup Class Protocol ensures that both faculty and students remain engaged in the learning process despite unforeseen disruptions, promoting a consistent and effective academic experience.

2. Expectations for Faculty:

Faculty members are expected to uphold a high standard of commitment and discipline in their teaching responsibilities. Attendance and punctuality for scheduled classes are crucial for maintaining the flow of academic discourse. However, in situations where absences are unavoidable, such as medical emergencies or government-announced holidays, the faculty is responsible for ensuring that academic engagement continues through properly scheduled makeup classes.

3. Makeup Class Process:

- **Notification of Absence:** Faculty members must notify the relevant university authorities (HoD or Program Director) in advance if they anticipate missing a class. This ensures that the learning process is not disrupted without appropriate planning.
- **Approval of Makeup Class:** Faculty members must submit a **Makeup Class Request Form**, which will be reviewed and approved by the Head of Department or Program Director. The form should detail the reason for the missed class and propose a suitable time for the makeup session, ensuring there are no conflicts with other scheduled classes.
- **Classroom Coordination:** Once approved, the Class Coordinator will confirm the availability of a classroom for the makeup session. It is the responsibility of the faculty member to ensure that all students are informed about the time, date, and location of the makeup class.

4. Communication with Students:

To maintain continuity in academic discourse, it is critical that students are promptly informed about any changes in the class schedule. Faculty members must ensure that makeup class details are communicated clearly and in a timely manner through official channels such as emails or the learning management system (LMS).

5. Disciplinary Measures for Non-Compliance:

If a faculty member fails to conduct the required makeup classes without valid justification or repeats unapproved absences, appropriate disciplinary actions may be taken. This includes possible warnings or further actions as determined by university policies.

6. Optimal Use of Resources:

Faculty members are encouraged to make efficient use of university resources when scheduling makeup classes. Overuse of makeup classes without valid reasons is discouraged, as it may place unnecessary strain on institutional resources and disrupt the overall academic schedule.

7. Continuous Learning:

This protocol ensures that academic discourse remains uninterrupted, even in the event of cancellations, by promoting a structured and timely approach to makeup classes. Faculty members are expected to keep the flow of discussions and learning active by scheduling missed sessions as soon as possible.

Faculty of MUST Business School

Faculty CVs



Faculty Resume: Prof. Dr. Zafar Iqbal

9/4/24, 11:52 AM

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PROF DR. ZAFAR IQBAL

Professor
Commerce
Faculty of MUST Business School


Education

Degree/Certification	Board/University
M. Phil in Finance	AJK University Muzaffarabad
PhD in Management Sciences	AJK University Muzaffarabad

Faculty Resume: Dr. Zahid ur Rehman

9/4/24, 11:48 AM

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ZAHID UR REHMAN
Lecturer
Business Administration
Faculty of MUST Business School

Faculty Resume: Mr. Adeel Razaq

9/4/24, 11:47 AM

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ADEEL RAZAQ

Lecturer
Business Administration
Faculty of MUST Business School

Education

Degree/Certification	Board/University
Secondary School Certificate in Science (-)	AJ&K
Intermediate in F.Sc (Pre-Engg.)	AJ&K
BSCS in Computer Science (-)	UAJ&K
Master in Business Administration	NUML Islamabad Campus
Master in Science in Management (-)	IQRA University Islamabad Campus

Academic Experience

From	To	PostHeld	Organization
2010-08-03	2010-12-31	Visiting Lecturer	UAJ&K Mirpur Campus
2014-10-15	2015-02-02	Visiting Lecturer	Department of Business Administration, MUST, Mirpur
2015-02-03	2024-09-04	Lecturer	Department of Business Administration, MUST, Mirpur

Publications

Type	Count
RESEARCH PAPER	6

RESEARCH PAPER

#	Published	I.F.	Journal	Title	Author	Reference
1	2012-10-16		Journal of Business and Management	Retention of adept employees: Preliminary study on PTC-Pakistan	Adeel Razaq, SM Sabir, Raja Mazhar Hameed	Download From
2	2011-10-15		Information Management and Business Review	Organization Performance Influenced by the BSD and Consultative Management Style	Muhammad YameennJam Javed IqbalnAdeel RazaqnM. Suleman Sabir nAdil SohailnZafar Ullah	Download From
3	2011-08-01		Information Management and Business Review	Influential Role of Culture on Leadership Effectiveness and Organizational Performance	Syed Kamran Ali, Adeel Razaq ., Muhammad Yameen ., Suleman Sabir ., Muhammad Asif Khan .,	Download From

Faculty Resume: Mr. Ahsan Tahir

9/4/24, 11:50 AM

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AHSAN TAHIR

Lecturer
Business Administration
Faculty of MUST Business School

Education

Degree/Certification	Board/University
Master of Science in Project Management (Project Quality)	SZABIST

Faculty Resume: Mr. Abdul Majid

9/4/24, 11:51 AM

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ABDUL MAJID

Lecturer
Business Administration
Faculty of MUST Business School

Education

Degree/Certification	Board/University
MS in MS international Business and Management	Sheffield Hallam University England

Faculty Resume: Mr. Aadil Rehman

9/4/24, 11:51 AM

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AADIL REHMAN

Lecturer
Business Administration
Faculty of MUST Business School

Education

Degree/Certification	Board/University
O-Level in O-Levels	Cambridge
Intermediate in ICS	AJK BISE
MSc in Management	The University of Sheffield

Faculty Resume: Ms. Mahroash Munir

Faculty Resume: Ms. Nadia Murtaza

Faculty Resume: Ms. Urooj Fatima

9/4/24, 11:49 AM

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UROOJ FATIMA

Lecturer
Business Administration
Faculty of MUST Business School

Faculty Resume: Mr. Ali Ashiq

9/4/24, 11:49 AM

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ALI ASHIQ CHOUDHARY

Junior Lecturer
Business Administration
Faculty of MUST Business School

Faculty Resume: Mr. Rizwan Ismail

9/4/24, 11:38 AM

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RIZWAN ISMAIL

Lecturer
Commerce
Faculty of MUST Business School

Education

Degree/Certification	Board/University
Bachelor Degree in Commerce	UAJK, Muzaffarabad
MS in Finance	MUST, AJK

Academic Experience

From	To	PostHeld	Organization
2016-02-22	2017-11-07	Visiting Lecturer	MUST, AJK
2017-11-08	2024-08-28	Lecturer	MUST, AJK

Publications

Type	Count
RESEARCH PAPER	2

RESEARCH PAPER

#	Published	I.F.	Journal	Title	Author	Reference
1	2016-03-01		International Journal of Innovation and Applied Studies	Macroeconomic Factors and the Pakistani Equity Market: A Relationship Analysis	Rizwan Ismail, Asghar Pervaz, Ayaz Ahmed, and Raees Iqbal	Download From
2	2016-01-02		International Journal of Innovation and Applied Studies	Impact of Liquidity Management on Profitability of Pakistani Firms: A Case of KSE-100 Index	Rizwan Ismail	Download From

Thesis Supervision

BS

#	Year	Department	ScholarName	ThesisTitle
1	2020	Business Administration	Zoha Zafar	Impact of Intellectual Capital on Financial Performance of firms in Pakistan A Critical Analysis of Banks Using VAIC

Faculty Resume: Mr. Muhammad Adeel Bashir

9/4/24, 11:39 AM

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MUHAMMAD ADEEL _

Lecturer
Commerce
Faculty of MUST Business School

Faculty Resume: Mr. Muhammad Qasim Shabir

Faculty Resume: Ms. Zara Kiran

9/4/24, 11:39 AM

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ZARA KIRAN

Lecturer
Commerce
Faculty of MUST Business School

Education

Degree/Certification	Board/University
Doctor of Philosophy (PhD)	Universiti Kebangsaan Malaysia (UKM)
Master of Business Administration (MBA)	Allama Iqbal Open University (AIOU), Islamabad
Master of Science	Allama Iqbal Open University (AIOU), Islamabad

Academic Experience

From	To	PostHeld	Organization
2010-09-06	2015-02-03	Accountant	Mirpur University of Science and Technology (MUST), Mirpur, Pakistan
2015-02-04	2022-05-14	Junior Lecturer	Mirpur University of Science and Technology (MUST), Mirpur, Pakistan
2022-05-15	2024-06-27	Lecturer	Mirpur University of Science and Technology (MUST), Mirpur, Pakistan

Publications

Type	Count
BOOK CHAPTER	1

BOOK CHAPTER

#	Published	I.F.	Journal	Title	Author	Reference
1	1970-01-01		Sustainable Development Goals (SDG); Towards a Competitive Advantage	Adoption of Electronic Human Resource Management (e-HRM) Practices to Gain Performance and Sustainability: A Competitive Advantage Perspective	Zara Kiran, Zafir Khan Bin Makbul, Dr. Abu Hanifah Ayob	

Faculty Resume: Dr. Zia Khalid

9/4/24, 11:37 AM

must.edu.pk/wp-json/employee/10671



DR. ZIA KHALID

Lecturer
Banking & Finance
Faculty of MUST Business School

Faculty Resume: Mr. Shahid Mahmood

9/4/24, 11:39 AM

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SHAHID MAHMOOD

Lecturer
Commerce
Faculty of MUST Business School

Education

Degree/Certification	Board/University
ACMA	ICMAP-Islamabad
MS in Management Sciences	MUST-AJK

Academic Experience

From	To	PostHeld	Organization
2008-08-15	2010-08-30	Lecturer in Commerce	Govt. Post Graduate College Bhimber
2012-03-01	2015-02-02	Visiting Lecturer	MUST-AJK
2015-02-03	2024-08-31	Lecturer	MUST-AJK

Industry Experience

From	To	Organization	JobDescription
2005-06-01	2008-07-31	Azad Textiles Mills LTD.	Accountant

Faculty Resume: Mr. Shahid Iqbal

9/4/24, 11:41 AM

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SHAHID IQBAL

Junior Lecturer
Commerce
Faculty of MUST Business School

Academic Experience

From	To	PostHeld	Organization
2015-04-04	2020-01-22	Lecturer	University of the PoonchnRawalakot AJK

Faculty Resume: Ms. Kokab Ashraf

9/4/24, 11:39 AM

must.edu.pk/wp-json/employee/10762



KOKAB ASHRAF

Lecturer
Commerce
Faculty of MUST Business School

Education

Degree/Certification	Board/University
Matric in Science	Mirpur AJK Bise
Intermediate in FSc (Pre Engineering)	Mirpur AJK bise
BBA Hons in BBA Hona	AJK University Muzafarabad
Ms in Banking and Finance	Comsats

Academic Experience

From	To	PostHeld	Organization
2010-10-29	2012-06-29	Research Associate	MUST Mirpur
2012-05-12	2016-08-16	Lecturer	MUST Mirpur

Faculty Resume: Mr. Ahmed Nadeem

9/4/24, 11:37 AM

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AHMED NADEEM

Junior Lecturer
Banking & Finance
Faculty of MUST Business School

Faculty Resume: Mr. Ansar Ali Khan

9/4/24, 11:50 AM

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ANSAR ALI KHAN

Lecturer
Business Administration
Faculty of MUST Business School

Education

Degree/Certification	Board/University
Matriculation in - (-)	BISE Mirpur (AJ&K)
FSc (Pre-Engineering) in - (-)	BISE Mirpur (AJ&K)
BBA in - (-)	University of Azad Jammu and Kashmir (UAJ&K)
MBA in - (-)	University of Azad Jammu and Kashmir (UAJ&K)
MS-Management Sciences in - (-)	Mirpur University of Science and Technology (MUST), Mirpur (AJ&K)

Faculty Resume: Mr. Bilal Khawaja

9/4/24, 11:36 AM

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BILAL AHMED KHAWAJA

Junior Lecturer
Banking & Finance
Faculty of MUST Business School

Education

Degree/Certification	Board/University
M. Phil	Anglia Ruskin University

Faculty Resume: Mr. Umar Razaq

9/4/24, 11:36 AM

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UMER RAZZAQ

Lecturer
Banking & Finance
Faculty of MUST Business School